Annual Report

2024 / 2025



NJCA

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA

National Judicial College of Australia

ABN: 20 100 577 544

ACN: 100 577 544

Legal status: Australian company limited by guarantee

Registered charity: Australian Charities and Not-for-profits Commission (ACNC)

Registered office: 5 Fellows Road, Acton, ACT 2601

Contact: njca@anu.edu.au | www.njca.com.au | +61 2 6125 6655

Reporting period: 1 July 2024 – 30 June 2025

This Annual Report includes the NJCA's Directors' Report, audited Financial Statements, the Responsible Persons' Declaration, and the Independent Auditor's Report prepared in accordance with the Corporations Act 2001 (Cth), ACNC legislation and applicable Australian Accounting Standards.

Acknowledgement of Country

The NJCA Council members, the Program Advisory Committee (PAC) members, the judicial volunteers, and staff of the NJCA acknowledge the Traditional Owners and Custodians of Country throughout Australia and acknowledge their continuing connection to land, water and community. We pay our respects to the people, the cultures and the Elders past, present and emerging.

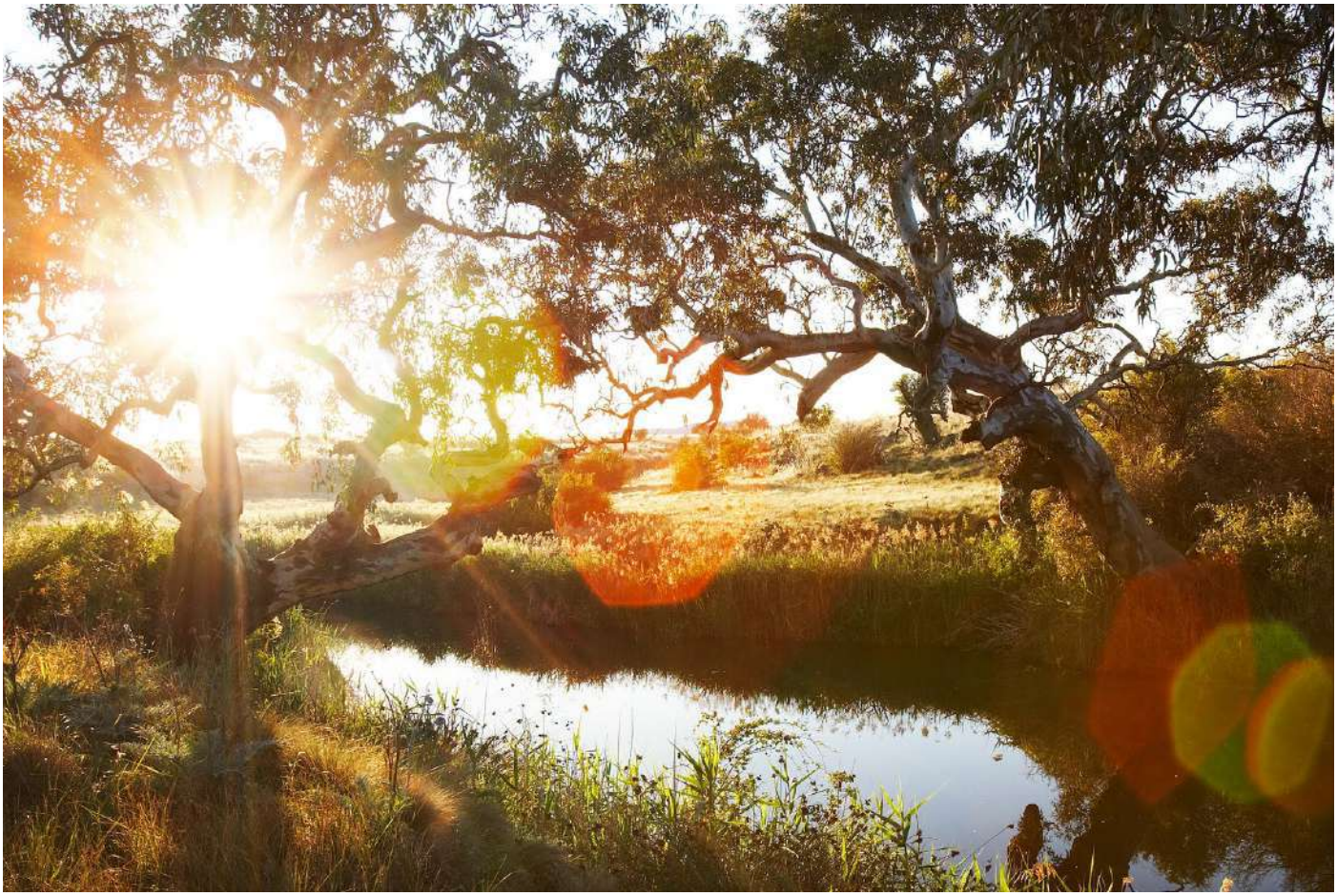


Image 1: Dawn in the country
Licensed image

Letter of Submission

30 October 2025

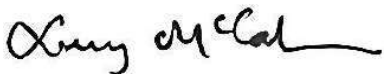
The Council of Chief Justices of Australia and New Zealand and the Standing Council of Attorneys - General.

Dear Sirs/Mesdames,

In accordance with Rule 17 of the Constitution of the National Judicial College of Australia (the NJCA), I am pleased to send to you this report on the operations of the NJCA during the financial year 2024-2025.

This is the NJCA's 23rd annual report.

Yours faithfully,



Chief Justice Lucy McCallum
Supreme Court of the Australian Capital Territory
Chair, Council of the National Judicial College of Australia

Message from the Council Chair



Image 2: NJCA Council Chair: Chief Justice Lucy McCallum, Supreme Court of the Australian Capital Territory

On behalf of the National Judicial College of Australia, it is my privilege to present the Annual Report for 2024- 2025.

This report provides an overview of the NJCA's key initiatives, judicial education program achievements, and strategic priorities over the past twelve months. It reflects the commitment of the NJCA as the national educator to excellence in judicial education.

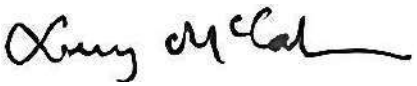
Across every jurisdiction, the NJCA has shown dedication to supporting an Australian judiciary that is well-prepared to meet the challenges of an evolving legal and societal landscape.

During this reporting period, the NJCA have continued to enhance our curriculum, expand the reach of our judicial education programs, and strengthen partnerships with courts, judicial leaders, judicial education bodies, and judicial institutions, in both Australia and overseas. The NJCA Council and the Program Advisory Committee remain focused on delivering high-quality, relevant, and accessible judicial learning opportunities that address the ongoing enhancement of judicial performance. This clear mission, of elevating judicial excellence, is for the benefit of both our courts and our communities.

This report also outlines the NJCA's strategic priorities as a judge-led, not-for-profit organisation. To strengthen judicial excellence, the NJCA has prioritised the ongoing development of training judicial officers in the art and craft of designing and delivering judicial education, including the use of innovative teaching methods and the integration of blended learning models. We believe that these advancements are essential to ensuring that judicial education remains both sustainable and responsive to the judicial learning needs of a growing, diverse judiciary in a rapidly changing legal system environment.

The strength of any justice system lies in the knowledge, integrity, and vision of its judiciary. I extend my gratitude to our dedicated judicial officer faculty, staff, and stakeholders for their continued collaboration and support. Together, we are continuing to build a stronger foundation for judicial excellence, both now and into the future.

