

Office of the Fair Work Ombudsman

Corporate Plan

2026 -27

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Acknowledgement of Country

The Fair Work Ombudsman acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters, skies, and community.

We pay our respect to them, their Cultures, and Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander people today.

Other acknowledgements

This Corporate Plan is presented, acknowledging the significant contribution of many employees across the Office of the Fair Work Ombudsman.

Our artwork: Stepping forward

Stepping forward represents taking the next step on the journey towards reconciliation and the potential possible when everyone is included.

Connecting with diverse peoples; meeting, listening and sharing together, can build respect and trust. Working in concert for a common purpose and united in the mission to make meaningful change.

It serves as a reminder of the dynamism and vibrancy of First Nations peoples and the lands from which they come, making the emergence of new ideas and ways of being possible that enables the envisioning of a brighter future.

Artist: Timothy Buckley



A message from the Fair Work Ombudsman

Anna Booth,
Fair Work Ombudsman

The vision 'working for fairer workplaces' continues to shape the Office of the Fair Work Ombudsman (FWO)'s Corporate Plan for 2026–27. We'll continue to direct our strategic objectives and key activities towards this outcome. We need and expect the workplace community to join with us and play their part to create a culture of compliance in Australian workplaces.

I am pleased that the FWO, employer organisations and unions represented on our Advisory Group have agreed a vision for our cooperation:

Together we are fostering a culture of compliance across Australian workplaces by building co-operative relationships among the tripartite parties (employer organisations, unions and the FWO) and leveraging those relationships for enhanced workplace compliance and increased transparency.

We are amplifying the reach of each of the tripartite parties through education and advice that is as simple to understand as possible. We will highlight practical examples that work to improve compliance. We will identify and respond to emerging threats or opportunities in the workplace.

Overall, we are accomplishing together what we cannot do separately, respecting each other's independent roles. We are contributing to the collective effort by providing and listening to different viewpoints, finding common ground and positively contributing to the administration of Australian workplace relations.

If this vision informs the everyday activities of the whole workplace community, we have a good chance of achieving fairer workplaces. That is my ambition, and it is embedded in this Corporate Plan.

Underpinning this is the strategic enforcement operating model that we have adopted. This year we will work with our partners and stakeholders in the workplace community to revise our priority areas, and sharpen issues of focus within them, to ensure we are prioritising the industry sectors at greatest risk of non-compliance. We will co-design proactive educational, compliance and



enforcement activities that reflect the expertise of those closest to the issues. We will deepen cross-government cooperation to deliver system-wide responses to areas of shared concern. This will give us the best prospects of driving behaviour change and building sustainable compliance across all Australian workplaces.

FWO's workforce is capable, engaged and proud of the work they do. I am committed to ensuring that continues - through meaningful consultation, investment in wellbeing, and a workplace culture that values inclusion, psychological safety and professional growth.

As the Accountable Authority of the FWO, I present our Corporate Plan which covers the 4-year period of 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

Anna Booth
Fair Work Ombudsman

10 August 2026

Vision



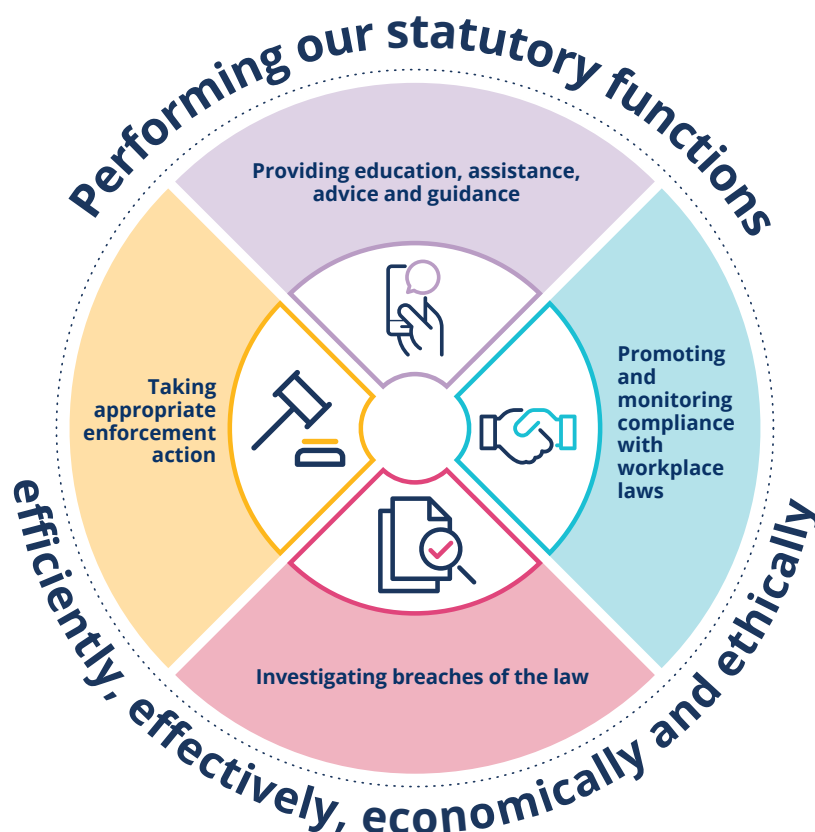
Working for fairer workplaces

Our Purpose and Functions

The FWO is the statutory office established by the Fair Work Act 2009 (the Act), and is comprised of the Fair Work Ombudsman, Fair Work Inspectors (FWIs) and staff. As defined within the Act, our purpose is to promote harmonious, productive, cooperative, and compliant workplace relations in Australia.

We do this through the following functions:

- ✓ provide education, assistance, advice and guidance to employers, workers, outworkers, outworker entities, organisations and other duty holders¹
- ✓ promote and monitor compliance with workplace laws
- ✓ inquire into and investigate breaches of workplace laws
- ✓ take appropriate enforcement action
- ✓ perform our statutory functions efficiently, effectively, economically and ethically.



¹ As defined within our [Compliance and Enforcement Policy](#), a duty holder is defined as a person, natural or corporate, that has an obligation under the Act to either do or not do a particular action.

Our Strategic Approach

This Corporate Plan outlines our strategic approach and how we will fulfil our role as the national workplace regulator. This includes how we will maximise our impact throughout the entire national workplace relations system, seeking to deter non-compliance, change unlawful behaviours and promote sustainable compliance. We will do this by working collaboratively with government and non-government stakeholders, ensuring system-wide responses to areas of significant risk, whilst ensuring ethical, economical and efficient use of public resources.

Over the 4-year plan, we are continuing to maximise our collaborative focus, embedding multi-stakeholder mechanisms to secure long-term solutions that facilitate sustainable compliance. We will use data and intelligence to guide our work, prioritising investigative resources to maximise deterrence in industry sectors, geographic regions, supply chains and related businesses with a history of non-compliance.

Our Priorities

Our priority areas provide a framework assisting us to make decisions about our resource allocations and are a consideration when responding to reports involving workplace disputes. Priority areas are those that we consider at significant risk of, or that demonstrate a history of, systemic non-compliance. By focusing more on these priority areas, we aim to deliver lasting improvements across the sectors and to support ongoing compliance throughout the workplace community.

In 2026-27, we plan to redirect resources and adjust our priority areas to best foster long-term compliance changes and achieve maximum impact, by taking a more targeted approach. We will be phasing out our inclusion of universities and aged care as specific priority areas. We will do this through a thoughtful exit program that is designed to solidify the improved education, compliance, and enforcement outcomes already achieved in these sectors.

What won't change is our enduring commitment to prioritising education and assistance for small business employers and employees, and vulnerable or at-risk workers. Our priority areas will continue to include areas that have a demonstrated history of systemic non-compliance, where we aim to achieve impact through increased attention.

Over the 4-year plan we will continue to monitor our priority areas in consultation with stakeholders, reviewing them using a data-informed approach, while staying responsive to emerging issues.

