



Australian Government

Australian Law Reform Commission

CORPORATE PLAN 2026–2027

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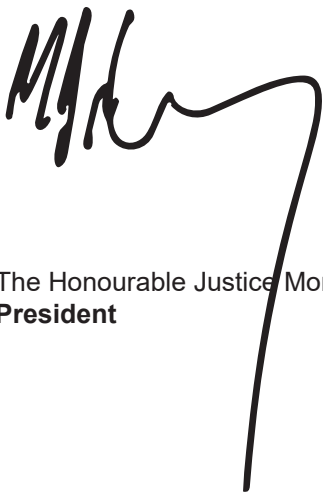
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PREFACE

As the Accountable Authority of the Australian Law Reform Commission (ALRC), I present the 2026–27 Corporate Plan, which covers the periods of 1 July 2026 to 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 Commonwealth 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 black ink, appearing to be 'M. Bromberg', with a long, sweeping vertical line extending downwards from the end of the signature.

The Honourable 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 values

- Independent
- Excellence
- Inclusive
- Fair and just
- Innovative

Our objectives

- To be a globally-leading centre of excellence for law reform.
- To be a trusted and well-utilised source of independent law reform advice for government as a whole.
- To provide government with high quality recommendations for law reform that are effective.
- To be an authoritative and reliable source of research into the operation and effect of the law.
- 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



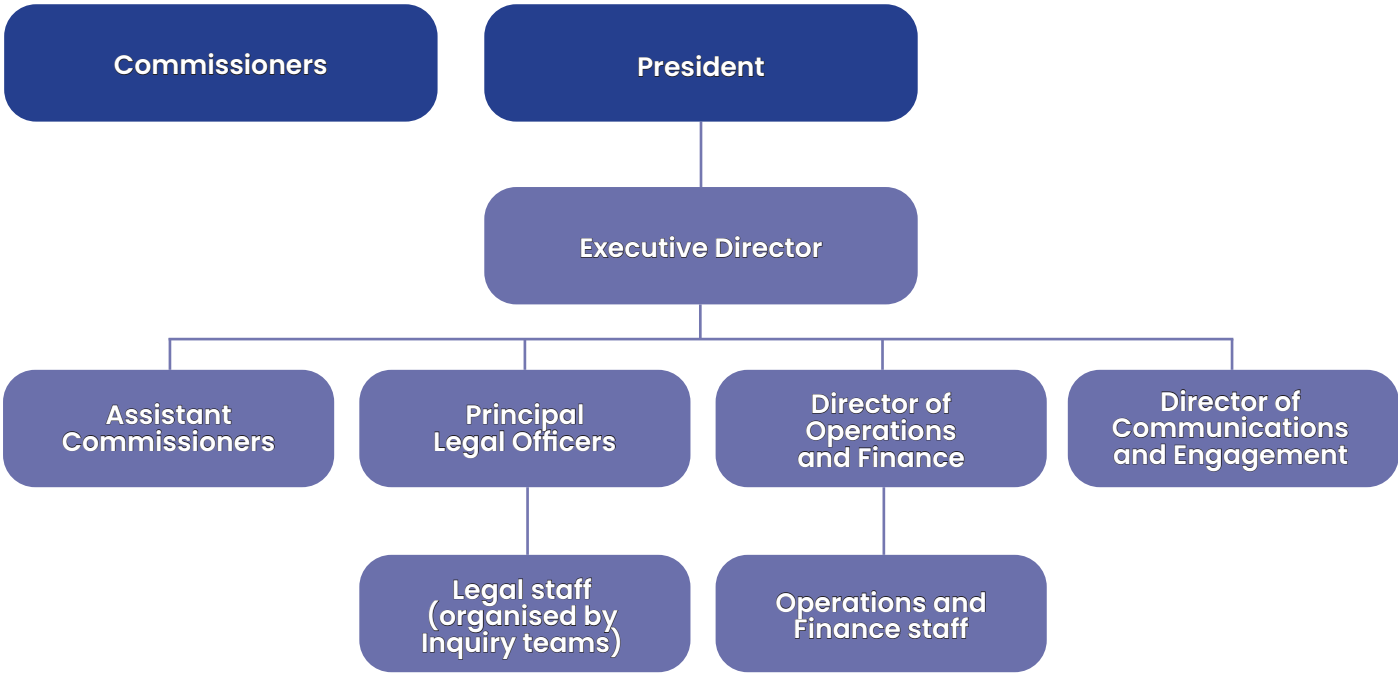
The Honourable Justice Mark Moshinsky
Commissioner



Dr Maeghan Toews
Commissioner



Ms Ruth Barson
Executive Director



KEY ACTIVITIES

Under the Portfolio Budget Statements (PBS), the ALRC has a single outcome: ‘informed government decisions about the development, reform and harmonisation of Australian laws and related processes through research, analysis, reports and community consultation and education.’