Yours faithfully,



Chief Justice Lucy McCallum
Supreme Court of the Australian Capital Territory
Chair, Council of the National Judicial College of Australia

Message from the Program Advisory Committee Co-Chairs



Image 3: NJCA PAC Co-Chair: Justice Robert Beech-Jones, High Court of Australia



Image 4: NJCA PAC Co-Chair: Chief Justice Helen Bowskill, Supreme Court of Queensland

We are pleased to provide a message for the NJCA's Annual Report for 2024- 2025. It has been a significant and a busy year for the Program Advisory Committee (the PAC) and its oversight of existing and new judicial education programs.

This report reflects the unwavering commitment of the PAC to advance the quality, accessibility, and impact of judicial education across the country. In an era of expanding public expectations of members of the Australian judiciary, alongside the pressures of the timely administration of justice, the role of continuous and high-quality judicial learning has never been more critical.

Through this report, the NJCA shares highlights of its key program initiatives, program outcomes, and the collective achievements of the dedicated PAC and program planning members. It also reflects the NJCA's focus on embracing new ideas and approaches to judge-carft skills, fostering inclusivity, and responding to emerging legal and societal challenges.

We take this opportunity to thank Justice Glenn Martin AM, who stepped down as the PAC Chair in November 2024, after serving for eight years in this position. We also thank the hard-working members of the PAC who collectively enable the NJCA to draw on its own expertise, along with the expertise of a diverse range of subject matter experts, in developing, delivering and evaluating its extensive suite of programs.

The PAC remains steadfast in its quest to equip judges, magistrates and tribunal members with the knowledge, skills, and ethical foundations they need to meet the increasingly dynamic and complex demands of judging and decision making.

Yours faithfully,

Justice Robert Beech-Jones, and
Chief Justice Helen Bowskill
NJCA Program Advisory Committee Co-Chairs

Message from the Chief Executive Officer



Image 5: Ms Karen Gregory,
Chief Executive Officer, National Judicial College of Australia

As I reflect on 2024- 2025, I am reminded that judicial education is not just about the transference, retention, and retrieval of judicial knowledge and skills - it is about aiding in the shaping of an Australian judiciary that embodies wisdom, integrity, courage and humility to deliver justice in all its complexity.

It would be fair to say that the NJCA has been in a significant growth phase of development this past year, delivering programs across the country with great purpose.

In keeping with this sustainable growth, the NJCA governance remians strong and responsive. While I acknowledge that the NJCA Council and Program Advisory Committee stand on the shoulders of judicial pioneers who first saw the critical importance of a national judicial educator for Australia, the NJCA has perhaps never been more capable than we are now of truly fulfilling this role. The expertise of our Council and the PAC members, combined with the plethora of Program Planning Committee Chairs and members, is a testimony to the pursuit of national judicial education excellence.

The NJCA has expanded upon existing opportunities for collaborative judicial learning with judicial education colleagues from the UK, Canada, Singapore, New Zealand, South Korea, and Japan. We have strengthened our two national orientation programs, expanded our pathway to excellence in judgment writing along with other judicial education pathways offerings, and added additional skills-based programs.

In a rapidly changing world, the NJCA has also made proactive steps toward enhancing and structuring its national leadership programs to support the complexities and future demands of judicial leadership. Importantly, alongside these decisions, the NJCA has increased investment in sustaining the judge-led model, purposefully addressing succession planning by training judicial presenters and facilitators from across all Australian courts and jurisdictions.

I am grateful to the NJCA Council and the PAC members who give so generously of their time, energy, and expertise. I thank the stewardship of Chief Justice McCallum, Justice Beech-Jones, and Chief Justice Bowskill, and their collective commitment to an ambitious growth strategy. I am grateful to the NJCA's Commonwealth, State and Territory stakeholders, who support the NJCA in leading judicial education for the Australian judiciary.

The NJCA's vision and commitment to excellence would remain unrealised without the professionalism of the NJCA staff, whose unwavering dedication continues to elevate the national and international standing of the NJCA as the national educator.

Looking ahead, the NJCA remains committed to leading judicial education through advancing innovation, inclusivity, and excellence in all that we do. Our focus will remain on preparing the Australian judiciary for the challenges and opportunities of tomorrow to ensure that justice is delivered with fairness, efficiency, humility and compassion.

Yours faithfully,

Karen Gregory

Ms Karen Gregory
Chief Executive Officer
National Judicial College of Australia

Table of Contents

Contents

About The NJCA.....7

The NJCA Programs & Pathways.....12

Strategic Plan Outcomes 2022- 2025 17

Year in Review 2024- 2025 22

The NJCA's Strategic Plan 2026- 2028 37

Governance & Risk Management..... 39

Program Planning Committee 40

NJCA Life Members 48

Finance Report FY 2024- 2025 49

Acknowledgments.....50

Appendix 1: Audited Financial Statements FY 2024- 2025.....51

History & Mission

ABOUT



The NJCA was founded in 2002 under the leadership of the first Chair, the Honourable John Doyle AC KC, then Chief Justice of South Australia, to address the need for a continuous national professional education for judicial officers in a rapidly evolving legal and societal landscape.

GOVERNANCE



The NJCA is governed by a Council of volunteer judges, magistrates, and tribunal members from various jurisdictions, supported by the Program Advisory Committee (the PAC), who oversee the individual Program Planning Committees (PPC).

MISSION



Enhancing the capacity and capabilities of the Australian judicial officers through high-quality education programs that equip them with the skills, knowledge, and understanding necessary to serve society and deliver effective justice.

JUDGE-LED EDUCATION



Judge-led education aimed at improving justice outcomes is developed and delivered by judicial officers and tribunal members, supported by professional, pedagogically trained staff and researchers.

JUDICIAL LEARNING



Programs built around the four core dimensions of judicial learning:

1. Substantive & Procedural Law
2. Judge Craft Skills
3. Attitudes and Values
4. Social Context

Governance & Advisory Committees

THE COUNCIL

The Council is the governing body of the NJCA. It comprises five judicial officer members who are nominated and appointed by:

- Federal Courts
- State or Territory Supreme Courts
- District or County Courts
- Magistrates or Local Courts
- Commonwealth, State, and Territory tribunals



There are two non-judicial stakeholder nominees:

- a member nominated by the Commonwealth Attorney-General
- a member nominated by the State and Territory Attorney-General's

Each nominee has an alternate member.

The Chief Justice of the High Court of Australia appoints the NJCA Council Chair.

THE PROGRAM ADVISORY COMMITTEE (PAC)

The NJCA Council established the PAC over a decade ago to support the development and review of both new and existing the NJCA judicial education programs.



The PAC plays a central role in the NJCA's programmatic work by:

- Determining priorities for program development
- Providing advice to the Council and Program Planning Committees on judicial education approaches
- Driving the NJCA's in-person and on-demand programs

The PAC also oversees the work of the numerous Program Planning Committees, each of which is responsible for designing, developing, delivering and evaluating a specific the NJCA judicial education program.

The Program Planning Committees (PPCs)

The NJCA relies on dedicated judicial volunteers who develop programs and keep the curriculum relevant, engaging, and effective. This supports the ongoing professional growth of judicial officers at every stage of their careers.

Together, these governance structures ensure all the NJCA programs are grounded in practical judicial experience and tailored to meet the unique needs of an increasingly diverse Australian judiciary.

The NJCA Council

As of 30 June 2025



Image 6: The NJCA Council.