As reflected in our [Statement of Intent](#) of September 2025 (developed in response to the Hon Amanda Rishworth MP [Statement of Expectations](#) of August 2025), the FWO is committed to collaborating closely with our tripartite groups and key stakeholders. Over the 4-year plan, we will continue our consultative and collaborative approach to guide the development and implementation of targeted strategies within our priority areas. This will include co-design initiatives with our stakeholders, ensuring that our methods and actions are shaped by those most affected.



The Statement of Expectations reinforces the Government's policy priorities, and it will continue to guide our work in this respect²

² [Fair Work Ombudsman Statement of Intent 2025](#)

Our priorities are:

Enduring commitment

	Small business employers and employees		Vulnerable or at risk workers
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Priority areas

	Disability support services		Fast food, restaurants and cafés
	Agriculture		Building and construction
	Large corporates		

Deprioritised areas

	Aged care services		Universities
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Aligning with our strategic priorities, we will have an increased focus on the building and construction sector and the disability support services sector. This will involve strengthening stakeholder partnerships, delivering targeted education initiatives, and undertaking focused compliance and enforcement activities to improve outcomes across these priorities.

Building and construction sector

Our approach in the building and construction sector is focused on delivering an intelligence driven compliance program, designed to address complex and underreported risks in one of Australia's most critical and complex sectors. We will prioritise enforcement efforts across four key areas including general protections and right of entry allegations, the treatment of apprentices and trainees, migrant worker exploitation, and sexual harassment.

Trust and credibility will be strengthened through transparent strategic engagement, supported by the Building and Construction Reference Group which will continue to assist with industry specific initiatives.

Disability support services sector

Supporting vulnerable workers remains an enduring priority for the FWO, along with improving compliance in sectors where there is an elevated risk of workplace breaches. Our Inquiries play an important role in this work, enabling us to examine systemic issues, engage with key stakeholders and identify practical opportunities to strengthen compliance outcomes across priority sectors.

Our work within the disability support services sector includes an [Inquiry](#) into non-compliance with the Act in the sector. This multi-year Inquiry will give us an opportunity to observe and assess how the sector is structured and how key players behave. It will also create the opportunity for us to make a positive impact within this sector by identifying the causes of non-compliance, as well as the most effective ways to improve and sustain a culture of compliance.

Both as part of, and beyond our Inquiry, we will work with key stakeholders within the sector, particularly other regulators (such as the National Disability Insurance Agency and NDIS Quality and Safeguards Commission) and members of our Disability Support Services Reference Group.



Environment

The FWO operates in a dynamic environment shaped by our operating context, cooperation arrangements with stakeholders, the needs of the Australian community, and the broader changing geopolitical landscape.

We are committed to helping employers, workers and other duty holders navigate the workplace relations system, including during periods of change or disruption. We will do this through ensuring the advice and assistance we provide is clear, accessible and practical, along with providing tools and resources to empower workers and duty holders to understand and comply with workplace laws.

We will also leverage data sources and systems from cross-government mechanisms using information sharing techniques such as memoranda of understanding and enhancing service delivery by improving our website tools. We will encourage and support self-resolution of workplace disputes at the workplace level, and our dispute assistance services will provide information, resources and guidance to help manage disputes.

Our [Service Charter](#) outlines what the public can expect when dealing with us and our [Compliance and Enforcement Policy](#) outlines how we fulfil our statutory compliance and enforcement functions under the Act and enforce the law. The principles that underpin our Compliance and Enforcement Policy are strategic enforcement, supporting consistent decision-making designed to prioritise our resources, and advice that is accurate, consistent and defensible.

Strategic enforcement employs prioritisation and categorisation as the basis of decision-making. It focuses on interventions that have system-wide effects, change behaviours, and maximise impacts by addressing drivers of non-compliance. It will allow the FWO as a regulator, to deliver maximum impact by way of proactive activities designed to increase the compliance of priority industries in a sustainable way.



Key assessment factors employed when prioritising and categorising include:

- ▶ the type of allegation (industry priority areas, strategic significance, impact / seriousness of alleged conduct)
- ▶ the duty holder (deliberate or repeated behaviour, cooperation and willingness to rectify, compliance history)
- ▶ the context (public interest, external scrutiny, efficient use of resources, and potential for deterrence).

The FWO is committed to continuous improvement, strengthening systems and building capability to manage complex investigations efficiently. We will use data and intelligence to inform future compliance and enforcement activities and support compliance through the full suite of available compliance and enforcement tools.

As legislative changes come into effect, the FWO will ensure information, tools, and resources are accurate, reliable and timely to assist employers and workers in understanding and applying new and amended workplace rights and obligations.

As a result of changes to our legislative responsibilities, our operating environment will continue to evolve. We have introduced dedicated operational areas for criminal and sexual harassment investigations due to the legislative amendments, making these additional areas of focus for the FWO.

To deliver on our responsibility for the criminal offence we have experienced criminal inspectors and evidence management professionals, supported by an independent in-house legal team. Criminal investigations, which complement our existing civil enforcement powers, will be reserved for the most serious conduct, including where there is a greater need for specific or stronger deterrence. The FWO's sexual harassment strategy focuses on providing advice and education, addressing non-compliance whilst taking a trauma-informed approach, engaging with stakeholders and facilitating co-regulation. We will continue to prioritise education and early intervention by supporting employers to understand and meet their obligations under the Act to prevent sexual harassment, while also empowering workers with guidance and resources to support those who have experienced sexual harassment at work address their concerns. We will continue to build workforce capability, with staff trained in trauma informed practices, ensuring investigations are conducted in a manner appropriate to the sensitive nature of workplace sexual harassment matters.

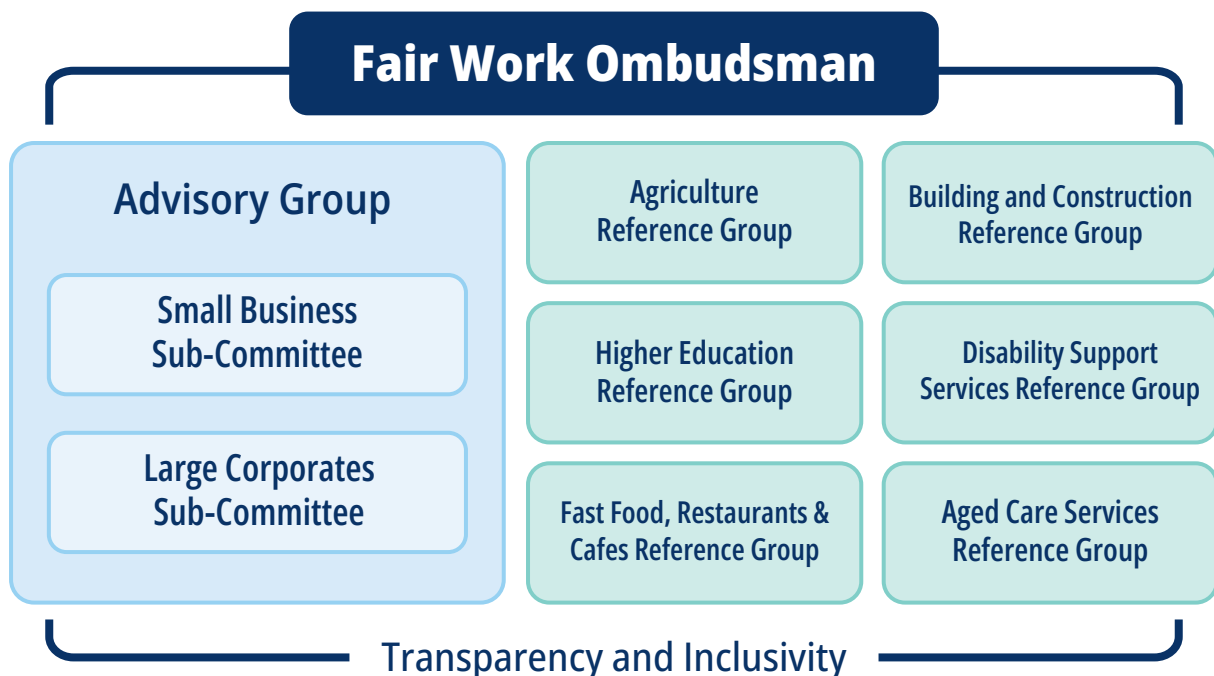


Cooperation and Collaboration

“ We will work collaboratively with a range of stakeholders to refine our regulatory posture and respond to the changing environment.³ ”

We believe every part of the workplace relations system has an important role to play in creating a culture of compliance that fosters productive and inclusive workplaces. By collaborating constructively with key stakeholders, we can broaden our impact. We recognise the importance of working together with stakeholders, duty holders and those in the workplace community to provide education and advice, and to promote multi-stakeholder mechanisms that support compliance.