In order to achieve this outcome, the ALRC has a single program, as noted in the PBS: ‘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 the Australian Government and Commonwealth 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 Australian Government’s law reform agenda; and
- maintains an expert workforce with specialisation in law reform and legislative design.

Law reform inquiries

During 2026–27 the ALRC will conclude its work on two inquiries, the Review of Surrogacy Laws and Review of Human Tissue Laws. In relation to future inquiries, as noted in the PBS, the ALRC is:

solely reliant on the government for its referrals. As a result, the extent to which the ALRC can deliver on its objective is influenced from year to year by the government’s law reform agenda, the number

of inquiries referred to the ALRC, the subject matter and scope of any particular inquiry, the prescribed timeframe and the resources made available to the ALRC to undertake the work.

External engagement

In addition to communicating and promoting the work and publications of current law reform inquiries, the ALRC also continues to engage stakeholders, media and the public on past inquiries and Reports, and the field of law reform generally. This engagement includes speeches and presentations by the President and ALRC staff, articles and posts on various law reform topics, attendance at law reform events such as conferences and seminars, as well as engagement with colleagues and practitioners in law reform and policy development from across Australia as well as internationally. The ALRC will continue to raise awareness of the ALRC’s current and most recent work, as well as its substantial prior body of law reform work and recommendations.

OPERATING CONTEXT

Environment

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. As of 2026–27, the Australian Government has increased the resourcing provided to the ALRC through its annual appropriation. From 2026 onwards, the ALRC’s appropriation now funds one inquiry per year, in addition to the ALRC’s core operations. Through inquiry-specific funding the ALRC can increase staffing to support additional inquiries.

The ALRC’s average staffing level in FY2026–27 is projected to be 23 FTE.

Capability

People

The ALRC’s principal capability focus is its people: ALRC staff conduct legal research and analysis, undertake nation-wide consultations, draft law reform reports and recommendations, and ensure the compliance and performance of the organisation. In line with the APS Strategic Commissioning Framework, the core work of the ALRC is delivered by APS employees.

Workforce planning is undertaken to ensure the ALRC maintains appropriate levels of skills and experience to conduct its law reform inquiries and support its corporate operations. The ALRC aims to recruit high-performing staff in a range of roles and undertakes regular performance management and professional development to build the capabilities of the team.

Technology

Technology is a key enabling capability for the ALRC. It supports the ALRC's ability to conduct legal research and analysis, engage with stakeholders across Australia, manage corporate and governance functions, maintain records, and communicate its work to the Australian community.

During 2026–27, the ALRC will continue to strengthen its digital capability in a way that is proportionate to its size, functions and risk profile. This includes working with its managed service provider and relevant Commonwealth partners to improve cyber security, system reliability, information management, records management, and user support.

The ALRC will also continue to consider the safe and appropriate use of emerging technologies, including artificial intelligence (AI), to support inquiry work and operational efficiency. This work will be guided by the ALRC's AI Transparency Statement and relevant Australian Government expectations for responsible, safe, and transparent use of AI.

Infrastructure and Operations

The ALRC operates from offices in Melbourne and Brisbane and maintains corporate systems and services that support its inquiry, engagement, governance, and compliance functions.

During 2026–27, the ALRC will continue to ensure that its office arrangements, corporate operations and enabling systems remain suitable, cost-effective and proportionate to the needs of a small Commonwealth entity. This will include reviewing Brisbane leasing arrangements to ensure they remain appropriate for the ALRC's workforce, operational requirements, and budget.

Risk

The ALRC is committed to maintaining an active, proportionate and integrated approach to risk oversight and management across its operations. This approach recognises the ALRC's small size, specialised statutory functions, inquiry-based workload, and Commonwealth governance obligations.