THE NJCA COUNCIL

REPRESENTING	NOMINEE	ALTERNATE MEMBER
State or Territory Supreme Courts	**Chief Justice Lucy McCallum (Chair)** Supreme Court of the Australian Capital Territory	**Justice Sam Doyle** Supreme Court of South Australia
Federal Courts	**Justice Katrina Banks-Smith** Federal Court of Australia	**Justice Grant Riethmuller** Federal Circuit and Family Court of Australia (Div. 1)
District or County Courts	**Chief Judge Brian Devereaux** District Court of Queensland	**Judge Laurence Levy** District Court of Western Australia
Magistrates or Local Courts	**Chief Magistrate Mary-Louise Hribal** Magistrates Court of South Australia	**Chief Judge Elizabeth Morris** Local Court of the Northern Territory
Commonwealth, State, and Territory Tribunals	**President Malcolm Schyvens** Tasmanian Civil and Administrative Tribunal	**President Justice Judy Hughes** South Australian Civil and Administrative Tribunal
Attorney-General of the Commonwealth	**Ms Alice Linacre** Attorney-General's Department	**Mr Chris Collett** Attorney-General's Department
Participating States and Territory Attorney's-General	**Pending**	**Pending**

The NJCA Program Advisory Committee

As of 30 June 2025



Image 7: The NJCA Program Advisory Committee (PAC).

THE NJCA PROGRAM ADVISORY COMMITTEE

Justice Robert Beech-Jones (Co-Chair) High Court of Australia	**Chief Justice Helen Bowskill (Co-Chair)** Supreme Court of Queensland
Chief Justice Peter Quinlan Supreme Court of Western Australia	**Justice Jim Henry** Supreme Court of Queensland
Justice Peter Kidd Supreme Court of Victoria	**Deputy Chief Magistrate Anthony Gett** Magistrates Court of Queensland
Chief Magistrate Catherine Geason Magistrates Court of Tasmania	**Justice Brigitte Markovic** Federal Court of Australia
Justice Richard O'Brien Family Court of Western Australia	**Magistrate Jay Pandya** Magistrates Court of South Australia
Judge Kara Shead District Court of New South Wales	**Judge Fiona Todd** County Court of Victoria
President Justice Judy Hughes South Australian Civil and Administrative Tribunal	**Associate Professor Heather Roberts** ANU College of Law, Governance, and Policy

People Behind The NJCA in 2024-2025



Ms Karen Gregory
Chief Executive Officer



Ms Helen Challinor
Judicial Education Manager- Programming



Ms Lisa Cram
Program & Events Manager



Ms Sunita Kumar
Judicial Education Manager- Operations



Ms Aisha Collins
Judicial Education Research Officer



Ms Evie Farrell
Judicial Education Support Officer



Mr James Walker
Judicial Education Support Officer



Ms Katie Knight
Program & Events Manager
(Jun 2024- Jan 2025)



Mr Ben Ettinger
Judicial Education Senior Research Officer
(Jun 2024- Mar 2025)



Ms Anna Fitzgerald
Judicial Education Coordinator
(Jun 2024- Mar 2025)

Judicial Education Programs



Infographic 1: Judicial Education Program Framework.

Judicial Education Training that Keeps Moving Forward

The NJCA is a leader in the delivery of relevant, interactive, and dynamic judicial education, designed to support the continuing professional development of Australian judicial officers at every stage of their career.

The **NJCA's National Orientation Programs for judges and magistrates** are continuously strengthened by dedicated program chairs and program planning committee members. Ongoing independent and objective evaluation of these national orientation programs by the PAC and the Council optimises the meeting of ongoing national judicial needs and targeted judicial learning outcomes.

The NJCA's Pathway to Excellence in Judgment Writing continues to demonstrate strong momentum, with **Writing Better Judgments I (WBJ I)** and **Writing Better Judgments II (WBJ II)** consistantly receiving strong participant feedback and growing in participation numbers each year. The NJCA judgment writing programs have proven instrumental in enhancing issues-based judicial writing skills across the country.

Building on this success, the design and development of **Writing Better Judgments III (WBJ III - Mastering Judgment Writing)**, and **Appellate Judgment Writing (WBJ IV)** is now underway, with two-day intensive programs set to be delivered in 2025–2026. This expansion of the pathway, addressing skill development from competency to expertise, is designed to build progressive skills, supporting judicial officers at all stages of their careers, and deepening the national bench's capacity for clear, consistent, accessible and principled decision-making.

The NJCA judicial leadership programs fulfill a critical part of our remit as the national educator. A new two-day **Heads of Jurisdiction** Program was delivered in October 2024, with an additional program for **Judicial Officers with Leadership Responsibilities** to be delivered in September 2025. The NJCA is also designing new modules for these important national judicial leadership programs in 2027 and 2028.

The NJCA also continues to lead from the front in the design, development and delivery of social context training, with standout programs such as **Managing Sexual Assault Hearings** and **Family Violence and the Courts** both playing a pivotal role in equipping judicial officers with trauma-informed, culturally responsive, and jurisdictionally relevant approaches. As the national educator, the NJCA, remains committed to delivering high-impact, future-focused education that supports excellence in judicial reasoning, judge-carft skills, and social context awareness training that directly addresses judicial values and attitudes, and that reflects the realities of the Australian people who come before the courts.



Licensed Image.

Judicial Education Development Pathways

Pursuit of Lifelong Learning



Infographic 2: NJCA Judicial Education Development Pathways.

A National Curriculum

A Transparent Framework

A Structured Pathway for Judicial Learning

The NJCA continues to promote certain principles through the **National Curriculum for Australian Judicial Officers** that provides a coherent and progressive framework for judicial education in Australia. Structured around clear pathways - from foundational orientation programs to judgment writing and decision-making programs and extending into social context and specialist courtroom skills - the NJCA curriculum ensures judicial officers are supported at every stage of their career.

Designed as a living framework, the National Curriculum continues to evolve in response to new developments and stakeholder input, providing a benchmark for the planning, delivery, and evaluation of judicial education in Australia now and into the future.

In the interests of transparency to the Australian public, the National Curriculum is published on the NJCA website. The NJCA Council believes that continuing and impactful judicial education is the cornerstone of an efficient, responsive and forward thinking Australian justice system.