We will continue to collaborate with sector-specific reference groups, including employer associations and unions, to support the delivery of targeted industry initiatives.



We will continue to develop collaborative activities with stakeholders underpinned by consultation, respectful engagement and careful design, ensuring our independence and impartiality are not compromised. Groups such as the Advisory Group which comprises peak employer organisations and the Australian Council of Trade Unions, ensure that the FWO will have direct access to information and advice relevant to our work and the needs of those we serve.

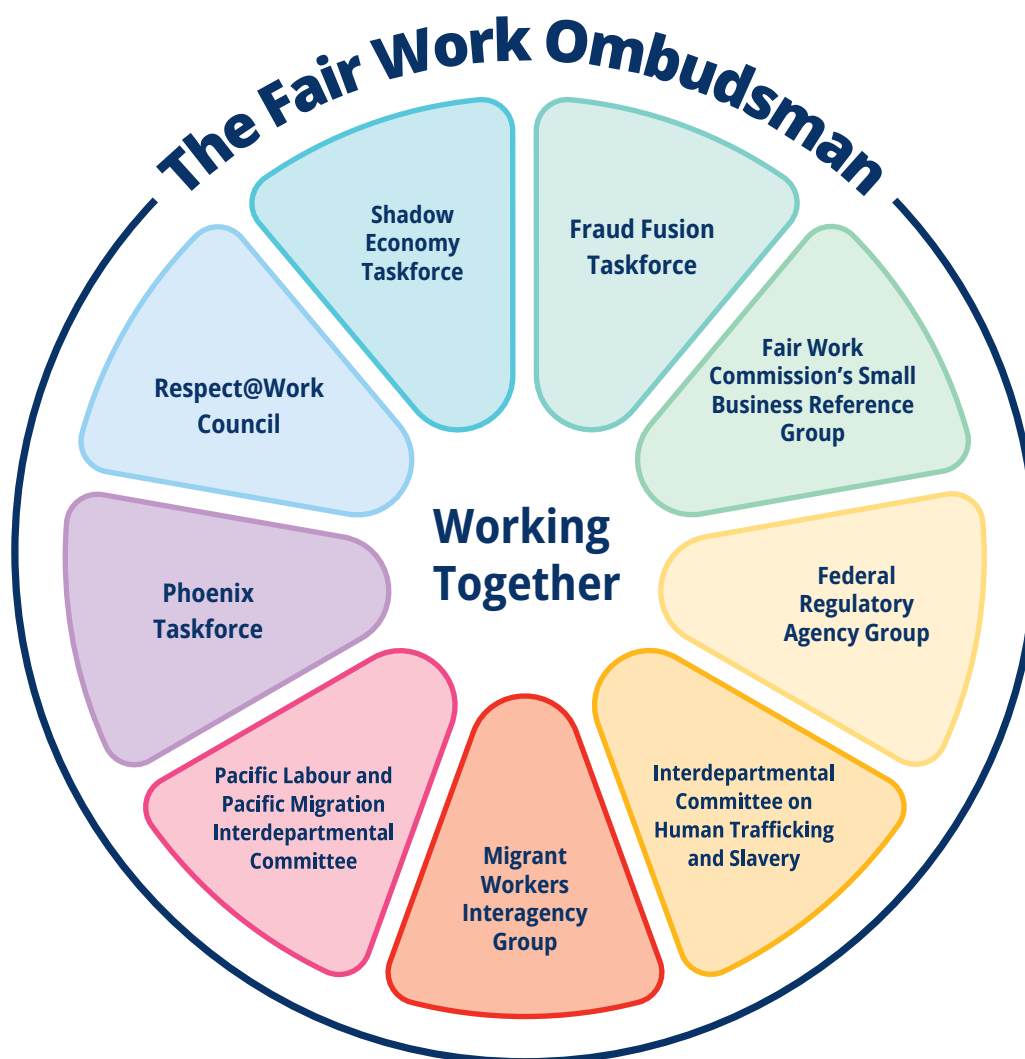
Our commitment to leveraging expertise across the workplace community extends to government, industry and community organisations that provide services to the workplace community such as working women’s centres, community legal centres and migrant worker services.

The FWO has a collaborative relationship with the Department of Employment and Workplace Relations (the Department). This ensures that the Government and the Department can leverage our experience, knowledge and expertise to inform policies and programs that support achievement of the objectives of Australia’s workplace relations system and the Act.

³ [Fair Work Ombudsman Statement of Intent 2025](#)

We will continue to build on and identify opportunities for collaboration. Our sustained engagement in forums, committees, and reference groups demonstrate our commitment to cultivating reliable relationships that stakeholders appreciate. We will undertake coordinated investigation procedures with other regulators into labour hire, supply chain and sham contracting arrangements throughout targeted sectors.

We will participate in groups established across government and the wider workplace community, such as:



Our Strategic Objectives and Key Activities

Our Strategic Objectives are now fully embedded across the breadth of our work, as a natural progression from our vision and purpose, they will continue to guide our work so that we can best serve the workplace community.

1



Awareness

Employers and workers know about the Fair Work Ombudsman and what we do

2



Understanding

Employers and workers understand their workplace rights and obligations

3



Resolving workplace disputes

Disputes about compliance with workplace laws are resolved by dispute resolution and the use of enforcement tools

Strategic compliance and enforcement

Non-Compliance is deterred through strategic compliance and enforcement activities

4



Detection and deterrence

Serious and/or systemic non-compliance is detected and addressed

5



People

Our systems, capabilities, and ways of working support our people to deliver our objectives

6



Key Activities

The Key Activities that will help us achieve our Strategic Objectives are:

1

Awareness

Undertake a range of activities designed to ensure awareness of and build trust in the FWO as the federal workplace regulator.

- ▶ Deliver marketing and communications campaigns, as well as media statements regarding enforcement outcomes, to enhance awareness of the FWO, inform employers and workers of their workplace rights and obligations, and promote general deterrence
- ▶ Work with our stakeholders, including employer organisations, unions, community networks, government, and academics (in tripartite forums and direct engagement) to collaboratively shape, and build awareness and trust in our services
- ▶ Promote our website (fairwork.gov.au) as our primary advice and education resource for all workplace participants and publicise information on our compliance and enforcement activities and outcomes to demonstrate the role of the FWO.

2

Understanding

Provide information, education, advice and assistance to workers and employers on workplace rights and obligations, as well as supporting stakeholders in their education functions.