The Accountable Authority is responsible for oversight of risk and internal control. The Audit and Risk Committee supports this by providing independent advice and assurance on the ALRC's risk management framework, key risks, fraud and corruption control arrangements, internal controls, financial reporting, and performance reporting.

The ALRC's Risk Management Plan identifies key strategic and operational risks, together with controls and mitigation strategies. The plan is reviewed regularly to ensure it remains aligned with the ALRC's operating environment, inquiry workload, legislative obligations and available resources.

The ALRC also manages risk through operational governance and consultation mechanisms, including the Consultative and Health and Safety Committee (CHSC). The CHSC provides a forum for staff consultation on workplace health and safety, employment-related matters, and relevant policy updates, and supports the identification and monitoring of WHS risks.

The ALRC has identified the following key strategic risks for 2026–27:

- **Core systems risk:** the ALRC may face challenges supporting core, foundational organisational systems—such as secure, reliable and fit-for-purpose systems that support cyber security, records management and information governance—arising from its small size, available resources, and the breadth of systems required of a Commonwealth agency.
- **Regulatory compliance risk:** the ALRC may face challenges meeting its corporate, financial, regulatory and reporting obligations in a timely and effective way, given its small size, available resources, and the breadth of Commonwealth compliance requirements, including obligations under the *PGPA Act* and related Commonwealth governance frameworks.

In consultation with the Audit and Risk Committee, these risks are managed through the ALRC's governance and assurance arrangements, including strategic and operational planning, workforce planning, financial management, procurement controls, cyber security controls, information and records management practices, fraud and corruption controls, protective security arrangements, business continuity planning, WHS risk management processes, and staff consultation through the CHSC.

The ALRC's Fraud and Corruption Control Plan, Protective Security Policy, Business Continuity Plan, WHS Policy, Risk Management Plan, and internal risk and issue registers support the ALRC's broader approach to managing operational, security, continuity, fraud, corruption, WHS, and compliance risks.

Cooperation

External engagement is a core element of the ALRC’s law reform methodology. 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.



PERFORMANCE

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

Number of reports: the core outputs of the ALRC are consultation papers and reports to Government with recommendations for law reform.

Timeliness of reports: the timeliness of reports 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.

Citations or references: the number of citations of the ALRC's work provides an indication of:

- Parliament's engagement with the ALRC's work and the esteem in which it is held;
- legal and academic expert engagement with the ALRC's work; and
- the relevance of the ALRC's work to legal proceedings.

Submissions received and consultations held per inquiry: the number of submissions received, and consultations held 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.

Presentations, articles and speaking engagements: presenting at public conferences, seminars and other inquiries ensures that the work of the ALRC is publicly debated and discussed.

Email subscribers, visitors to website, public attendance at ALRC events: the breadth of community engagement can be measured in three ways:

- through email subscriptions, which reflect sustained engagement with specific inquiries or the ALRC;
- website views, which reflect interest in the current work of the ALRC or the ALRC's work on previous inquiries; and
- attendance at ALRC events, which tracks active engagement with ALRC's inquiries.

Performance Measure	2025–26 actual	2026–27 targets	2027–28 targets	2028–29 targets	2029–30 targets
Number of reports	4	4	4	4	4
Timeliness of reports	100%	100%	100%	100%	100%
Citations or references	83	100	100	100	100
Submissions received per inquiry	Future Acts Regime: 109 (162 total for the Inquiry) Surrogacy Laws: 1,620 (1,697 total for the Inquiry) * Human Tissue Laws: 219 (238 total for the Inquiry)	50	50	50	50
Consultations held per inquiry	Future Acts Regime: 25 (115 total for the Inquiry) Surrogacy Laws: 29 (61 total for the Inquiry) Human Tissue Laws: 55 (86 total for the Inquiry)	25	25	25	25
Presentations, articles and speaking engagements	26	25	25	25	25
Email subscribers	7,237	1,350	1,350	1,350	1,350
Visitors to website	668,460	500,000	500,000	500,000	500,000
Public attendance at ALRC events	573	250	250	250	250

* 1,241 submissions to the Review of Surrogacy Laws appear to have been generated in response to a campaign template. These submissions cover similar themes with some variation in wording.



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