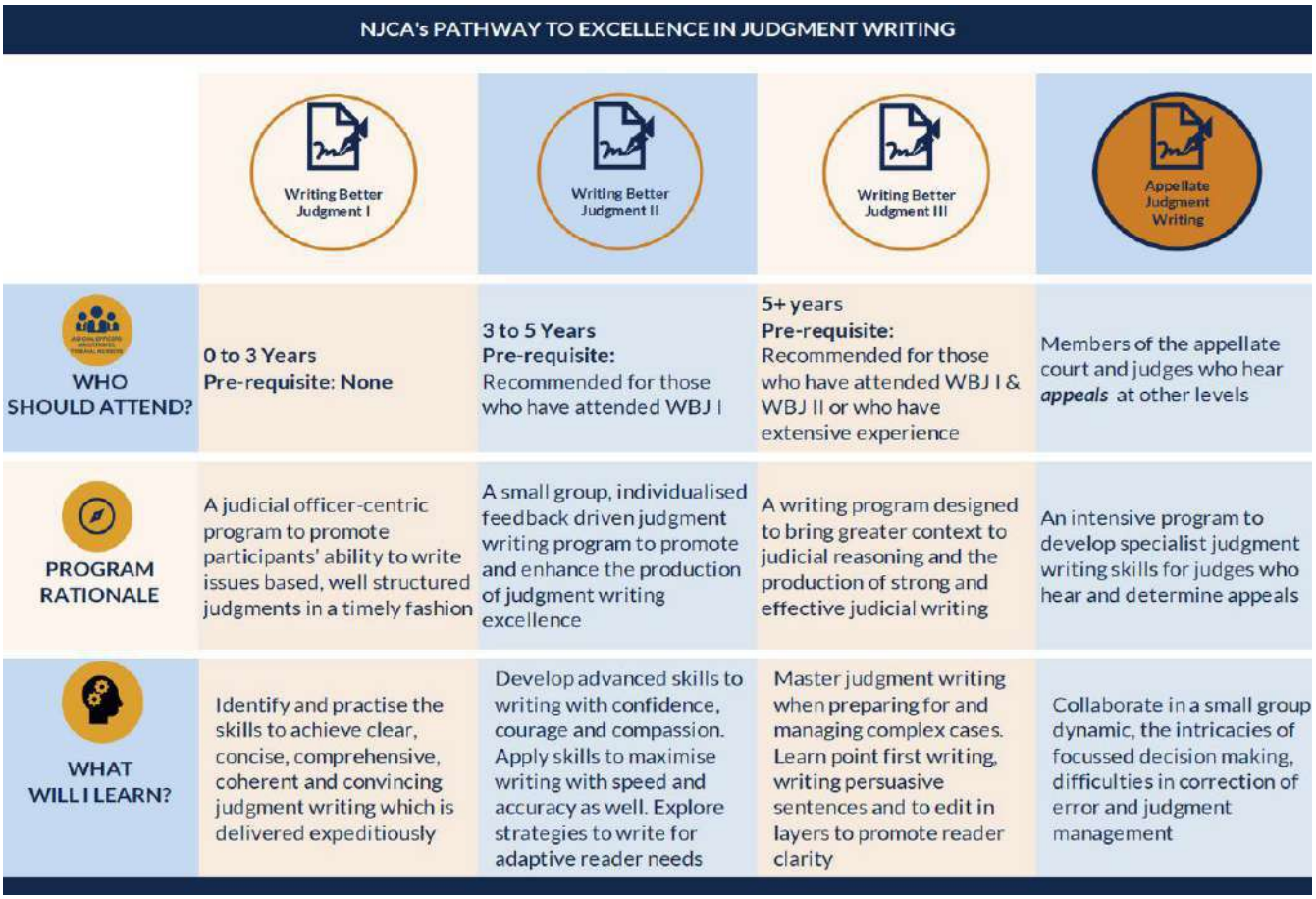
Image 8: The National Curriculum on the NJCA website.

Pathway to Excellence in Judgment Writing

From Competence to Expertise

The **NJCA's Pathway to Excellence in Judgment Writing** continues to set the benchmark across the country. Participation in **Writing Better Judgments I (WBJ I) and Writing Better Judgments II (WBJ II)** has steadily increased, with participants describing the experiential judicial learning opportunities provided as "transformative", "confidence-building", and "empowering", with the deployment of skills that support clear, structured, and timely decision-making.

In response to extensive stewardship by the PAC and the Council, the NJCA is developing **Writing Better Judgments III (WBJ III)** and **Appellate Judgment Writing (WBJ IV),** both **scheduled for delivery in 2025–26.** These advanced judgment writing programs that explore complexities and champion expertise, will extend the pathway from foundational to appellate-level mastery, reaffirming the NJCA's national leadership in judgment writing.



Infographic 4: The NJCA's Pathway to Excellence in Judgment Writing.

Strategic Plan Outcomes 2022–2025

Looking Back, Celebrating Progress

As we conclude the 2022–2025 Strategic Plan cycle, the NJCA proudly reflects on three transformative years of judicial education, innovation, and collaboration.

Guided by its commitment to strengthening the rule of law through the lifelong development of a capable and resilient judiciary, the NJCA has made significant strides across its strategic priority areas.



Infographic 5: The NJCA's Strategic Plan 2022-2025.

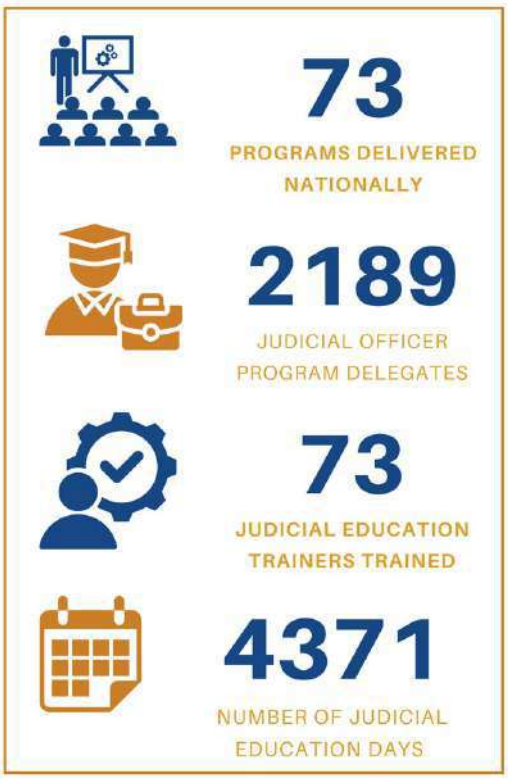
Strategic Plan Outcomes 2022–2025

Looking Back, Celebrating Progress

National Impact, Powered by Collaboration

The Strategic Plan 2022-2025 has delivered measurable outcomes, strengthening the NJCA's reach, quality, and sustainability in judicial education.

Behind these powerful numbers is a remarkable collective effort: hundreds of hours of voluntary service from judicial officers across courts and jurisdictions, expert contributions from subject matter experts and academics, and countless planning meetings by the NJCA program planning committees.



Infographic 6: The NJCA's Strategic Plan Oucomes for 2022-2025.

The 73 programs - delivered nationally over the life of the *Strategic Plan 2022–2025*- represent more than just events; they are high-value, transformative learning experiences that elevate judicial practice, build long-term institutional capability and enhance public confidence in the courts.

Each the NJCA program reflects a deliberate investment in quality - leveraging the wisdom of the bench and the insights of leading subject matter experts to foster learning environments that are timely, relevant, and transformative.

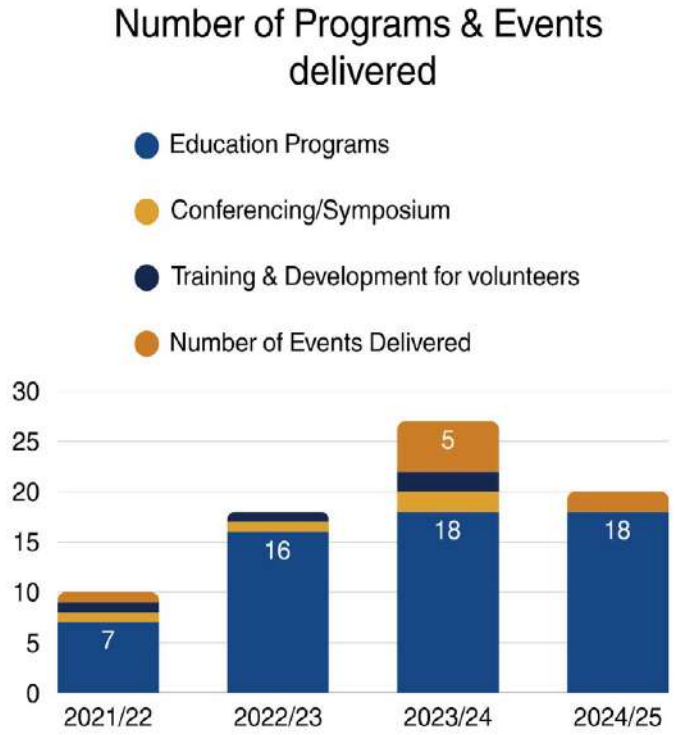
With over 2,100 judicial officers trained and 4,371 judicial education days recorded over the life cycle of the *Strategic Plan 2022-2025*, the NJCA continues to demonstrate how a modest investment in judicial education yields exponential returns to the justice system through increased confidence, performance, and resilience.