- ▶ Collaborate with employer organisations and unions, supporting them to educate members in order to assist with resolving workplace disputes through the provision of accurate information and advice
- ▶ Continuously review and enhance our website content to ensure information is accessible, reliable, and fit for purpose, including tailored content developed in consultation with stakeholders

- ▶ Provide tailored information and advice to employers, workers and other duty holders to enhance self-service offerings, via our website tools and resources, the Fair Work Infoline, Small Business Helpline and Employer Advisory Service
- ▶ Offer and evolve targeted advice and education services for small businesses, including customised web content and a Small Business Helpline, and tailored reliable written advice through the Employer Advisory Service
- ▶ Develop best practice guidance and education to support the workplace community drive cooperative and productive workplaces
- ▶ Target education and engagement to priority and vulnerable cohorts, including migrant workers and visa holders, young workers and students, culturally and linguistically diverse communities, and others at risk.

3

Resolving workplace disputes

Work with employers and workers and their representatives to resolve workplace disputes and remediate non-compliance with workplace laws. Make informed decisions about how to prioritise investigative resources and, where appropriate, treat non-compliance with enforcement tools.

- ▶ Prioritise resolution of workplace disputes using dispute resolution pathways, including leveraging external organisations such as the Fair Work Commission and small claims courts
- ▶ Enable the application of workplace laws using dispute resolution techniques as well as compliance and enforcement tools in accordance with our [Compliance and Enforcement Policy](#)
- ▶ Provide transparency on the investigative processes, voluntary compliance options, and safe harbour mechanisms such as using cooperation agreements and the Voluntary Small Business Wage Compliance Code

- ▶ Promote early resolution, voluntary disclosure and compliance, and remediation by offering clear information, practical dispute resolution tools, as well as accessible and anonymous reporting options.

4 Strategic compliance and enforcement

Consider the cause of non-compliance and how we can influence the behaviour of non-compliant parties, design proactive activities to change duty holder's behaviour in a positive and sustainable way.

- ▶ Undertake data driven, strategic proactive activities, to educate and inform priority sectors, targeting responsiveness and ensuring compliance with workplace laws
- ▶ Apply strategic enforcement decision-making to ensure the appropriate matters are investigated and litigated
- ▶ Encourage and facilitate voluntary reporting and remediation of non-compliance
- ▶ Build the capacity of the workplace community to create and maintain sustainable compliance by working closely with stakeholders, including state and federal regulators, in carrying out joint operations and compliance activities.

5 Detection and deterrence

Deploy a range of traditional and innovative regulatory approaches to detect and deter serious and/or systemic non-compliance, which may otherwise have continued undetected.

- ▶ Detect, deter and address serious and/or systemic non compliance using proportionate enforcement and litigation, including referral of matters for potential criminal prosecution, to clarify the law and maximise deterrence in line with our [Compliance and Enforcement Policy](#)

- ▶ Support stakeholder frameworks to monitor and prevent non-compliance in supply chains and/or franchise networks
- ▶ Undertake inquiries to identify root causes of non-compliance to drive change across industry sectors, by applying a range of intelligence-led and data-driven approaches and continuously improving the collection and use of data and evidence.

6 People

Provide staff with the resources and support necessary to foster engagement, commitment, and readiness in achieving the objectives of the FWO.

- ▶ Prioritise the wellbeing of our staff with strategies designed to create a workplace that is free from sexual harassment, victimisation, harassment, bullying and stress
- ▶ Provide our staff with the resources they need to be high performing contributors including education, training, policy and procedural guidance
- ▶ Communicate and consult with staff, including through the Agency Consultative Forum and their Community and Public Sector Union representatives
- ▶ Adapt the way we work, using flexibility and innovation to support our employees to achieve our objectives.



Capabilities and Enabling Framework

The FWO's capabilities and enabling framework is key to the successful execution of our functions as a regulator and includes:



Integrity



Integrity in the APS is the pursuit of high standards of professionalism – both in what we do and in how we do it. It is the foundation of trust on which public service effectiveness is built⁴

The FWO will uphold the expectations of the Australian public by strengthening the integrity, trustworthiness and effectiveness of frameworks and decision-making processes, contributing to integrity across the Australian Government more broadly.

Our ongoing approach to ensuring integrity is through robust governance frameworks, ingrained oversight activities and building integrity in leadership, supported by a culture that promotes accountability, recognising that integrity in the Australian Public Service (APS) requires sustained action, not commitment alone. Importantly we apply the Integrity Principles of the [Commonwealth Integrity Maturity Framework](#) through clear policies, ongoing staff development and practices that align with APS core values and behaviours.

We will maintain a comprehensive Risk Management Framework and Fraud Control Plan in accordance with legislative requirements under the [Public Governance, Performance and Accountability Act 2013](#) and the [Commonwealth Risk Management Policy](#). These frameworks ensure effective mechanisms for identifying, reporting and responding to integrity concerns, including fraud and corruption, and meeting our obligations to the National Anti-Corruption Commission.

We know that we need to continue to invest in and strengthen our risk management capability to uphold the highest standards of ethical conduct and public trust. We know that there are challenges in supporting responsible, ethical and appropriate use of Artificial Intelligence (AI) and are committed to having in place the necessary guardrails as part of our AI forward planning.

We have in place a planned approach to the use of internal audit and assurance activities to test controls, support corporate compliance and to drive continuous improvement.

We will hold ourselves accountable to the same standards we expect of others.

⁴ [Integrity | Australian Public Service Commission \(apsc.gov.au\)](#)

Governance structure



We will embed our internal accountability processes that foster a culture of continuous improvement and reflection⁵

The FWO will ensure the efficient, effective, economical, and ethical use of public resources, to deliver targeted, high-impact, value for money services to the Australian public.

We will allocate resources based on evidence and strategic enforcement principles to maximise impact, focusing on driving sustainable behaviour change and compliance with workplace laws.

The FWO, as the Accountable Authority, is supported by a governance structure that facilitates effective, accountable and timely decision-making by providing:

- ▶ advice on specific matters
- ▶ delegated decision-making where appropriate
- ▶ transparency and accountability of decision-making
- ▶ monitoring, reporting and management of risk.

We continue to strengthen governance through enhanced oversight and scalable frameworks, ensuring structures support the achievement of strategic objectives, effective risk management and the fulfilment of statutory obligations.

We will strengthen governance to address emerging technology, such as AI. In March 2026, the FWO AI Strategy 2026-2027 was published, reflecting our commitment to ensuring ethical, transparent and responsible use of AI. The strategy is underpinned by an AI governance framework.

Our governance structure comprises of a number of strategic Boards and Committees:

Board/Committee	Role
 Corporate Board	The Corporate Board serves as an advisory body that provides support to the Accountable Authority through informed strategic discussions concerning agency performance, compliance with applicable legislation, and oversight of regulatory requirements and financial stewardship.
 Enforcement Board	The Enforcement Board supports and assists the Accountable Authority to have strategic oversight of the regulatory activities of the FWO and to consider the efficiency and effectiveness of those activities to fulfill the Agency's functions under the Act.
 Audit and Risk Committee	The Audit and Risk Committee is established under the Public Governance, Performance and Accountability Act 2013 to provide independent advice and assurance to the Accountable Authority regarding risk oversight and management, internal controls, and financial and performance reporting.
 Accountability Sub-Committee	The Accountability Sub-Committee is a standing sub-committee of the Corporate Board and is responsible for making strategic and operating decisions on corporate matters, financial performance, and compliance with policies.
 Business Investment Sub-Committee	The Business Investment Sub-Committee is a standing sub-committee of the Corporate Board and is responsible for supporting the Corporate Board through initiating, prioritising, and implementing investments in Information and Communications Technology, along with ensuring the ethical and responsible use of artificial intelligence.

⁵ Fair Work Ombudsman Statement of Intent 2025

People

Our people are central to delivering fair, accessible, and effective services across Australia. The FWO relies on the capability, judgement, and professionalism of its people to deliver a strategic approach to enforcement in a complex and evolving environment.

We operate amid changing community expectations, ongoing APS reform, and significant changes to how work is designed and delivered. With a geographically dispersed workforce, embedded hybrid ways of working, and rapid technological change, we face increased demands on our leadership capability, workforce resilience, and our ability to attract, retain, and deploy the skills needed to deliver on our purpose of working for fairer workplaces.