In leading judicial education for an Australian judiciary, the NJCA remains committed to expanding its impact - and welcomes future support to grow its capacity and judicial educational reach.

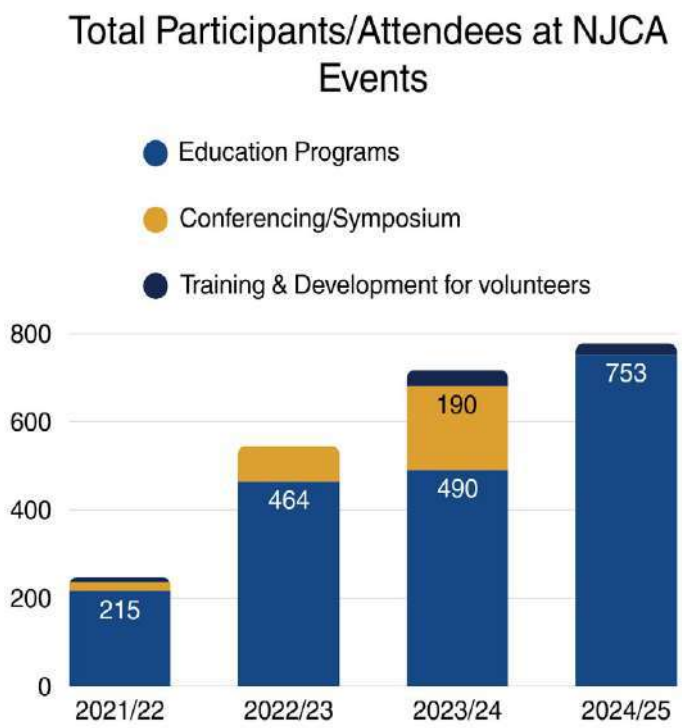
Strategic Plan Outcomes 2022–2025

Year-on-Year Growth

Scaling Judicial Education with Strategic Intent



Graph 1: Number of Programs & Events delivered 2022-2025.



Graph 2: Total Participants at the NJCA events 2022-2025.

Over the course of the 2022–2025 Strategic Plan, the NJCA has undergone a powerful transformation in scale, reach, and national influence. As Graph 1 illustrates, the number of programs and events increased by 186% since the 2021/22 baseline - reflecting a deliberate, demand-led expansion. Graph 2 highlights a 239% surge in participation numbers, underscoring the growing resonance of the NJCA programs across jurisdictions.

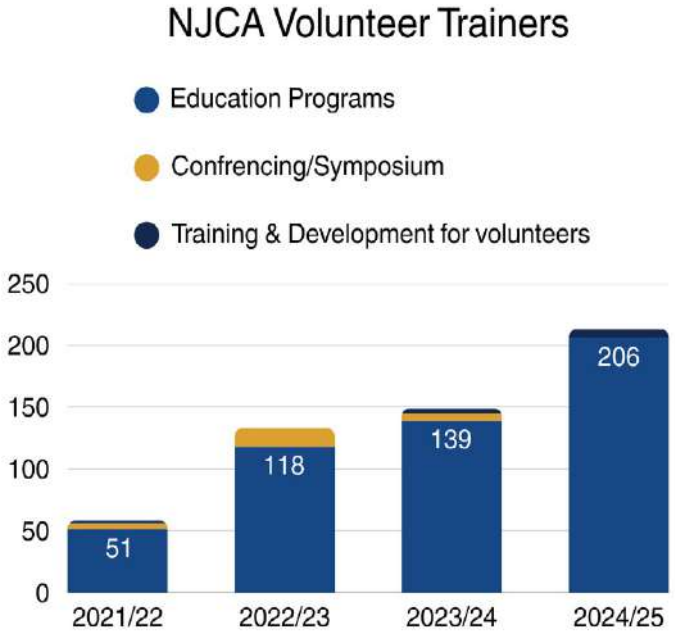
This growth is more than numerical. Judicial officers are increasingly engaging with the NJCA programs because they deliver results: sharper decision-making, stronger leadership, and more confident courtroom practice. The surge in demand has been fuelled by cross-jurisdictional collaboration, the commitment of judicial volunteers, and the integration of interdisciplinary expertise - ensuring each learning experience is both well-delivered and deeply impactful.

Every education day delivered now translates into lasting gains in judicial capability, confidence, and courtcraft, elevating outcomes and court user experiences in courtrooms across Australia.

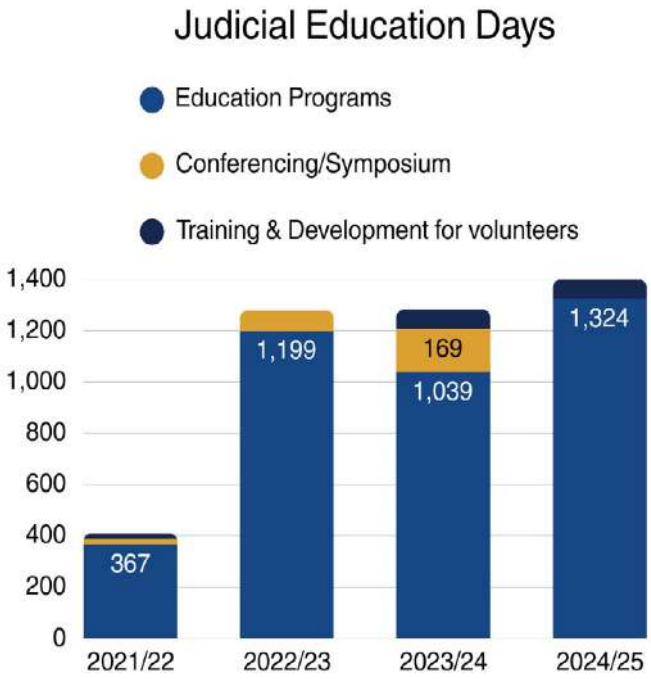
Strategic Plan Outcomes 2022–2025

Year-on-Year Growth

Delivering Judicial Education with Strategic Intent



Graph 3: Number of the NJCA's Volunteer Trainers 2022-2025.



Graph 4: Number of Judicial Education Days 2022-2025.

Judicial education at the NJCA is powered by its people - an expanding cadre of judicial officers volunteering as facilitators whose numbers have continued to grow steadily, as shown in Graph 3. This growth signifies not just sector-wide endorsement of the NJCA's judge-led model, but a deep and growing commitment to professional development across jurisdictions.

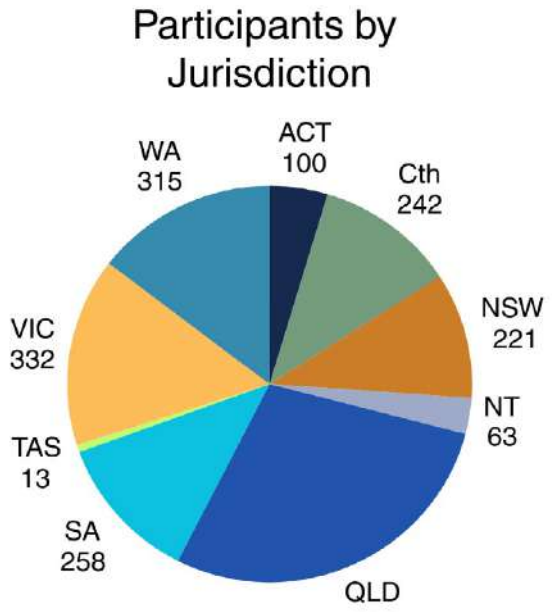
As illustrated in Graph 4, the NJCA also recorded a dramatic rise in the number of judicial education days (the total number of judicial education days is calculated by multiplying the number of judicial officers attending by the number of program days), surging from just over 350 to over 1300 days annually. This increase reflects not only the volume of programs but also a qualitative shift toward structured, practice-rich learning embedded in real courtroom contexts.

Together, these trends affirm the NJCA's unique value - a judge-led, nationally coordinated model that fosters excellence, supports continuous learning, and delivers real impact across Australia's judicial system.

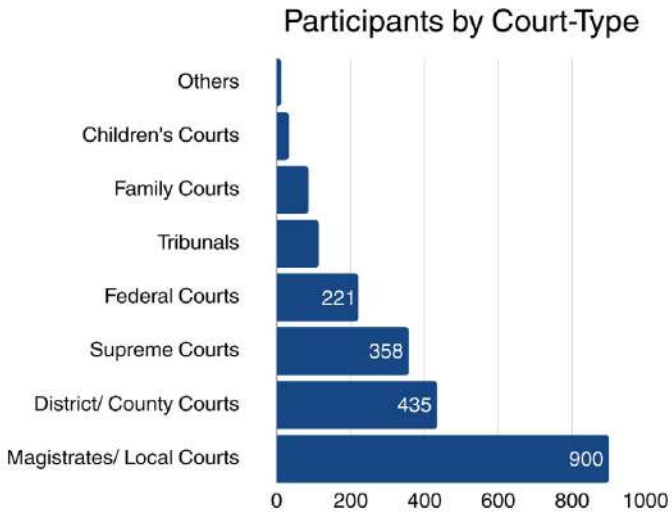
Strategic Plan Outcomes 2022–2025

Year-on-Year Growth

Building Judicial Capability through Collective Effort



Graph 5: Participants by Jurisdiction at the NJCA Programs 2022-2025.



Graph 6: Participants by Court-Type at the NJCA Programs 2022-2025.

National Reach. Local Relevance.

From 2022 to 2025, the NJCA delivered judicial education to officers from every Australian jurisdiction, affirming its national reach and reputation. As illustrated in Graph 5, Queensland, Victoria, and Western Australia led participation, with continued strong engagement from South Australia, New South Wales, the Commonwealth, and smaller jurisdictions like the ACT, Northern Territory, and Norfolk Island, highlighting broad-based trust in the NJCA programs.

Across courts, the Magistrates and Local Courts formed the largest participant cohort, followed by District and County Courts, Supreme Courts, and Federal Courts. Tribunals, Family, and Children's Courts also participated, as can be seen in Graph 6, affirming the NJCA's relevance across the full spectrum of judicial roles, from entry-level to appellate and specialist jurisdictions. This participation diversity underscores the NJCA's commitment to nationally coordinated, locally relevant education that meets the evolving needs of Australia's judiciary.

Year in Review 2024- 2025

The Year at a Glance

A National Curriculum in Action



Infographic 7: The NJCA Impact Snapshot for FY 2024- 2025.

In 2024- 2025, the NJCA strengthened its position as the national leader in judicial education, delivering a dynamic mix of orientation, judgment writing, social context, and specialist programs across jurisdictions.

In the following pages, we provide program updates across the NJCA's core streams of judicial education, including:

- National Orientation Programs
- Decision-Making Programs
- Judge Craft Programs
- Social Context Programs
- Effective Judicial Presentation and Programming
- Judicial Leadership

Together, these pathways reflect the breadth and depth of the NJCA's curriculum, ensuring judicial officers at every stage of their career have access to relevant, high-quality learning opportunities.

National Orientation Programs

Cross Jurisdictional Judicial Learning

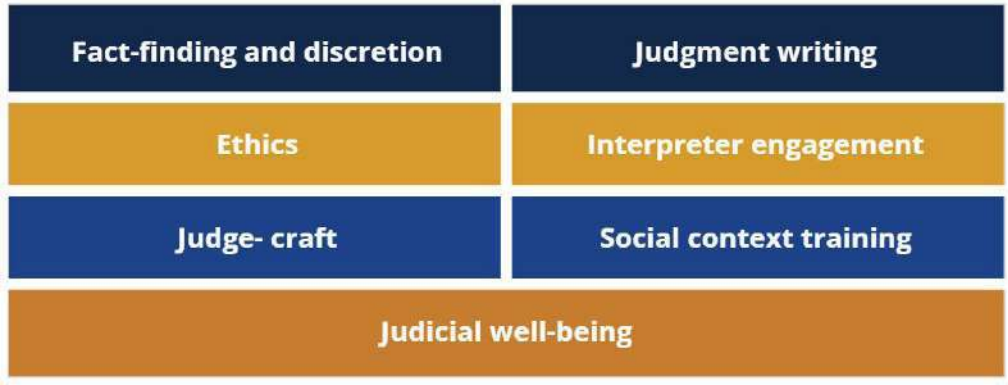


Image 9: NJOP Participants, November 2024, Perth.

As the national provider of judicial orientation education, the NJCA delivers two key foundational national orientation programs each year. These programs are the:

- **National Judicial Orientation Program (NJOP)**, delivered twice annually;
- **National Magistrates and Local Courts Orientation Program (NMLCOP)**, delivered once annually.

These national orientation programs are immersive, future-focused, and skills-based, designed to support judicial officers as they transition to the bench. Each orientation program spans five and a half days and includes rigorous sessions on:

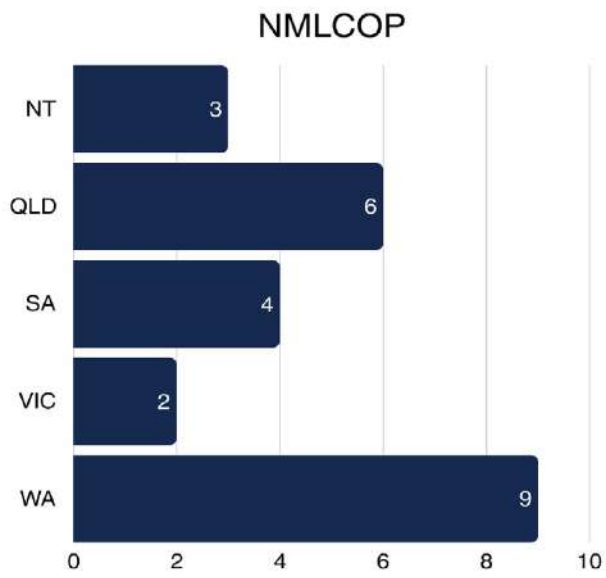


Infographic 8: Sessions covered in National Orientation Programs.