We prioritise our employee experience and we are focused on building a workforce that is supported, resilient, adaptive, inclusive and innovative.

Our 2025 APS Employee Census results tell us that our workforce is capable and engaged. Employees are proud of the work they do, are willing to go the extra mile, feel confident in their leaders, and are involved in organisational decision-making.

Workforce planning strategies

- ▶ **developing and leading our workforce** – launch our People Strategy, that brings together workforce planning, capability development, and leadership into a clear and integrated framework, to build on existing strengths while maintaining a focus on increasing core skills in regulatory capability and APS tradecraft
- ▶ **establishing regulatory career pathways** – strengthen end-to-end capability development, through targeted development, mentoring, and on-the-job training - supported by a Certificate IV in Government Investigations and the Diploma of Government Investigations
- ▶ **inclusion, safety, and workforce participation** - prioritise increasing the representation, cultural safety, and wellbeing of First Nations employees, and improving the experience of employees with disability and neurodivergence through inclusive recruitment, awareness initiatives, workplace adjustment and supportive leadership
- ▶ **workplace environment** - support employees to contribute effectively across different roles, locations, and life circumstances whilst maintaining a deliberate approach to connection, collaboration, onboarding, and people leadership in hybrid environments
- ▶ **psychological safety** - strengthen connection and collaboration, and promote inclusive and psychologically safe environments, with our commitment to understanding our employee engagement and wellbeing reflected in Key Performance Indicators 6.1 and 6.2
- ▶ **consultation** – consult our staff on how we design change, make decisions, and improve our work, through structured forums, targeted feedback mechanisms, and agency-wide communications.

Strategic Commissioning Framework

The FWO operates in line with the Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework. These arrangements are supported by a continued focus on building internal capability.

Together, these actions build on progress made in previous years and set a coordinated, forward-looking approach to strengthening workforce capability, enabling participation, and supporting the agency to achieve organisational objectives. Through continued consultation with employees and their representatives, and the use of workforce data and insights, the FWO will take an evidence-informed approach to delivering on its purpose now and into the future.

Technology

Technology plays a pivotal role in supporting the FWO to deliver its corporate objectives and meet its regulatory commitments. We will focus on ensuring secure, resilient and reliable technology foundations enable effective regulatory operations, while progressively strengthening organisational capability and supporting Whole-of-Government digital priorities.

This includes strategic investment in technology to build a resilient, skilled and adaptable workforce, capable of navigating current and future challenges. Technology investment will enable the FWO to improve business outcomes, service delivery and detection of non-compliance, whilst being underpinned by a strong focus on security. We know that we need to balance current needs, whilst thinking about the long-term sustainability of our technology requirements and opportunities presented by emerging technology.

We continue to have a strong focus on:

- ▶ maintaining the functionality, availability and currency of our core systems that support regulatory operations, including safeguarding against evolving cyber threats to ensure compliance, resilience, and continuity of critical services
- ▶ advancing digital platforms and infrastructure to improve scalability, flexibility and efficiency, enabling incremental modernisation and supporting future service and capability needs
- ▶ embedding governance, frameworks and guidance for emerging technologies, including AI, to support safe, ethical and consistent use, and effectively manage associated risks
- ▶ developing strong data governance and building a positive agency wide data-culture in line with the [FWO Data Strategy 2025-2027](#)
- ▶ simplifying the technology landscape to reduce complexity, improve integration and enhance operational efficiency through targeted system rationalisation and modernisation
- ▶ strengthening compliance and enforcement capabilities through the harnessing and improved use of data analytics and advanced technologies to support monitoring, intelligence and regulatory activities, as well as supporting the community understand compliance risk and self-regulation
- ▶ investing in our people and organisational capability by building internal skills and capacity through training and development, to support the effective operation of core platforms and the delivery of technology solutions.

Finances

Our funding derives primarily from government annual appropriations, with special appropriations providing for payments of administered funding to eligible recipients on behalf of the Australian Government. Our funding source and budget estimates are detailed in the Portfolio Budget Statements 2026-27, delivered in May 2026.

Our annual appropriations will be strategically allocated to support delivery of our core functions and priorities, including targeted investment in service delivery, workforce capability and enabling technology. These investments will improve operational efficiency, strengthen customer outcomes and equip our people to deliver high-quality services in support of our regulatory, education and compliance functions.

Over the four-year outlook of this plan, we will continuously review our financial practices to safeguard operational efficiency and effectiveness, ensure alignment between budget, strategy and structure, and ensure financial sustainability in the delivery of our role and purpose.

Risk

We believe that to manage risk effectively you must have a framework in place that cultivates and embeds risk management practices and is aligned with the statutory requirements in the PGPA Act.



Further enhance integration of risk management into strategic operational planning, oversight and decision-making activities⁶

Our approach to risk management is one that balances our conformance obligations and ensures that we are able to deliver on our vision, purpose, and Strategic Objectives. To do this we will:

- ▶ maintain a structured approach to risk management through the FWO's Risk Management Framework in line with requirements of the Commonwealth Risk Management Framework
- ▶ regularly review our strategic risk register, ensuring that it continues to identify risks in our changing environment and that our controls are effective tools of risk management
- ▶ continue to strengthen and mature our fraud and corruption control measures through regular testing
- ▶ ensure that our business continuity approach and resources are fit for purpose.

We will continue undertaking work to improve and further embed our approach to risk management and address the findings of the [Australian National Audit Office Effectiveness of the Office of the Fair Work Ombudsman's Regulatory Functions](#) report. In 2026, continued assessment and strengthening of our management of strategic risks will be undertaken, supported by the further maturation of the associated control testing regime. We will also continue to evolve our governance framework to better enable a risk based approach, and refine our risk approach to support effective decision making and the achievement of organisational outcomes.

We will identify opportunities to ensure that we have our decision-making settings right. When it is feasible to delegate decision-making authority and empower staff to make informed, risk-based decisions, we will embed processes to enhance efficiency while ensuring accountability.

In addition to our internal boards and sub-committees, our independent Audit and Risk Committee provides assurance and advice to the Fair Work Ombudsman on our systems of risk oversight and approach to risk management.

The following key risks have been identified that may impact on our ability to fulfill our purpose:

Risk # and Category	Strategic Risk	How we control or treat the risk
1 Delivery	The FWO fails to meet expectations of the authorising environment in the execution of its statutory functions under the Fair Work Act 2009.	▶ Deliver a framework for the implementation and monitoring of the operating environment and regulatory priority areas and activities that is integrated with branch plans and is risk-based and data-driven ▶ Ensure Enforcement Board provides strategic oversight and monitoring of regulatory objectives and outcomes, ensuring the efficiency and effectiveness of regulatory activities. ▶ Work collaboratively across government and with stakeholders in the workplace community through critical enabler forums to implement legislative reforms.

⁶ Fair Work Ombudsman Statement of Intent 2025

Risk # and Category	Strategic Risk	How we control or treat the risk
2 Regulatory Capture	The FWO fails to operate without bias and influence and is compromised by regulatory capture.	▶ A strong governance framework that ensures transparent and accountable decision-making, to ensure impartiality and integrity of the Fair Work Ombudsman and all FWO employees, processes and regulatory outcomes. ▶ Procurement process that incorporates probity and delegate accountability. ▶ A Stakeholder Engagement Strategy that outlines the key principles informing our approach to engaging with a broad range of stakeholders, ensuring comprehensive and authentic consultation and collaboration. ▶ A public Compliance and Enforcement Policy that defines how the FWO performs its core statutory functions.
3 Culture	The FWO has a negative workplace culture and does not foster an environment where staff feel safe, engage with risk, innovate or feel connected to the agency.	▶ Promote a workplace culture that is collaborative and consultative and fosters diversity, inclusivity and innovation. ▶ FWO's leadership cohort identifies and models core values and common priorities. ▶ FWO's risk management framework is defined and understood. ▶ Anonymous feedback to capture staff sentiment, and integrity or conduct issues.
4 People and Capability	The FWO fails to engage and maintain a capable workforce.	▶ FWO's People Strategy incorporates activities to attract and build strong capability across the agency. ▶ Enhance staff retention by cultivating a supportive and inclusive workplace culture, offering flexible work arrangements, and providing wellbeing initiatives. Focus on developing the leadership and operational capability of staff at all levels. ▶ Workload or resource allocation.
5 Information and Data	The FWO fails to generate, govern, protect and derive value from its data and information.	▶ Robust data and information management frameworks and policies that support secure, effective, reliable and enhanced systems and data management in the performance of our activities. ▶ Ongoing internal education campaigns and materials around proper use of FWO systems. ▶ Ongoing cyber security work program to ensure government best practice is being implemented for IT systems development and management. ▶ Implementation of a FWO Data Strategy.
6 Technology	The FWO fails to create and maintain fit for purpose technology.	▶ Survey customers to determine effectiveness of digital tools and identify priority areas. ▶ Deliver on the FWO's Technology Strategy that supports investment in tailored technology solutions through secure platforms and collaborative partnerships. ▶ Ethical and responsible use of AI, aligned to the FWO Artificial Intelligence Strategy 2026–27, underpinned by robust governance.
7 Corporate Compliance	The FWO fails to comply with corporate compliance obligations and adequate management of financial resources.	▶ Robust governance arrangements in place to monitor and report on legislative and regulatory obligations. ▶ Ongoing oversight by the Corporate Board, with support from the Accountability and Business Investment Sub-Committees. ▶ Advice and support from internal audit and oversight by the Audit & Risk Committee. ▶ Internal and external financial management arrangements ensuring the responsible use of Commonwealth resources (efficient, effective, economical and ethical). ▶ Building cross government connections to leverage technical expertise.

Regulator Performance

Our performance framework articulates clear and measurable outcomes and provides accountability for the work that we do. As part of our regulatory approach, we are aligned to the 3 principles of regulator best practice, including:

- ▶ continuous improvement and building trust
- ▶ being risk-based and data-driven
- ▶ working collaboratively and transparently with the workplace community.

We will continue to review our framework to ensure it reflects the intentions set out in our [Statement of Intent](#) (developed in response to the Minister's [Statement of Expectations](#)). We will draw on examples of best practice in the framework (and from other agencies) to continue improving upon the framework.

The PGPA Act and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) as well as our own internal audit activities aims to ensure integrity in our reporting.

More information about how we meet the Australian Government's expectations for regulators can be found on our website: [Regulator performance](#).

Performance Framework

Measuring and reporting on our performance

The performance measures outlined over the following pages aim to demonstrate our performance against our objectives and key activities. They reflect the changes we are making as an organisation and help embed a commitment to service standards in our work.

We are committed to ensuring a high quality of service in performing our duties as the national workplace regulator, and we will continue to use surveys to ensure that we are meeting the needs of the workplace community we serve.

As a regulator, our performance measures show a balanced approach to encouraging voluntary compliance and using formal tools when needed.

We have identified a total of 10 performance measures for the 2026-27 to 2029-30 reporting period. We have retained nine performance measures and continue to work on the performance measure for Objective 5, which remains marked as 'under development'. We will include the targets, rationale and methodology for this measure in future corporate plans, once developed and approved.

We have established a linkage within each KPI where there is a clear line of sight between the 2026-27 Portfolio Budget Statements (PBS) and our performance measures.

Additional information

As noted in the 2026-27 PBS, we continued to review our performance measures throughout 2025-26. Over the past 12 months we have actively monitored these measures to ensure they align with our priorities and provide an accurate measure of our performance.

As a result of this continued monitoring, we have implemented the following improvements:

- ▶ amended the wording of KPI 3.1 from 'The FWO will resolve Requests for Assistance involving workplace disputes in a timely manner to achieve compliance with workplace laws' to 'The FWO will assist parties to a dispute to resolve their Requests for Assistance involving workplace disputes in a timely manner'
- ▶ updates to the targets for KPI 3.1 and KPI 3.2 to better reflect actual performance:
 - KPI 3.1- increased the target from 80% finalised within 60 days to 90% finalised within 45 days
 - KPI 3.2 - increased the target for the percentage of investigations finalised in the reporting period using one or more enforcement tools from 40% to 50%
- ▶ updates to the wording for the measures for KPI 2.1 and KPI 3.1 to more specifically identify they are proxy measures for efficiency.

The FWO uses a combination of qualitative and performance information and proxy measures to assess and report on achievements against our key activities.

Generally, 'efficiency' is measured as the price of producing a unit of output, expressed as a ratio of inputs to outputs, and 'effectiveness' is measured by whether the FWO's activities had the intended impact and met their policy objectives in contributing to achieving our purpose.

However, where it is not practicable to identify appropriate efficiency or effectiveness measures, we may use 'timeliness' or 'customer satisfaction' as indirect performance measures or proxies. We will continue to review our measures and identify more direct efficiency and effectiveness measures where possible.

An overview of the indicators is set out in the table below:

KPI #	KPI	Type
1	We will increase the level of workplace community awareness of the FWO.	Retained
2.1	The Fair Work Infoline provides high quality advice and assistance.	Retained
2.2	The Employer Advisory Service provides written information and advice that helps small business customers to understand their workplace rights and obligations.	Retained
2.3	FWO's digital tools are effective.	Retained
3.1	The FWO will assist parties to a dispute to resolve their Requests for Assistance involving workplace disputes in a timely manner.	Updated
3.2	The FWO will use enforcement tools to achieve compliance with workplace laws.	Retained
4	The FWO will develop and publish its areas of priority.	Retained
5	Serious and/or systemic non-compliance is detected and addressed.	Under development
6.1	FWO employees are engaged, committed and prepared to achieve our objectives.	Retained
6.2	FWO employees feel supported by the FWO.	Retained

KPI outcomes

Key Performance Indicator 1

We will increase the level of workplace community awareness of the FWO.

Performance Measure:

Percentage of surveyed Australian workplace community aged 16 plus who say they are aware of the FWO somewhat or very well.

Targets:	2026-27	2027-28	2028-29	2029-30
	Equal to or greater than 44%	Equal to or greater than 45%	Equal to or greater than 46%	Equal to or greater than 47%

Target Rationale:

The target is based on a 2024 benchmark online survey which found less than half of workplace participants (42%) knew the FWO somewhat/very well.

Going forward, targets are set to increase by 1% each year.

Methodology:

The FWO will conduct an annual survey to assess the Australian workplace community's awareness of the FWO.

The survey has been designed, developed and conducted by an independent market research provider.

A question on awareness will be included in an ongoing annual survey, based on a benchmark survey in 2024 that informed the development of the above targets for this KPI. The survey will be conducted online and include a nationally representative sample of workers and employers aged 16 and over.

Survey respondents are asked the following question: For each of the organisations below, please indicate how well you know each one, taking into account all the ways you have learned about or had contact with each organisation.

Response options are available for 4 Commonwealth agencies, including the FWO.

The final result will be calculated as a percentage based on the number of respondents who rated their awareness of the FWO according to one of the following: 'Somewhat well; Very well,' out of the total number of respondents.

Data Sources:

Benchmark data was obtained through an online pilot survey conducted by an independent market research provider in July 2024.

Ongoing performance against targets will be measured through annual surveys conducted online.

Measure Type:

The performance measure is a quantitative measure of the FWO's effectiveness in increasing community awareness of the FWO.

Changes over time:

This is a new KPI for the reporting period of 2025-26. The target increases by 1% for forward years.

Authority Source:

May 2026-27 PBS: Outcome 1 – Program 1.1 – page 80.