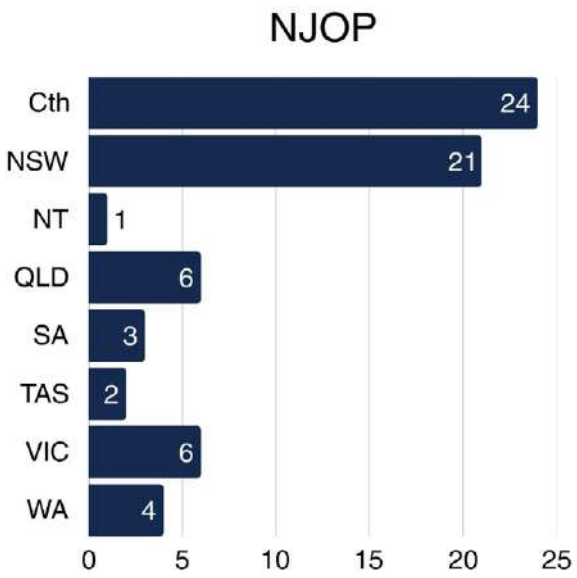
Led by experienced judicial officers, these national orientation programs combine lecture-style teaching with practical, experiential learning. Judge-led planning committees regularly review all content to ensure it reflects contemporary challenges and priorities in the exercise of the judicial function.

The NJCA is currently developing the **National Judicial Registrars Orientation Program** to be delivered for the first time in March 2026.

2024- 2025 in Review



Graph 7: Participants by Jurisdiction at the NJCA NMLCOP 2024-2025.



Graph 8: Participants by Jurisdiction at the NJCA NJOP 2024-2025.

In 2024–25, the NJCA delivered three orientation programs with a combined total of **91 judicial officers** participating from across all Australian jurisdictions:

- **24 participants** attended the **NMLCOP** in Brisbane. Graph 7 highlights the participation by jurisdiction.
- **67 participants** attended **NJOP** programs in **Perth and Hobart;** Graph 8 highlights the participation by jurisdiction.



Image 10: NMLCOP Brisbane, August 2024.



Image 11: Chief Justice Lucy McCallum and Justice Peter Kidd presenting at NJOP, Hobart, March 2025.

Judicial Reasoning & Decision Making Programs

Oral Decisions

In April 2025, the NJCA delivered its **Oral Decisions** program in Sydney over two days. The program was attended by 25 judicial officers from across Australian jurisdictions and the Pacific region, as seen in Graph 9.

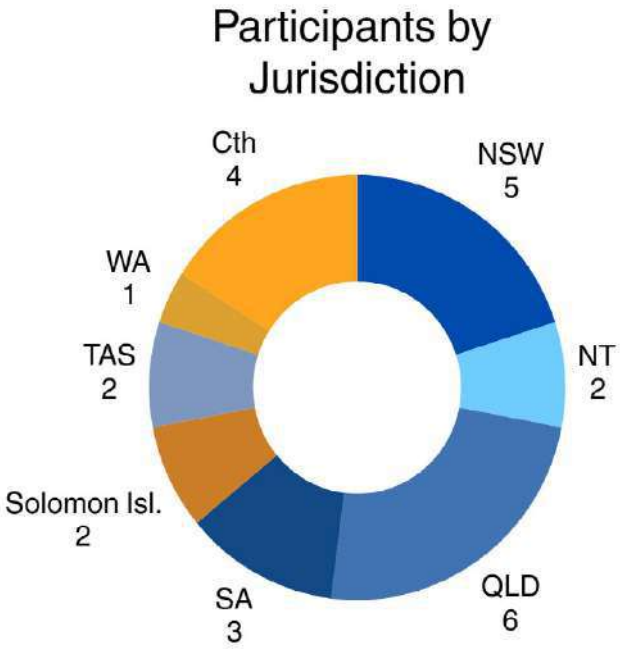
Delivered by 12 judicial volunteer facilitators and presenters, the program focused on developing the skills required for precise, timely, and well-structured oral judgments, combining demonstrations, small-group exercises, and peer review.

Feedback highlighted the program's importance in building confidence and efficiency in courtroom communication skills, reinforcing it as a vital pathway program.

The **Oral Decisions** program is an important program, and for that reason, along with growing demand, the PAC has decided that the program will be offered and delivered twice in 2026, 2027 and 2028.



Image 12: Oral Decisions, Sydney, April 2025.



Graph 9: Oral Decisions participants by jurisdiction.

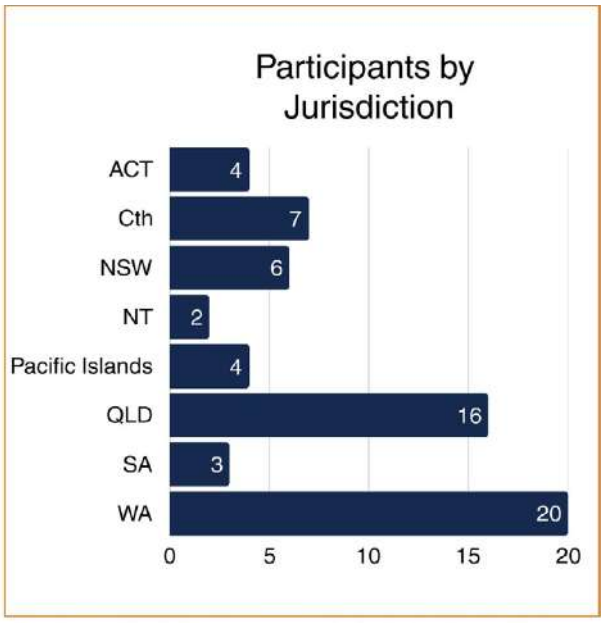
Judicial Reasoning & Decision Making Programs

Excellence in Judgment Writing

In 2024-2025, the NJCA delivered two highly subscribed **Writing Better Judgments I (WBJ I)** programs; one in Sydney and one in Perth, with a total of **62 judicial participants** from across jurisdictions, including national and international participants.

This issues-based judgment writing program continues to serve as a transformative moment for many judicial officers and tribunal members equippimg them with the essential skills to craft structured, timely, and convincing judgments.

What sets WBJ I apart is the calibre of its contributors. Seventeen judicial facilitators and thirteen professional writers generously provided their time and insights across the two programs. Their mentorship - delivered through small-group workshops with tailored feedback - remains central to the program's reputation. WBJ I exemplifies judge-led excellence and cross-jurisdictional discourse, reinforcing the NJCA's commitment to the benefits that flow from national judicial education.



Graph 10: WBJ I, Participants by jurisdiction in 2024- 2025.



Image 13: Ms Fleur Kingham presenting at Writing Better Judgments I, Perth, March 2025.