Key Performance Indicator 2.1**The Fair Work Infoline provides high quality advice and assistance.****Performance Measure:**

Percentage of customer survey responses demonstrating a rating of satisfied or better

Targets:	2026-27	2027-28	2028-29	2029-30
	>75%	>75%	>75%	>75%

Target Rationale:

The target of greater than 75% was established using historical results of an existing customer service survey.

Methodology:

Customers are randomly selected to participate in the survey within 5 business days of their phone enquiry to the Fair Work Infoline being closed as 'advice provided'.

Customers are asked the following question: How satisfied were you with the quality of advice and assistance you received from the Fair Work Infoline?

Response options available are: 'Very satisfied; Somewhat satisfied; Neither satisfied nor dissatisfied; Somewhat dissatisfied; Very dissatisfied.'

Customers are invited to participate via direct personalised email containing an individual link to the online survey.

The survey will be conducted over 2 survey periods each month (approximately 2 weeks apart) to ensure interactions are representative of the whole month.

The final result will be calculated as a percentage and is based on the total number of customers who responded they were very satisfied or somewhat satisfied with our advice and assistance, divided by the total number of respondents, and multiplied by 100 to get the percentage.

Data Sources:

The data is derived from survey responses via email.

Measure Type:

This is a qualitative effectiveness measure and a proxy measure of efficiency based on customer satisfaction with the quality of information and service provided by Fair Work Infoline staff.

Changes over time:

In 2024-25, KPI 2.1 replaced KPI 2 from the 2023-24 reporting period, which had been in place since the 2020-21 reporting period.

The performance measure and targets remain unchanged.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 – page 180.

Key Performance Indicator 2.2

The Employer Advisory Service provides written information and advice that helps small business customers to understand their workplace rights and obligations.

Performance Measure:

The percentage of Employer Advisory Service customer survey responses demonstrating a rating of satisfied or better - where small business customers identified that the information they were provided helped them to understand their workplace rights and obligations.

Targets:	2026-27	2027-28	2028-29	2029-30
	>75%	>75%	>75%	>75%

Target Rationale:

The target reflects the results of a pre-existing survey that captures small business customer experience with the FWO's Employer Advisory Service (EAS). The current survey serves to inform the KPI as a baseline, and particular questions are to be the subject of KPI measurement.

The KPI target is also based on the results of an existing survey, which provides a baseline for responses to the key question. "Overall I am satisfied with the advice provided." The current survey has been running since April 2022.

Methodology:

Customer satisfaction is measured by monthly surveys. All customers who receive written advice from the EAS in the survey period are invited to participate.

Customers are asked the following question: "Overall I am satisfied with the advice provided." Response options available are: "Strongly agree; Agree; Neither agree nor disagree; Disagree; Strongly disagree."

The final result is calculated as the percentage of respondents who "Strongly agree" or "Agree" out of the total number of respondents.

Data Sources:

Data is sourced from the existing survey administered by the EAS.

Measure Type:

This qualitative measure reports on the FWO's commitment to ensuring small businesses have access to information, education and advice through the EAS. The helpfulness of written advice is an indication of the effectiveness of that advice. The customer satisfaction rating shows the value that is placed on the output quality and effectiveness of the service by small business customers.

This performance measure demonstrates the FWO's commitment to supporting delivery of services to assist the regulated community comply with their obligations under the Fair Work Act 2009.

Changes over time:

This KPI commenced in the reporting period of 2024-25. The initial target of greater than 75% is retained for forward years.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 - page 180.



Key Performance Indicator 2.3
FWO's digital tools are effective.

Performance Measure:

Percentage of customer responses demonstrating a rating of satisfied or better where customers identified that the information helped them to understand their workplace rights and obligations.

Targets:	2026-27	2027-28	2028-29	2029-30
	>75%	>75%	>75%	>75%

Target Rationale:

The target of greater than 75% was established following 2020-2021 analysis of the results of a pilot customer survey in 2020.

The target was agreed by an internal data governance working group as achievable and was subsequently approved by the FWO.

Methodology:

All desktop users who visit the FWO's website (fairwork.gov.au) during the survey period will be invited to participate in the survey.

Users will be asked the following question: "Did the information you found today help you understand your workplace rights and obligations?"

The FWO offers desktop users of our website the option to complete an exit survey via a pop-up message on their first visit to fairwork.gov.au during the survey week.

The final result will be calculated by taking the total number of customers who answer that they did find the information helpful and dividing it by the total number of valid responses to that question and multiplying it by 100 to get the percentage.

Survey participants also have the option to provide written feedback in a free-text field.

Data Sources:

The data is sourced from the customer survey responses, via a Qualtrics survey.

Measure Type:

This is a qualitative measure of effectiveness, based on customer survey responses identifying whether their experience helped them to understand their workplace rights and obligations.

Changes over time:

The performance measure and targets remain unchanged.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 – page 180.

Key Performance Indicator 3.1

The FWO will assist parties to a dispute to resolve their Requests for Assistance involving workplace disputes in a timely manner.

Performance Measure:

This will be measured as the percentage of Requests for Assistance (RfAs) involving a workplace dispute which are finalised within 45 days.

Targets:	2026-27	2027-28	2028-29	2029-30
	90% finalised within 45 days	90% finalised within 45 days	90% finalised within 45 days	90% finalised within 45 days

Target Rationale:

The target was established as an indicator of timely management of RfAs involving a workplace dispute, supporting effective service delivery for parties within available resources.

Methodology:

The measure is calculated based on the proportion of the total number of RfAs involving a workplace dispute that are finalised within 45 days.

The FWO's case management system is used to identify finalised RfAs involving a workplace dispute.

A RfA workplace dispute is where a customer seeks assistance and where the parties require assistance that is beyond the provision of advice (this does not include proactive initiatives or self-disclosures of non-compliance).

Data Sources:

Operational data retained from our internal case management systems, CustomerNet (CNet) and Titan (CRM), which record RfAs involving a workplace dispute. The data is curated and retained in the FWO's Data Warehouse.

Measure Type:

This is a quantitative measure of timeliness, and a proxy measure of service delivery efficiency.

The timely resolution of RfAs involving workplace disputes demonstrates an efficient use of resources, responsiveness to the customer, and supports effective workload management.

Changes over time:

The performance measure has previously been at least 85% of matters finalised in an average of 30 days.

In 2024-25 the performance measure changed to 80% of RfAs involving workplace disputes are finalised within 60 days. The change in target was applied as a direct result of a change to the methodology of the performance measure. The measure was based on a percentage of finalised RfAs involving a workplace dispute within a timeframe of 60 days.

For 2026-27, the performance measure changed to 90% of RfAs involving workplace disputes are finalised within 45 days. This change was applied as a result of a shift in our Strategic Enforcement Model which meant the previous measure no longer reflected operational practice.

Under our Strategic Enforcement Model, the FWO's primary response to RfAs is voluntary compliance, supported through the Dispute Assistance service. Investigative resources are reserved for matters involving alleged contraventions that are serious, significant and/or systemic in nature, or where intervention would otherwise serve the public interest.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 – page 180.

Key Performance Indicator 3.2
The FWO will use enforcement tools to achieve compliance with workplace laws.

Performance Measure: The percentage of investigations finalised in the reporting period using one or more enforcement tools				
Targets:	2026-27	2027-28	2028-29	2029-30
	> 50%	> 50%	> 50%	> 50%

Target Rationale:

The target has been identified using historical data and aims to reflect a proportionate approach to finalising investigations using one or more enforcement tools.

The target was reviewed in 2025-26, to ensure it is consistent with performance results under the FWO's new Compliance and Enforcement Policy which was in effect from 1 January 2025.

The updated target reflects a balanced approach to finalising investigations through the effective use of compliance and enforcement tools.

Methodology:

The FWO will use quantitative data to demonstrate that we apply a risk-based approach to enforcement action in accordance with the FWO's Compliance and Enforcement Policy.

The performance measure is calculated using all investigations finalised during the reporting period where one or more enforcement tools have been used.

The percentage value is based on the count of finalised investigations involving use of an enforcement tool, out of the total number of finalised investigations in the reporting period.

Enforcement tools include those provided for in the Fair Work Act 2009:

- ▶ infringement notice
- ▶ compliance notice
- ▶ enforceable undertaking
- ▶ litigation.

An investigation includes work undertaken by the FWO that is referred to a Fair Work Inspector and captured by one of our internal case management systems, Titan (CRM). Further information about our approach can be found in our Compliance and Enforcement Policy.

Data Sources:

Operational data retained from our internal case management system, Titan (CRM), which records investigations. The data is curated and retained in the FWO's Data Warehouse.

Measure Type:

This performance measure is a quantitative measure of output.

Changes over time:

This KPI commenced in the 2024-25 reporting period, aggregating a range of applied enforcement tools to illustrate the enforcement approach of the FWO.

The target was modified from 40% to 50% for the 2026-27 reporting period to ensure better alignment with performance results under the FWO's strategic enforcement principles and new Compliance and Enforcement Policy.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 – page 180.

Key Performance Indicator 4

The FWO will develop and publish its areas of priority.

Performance Measure:

The FWO will ensure that its priorities are published on the FWO's website.

Targets:	2026-27	2027-28	2028-29	2029-30
	To be achieved by 31 July	To be achieved by 31 July	To be achieved by 31 July	To be achieved by 31 July

Target Rationale:

The target is a simple demonstration of completion of a task.

Methodology:

The development of priorities will be evidence based and the priorities will be published. The public notification of the FWO's priorities will be via the FWO's website - www.fairwork.gov.au.

Data Sources:

The finalised priorities will be published on the FWO's website

Measure Type:

This is an output measure.

Changes over time:

This measure remains constant over time.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 – page 180.



Key Performance Indicator 5 – this KPI remains under development.

Strategic Objective 5: Serious and/or systemic non-compliance is detected and addressed.

Performance Measure:

Under development

Targets:	2026–27	2027–28	2028–29	2029–30
	To be confirmed	To be confirmed	To be confirmed	To be confirmed

Further information:

The FWO has undertaken preliminary work to define and design KPI 5 as a meaningful measure of whether serious or systemic non-compliance is being effectively detected and addressed. This has included:

- ▶ Undertaking initial research and benchmarking against other regulators and comparable jurisdictions, noting many focus on enforcement outcomes and that measuring detection effectiveness and regulatory impact can be difficult in the absence of reliable baseline data on economy-wide compliance rates.
- ▶ Exploring randomised sampling methods that would operate alongside our risk targeted model that directs effort to suspected high non-compliance areas, resulting in detection rates within a targeted population overstating population non-compliance.
- ▶ Incorporating broader data sources, including external datasets and risk indicators, to strengthen potential KPI methodologies that can distinguish between measuring targeting precision and intervention impact.

In 2026–27, the FWO will move from concept design to practical development and testing of a methodology for a composite of measures for KPI 5. This will involve:

- ▶ Developing and piloting a robust methodology to identify serious or systemic non-compliance, including testing definitions, thresholds and indicators.
- ▶ Testing the use of data sources (internal and external) to establish current-state baseline data, undertaking any pilot(s), and developing the methodologies for how we will detect and measure effectiveness of regulatory interventions.

Over the forward years, the FWO will establish KPI5 measures and begin reporting through:

- ▶ Embedding a consistent enterprise-level performance measure.
- ▶ Integrating KPI 5 into annual performance reporting and broader performance frameworks, providing a clearer line of sight between regulatory strategy, detection capability and impact.
- ▶ Continuing to expand data capability and intelligence approaches to support more proactive, system-level detection of non-compliance that can be measured and reported on.

Key Performance Indicator 6.1**FWO employees are engaged, committed and prepared to achieve our objectives.****Performance Measure:**

The levels of engagement, commitment and preparedness of FWO staff in comparison to the APS average.

Targets:	2026-27	2027-28	2028-29	2029-30
	Equal to or greater than the 2027 APS average	Equal to or greater than the 2028 APS average	Equal to or greater than the 2029 APS average	Equal to or greater than the 2030 APS average

Target Rationale:

FWO established a target of the employee engagement index score being at or above the APS average to provide visibility of FWO's commitment to ensuring employees are engaged and committed to the agency's objectives. The target demonstrates the agency's investment in staff and initiatives that support their engagement.

Methodology:

FWO employee engagement index score in comparison to the APS average, will be derived from the APS Employee Census conducted within the reporting period.

The employee engagement index score is based on a model of:

- ▶ 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.

The FWO will use quantitative data published by the Australian Public Service Commission (APSC) as part of the APS Employee Census results to compare the employee engagement index score for FWO to the APS average.

The APS Employee Census is an annual survey of staff sentiment that is open to all staff working for the FWO. The APSC use a Say, Stay, Strive model of employee engagement which is flexible and uses tailored the questions for the APS context.

Data Sources:

Employee engagement index scores are provided to FWO by the APSC on an annual basis. Employee engagement index scores are provided at a range of levels, including FWO and APS average.

Measure Type:

This is a quantitative effectiveness measure of FWO's commitment to ensuring employees are engaged and feel committed to the agency's objectives.

Changes over time:

Nil.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 – page 181.

Key Performance Indicator 6.2**FWO employees feel supported by the FWO.****Performance Measure:**

Evidence of wellbeing levels of FWO staff against the APS average.

Targets:	2026-27	2027-28	2028-29	2029-30
	Equal to or greater than the 2027 APS average	Equal to or greater than the 2028 APS average	Equal to or greater than the 2029 APS average	Equal to or greater than the 2030 APS average

Target Rationale:

FWO established a target of the wellbeing policies and support index score being at or above the APS average to provide visibility that the agency is focused on the wellbeing of its staff to support a high performing workforce.

Methodology:

FWO wellbeing policies and support index score in comparison to the APS average, will be derived from the APS Employee Census conducted within the reporting period.

The APS Employee Census is administered to all staff working for the FWO on a date set by the APSC.

The wellbeing policies and support index score is based on the collective results from the following questions:

- ▶ I am satisfied with the policies/practices in place to help me manage my health and wellbeing.
- ▶ My agency does a good job of communicating what it can offer me in terms of health and wellbeing.
- ▶ My agency does a good job of promoting health and wellbeing.
- ▶ I think my agency cares about my health and wellbeing.
- ▶ I believe my immediate supervisor cares about my health and wellbeing.

Data Sources:

Wellbeing policies and support index scores are provided to the FWO by the APSC on an annual basis. Wellbeing policies and support index scores are provided at a range of levels, including FWO and APS average.

Measure Type:

This is a quantitative effectiveness measure of FWO's focus on the wellbeing of its staff to support a high performing workforce.

Changes over time:

Nil.

Authority Source:

May 2026-27 PBS: Outcome 1 - Program 1.1 – page 181.

Appendix A – requirements checklist

The Corporate Plan has been prepared in accordance with the requirements of:

- ▶ subsection 35(1) of the PGPA Act; and
- ▶ subsection 16E(2) of the PGPA Rule 2014.

The following table details the requirements met by the FWO's Corporate Plan and the page reference(s) for each requirement.

Corporate Plan requirements	Pages
Introduction	page 3
A message from the Fair Work Ombudsman	
▶ Statement of preparation	
▶ The reporting period for which the plan is prepared	
▶ The reporting periods covered by the plan	
Purposes	page 4
Our purpose and functions	
Environment	page 8
Operating environment	
Key activities	page 12
Our Strategic Objectives	
Operating context	page 16
Capabilities and enabling framework	
Subsidiaries	N/A
Performance	page 22
Performance Framework	



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