Social Context Programs

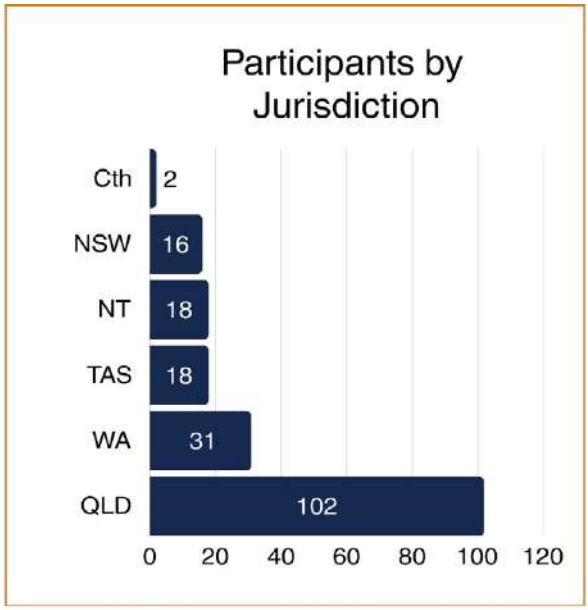
Transforming Courtroom Practice

Managing Sexual Assault Hearings (MSAH)

In 2024- 2025, the NJCA expanded its social context awareness training through four **Managing Sexual Assault Hearings (MSAH)** programs in Brisbane, Perth, Hobart, and Sydney, 188 participants across jurisdictions were trained trauma-informed practice in sexual assault matters, there were two observers in the programs this year. The Jurisdictional participation is illustrated in Graph 11.

Each program was co-delivered by the deeply experienced judicial officer program committee, along with leading subject matter experts, and observers ensuring content was grounded, relevant, and impactful.

The judicial officer-expert mix brought diverse perspectives that enhanced judicial confidence in applying trauma-informed approaches.



Graph 11: Participation in MSAH 2024-2025.



Image 14: Managing Sexual Assault Hearings Program in Brisbane, June 2025.

Social Context Programs

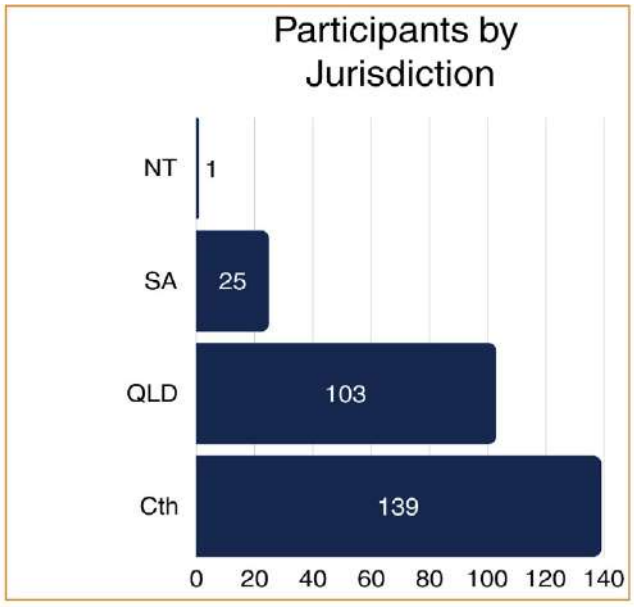
Transforming Courtroom Practice

Family Violence and the Courts: A National Model for Family Violence Education

In 2024- 2025, NJCA delivered five **Family Violence and the Courts (FVaTC)** programs in Melbourne, Adelaide, Brisbane, Darwin and Sydney reaching 268 judicial participants nationwide.

Each program delivered jurisdictionally tailored, trauma-informed training, focused on managing complex family violence matters.

Eighteen judicial volunteers and eleven expert facilitators brought a unique blend of lived courtroom insight and contemporary expertise to the program, ensuring relevance, depth, and national consistency.



Graph 12: Participation by Jurisdiction, FViaTC 2024- 2025.

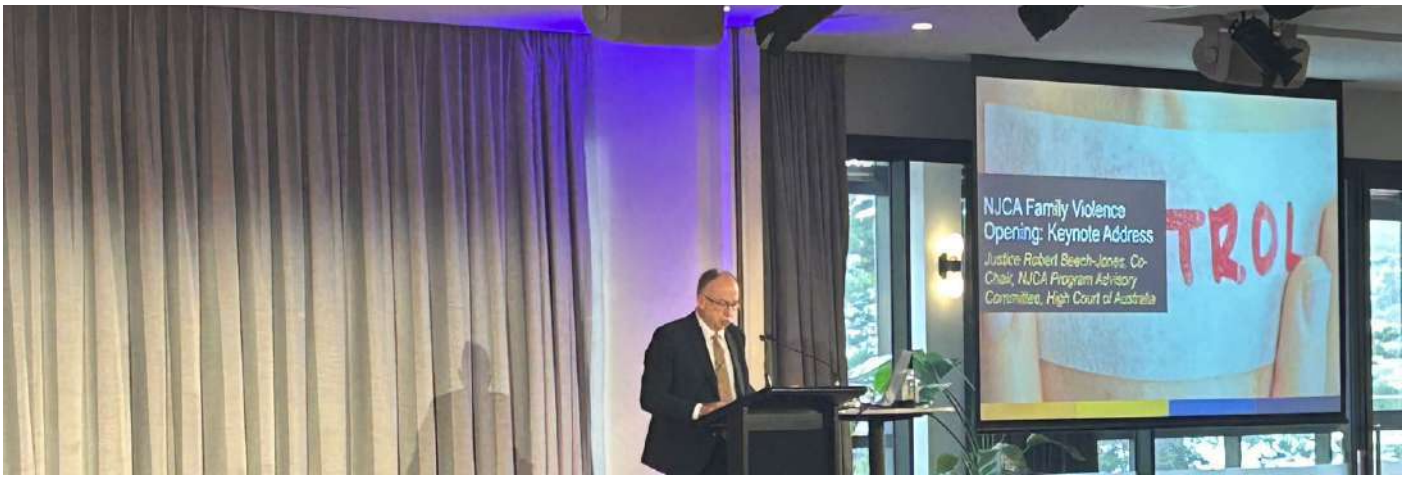


Image 15: Justice Robert Beech-Jones opening the program in Sydney, June 2025.



Image 16: Judge Tony Rafter and Prof Heather Douglas at Brisbane, June 2025.



Image 17: Justice Robert Beech-Jones, Magistrate Jay Pandya, and Chief Justice William Alstergren AO at Sydney, June 2025.

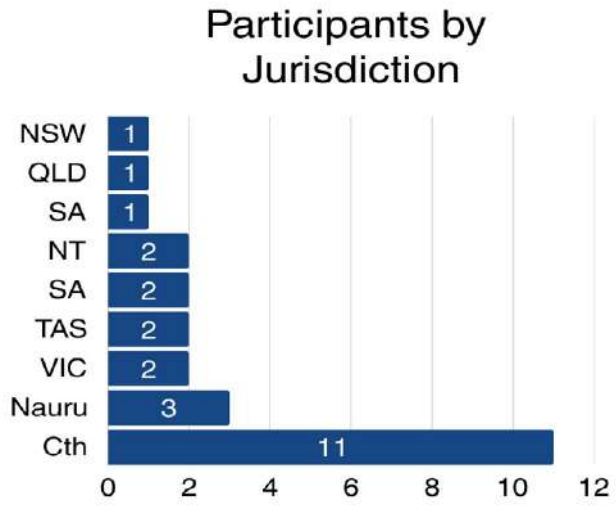
Social Context Programs

Transforming Courtroom Practice

Children and the Court: Amplifying the Voice of the Child

In 2024- 2025, twenty-six judicial officers from five jurisdictions engaged in this specialised program exploring the intersection of family law, child psychology, and trauma-informed courtroom.

Delivered by eight judicial volunteers and nine subject matter expert facilitators, the program combined scenario-based learning with deep dialogue to centre the voice of the child in courtroom decision-making.



Graph 13: Jurisdictional participation Children in the Court, Sydney in 2024- 2025.



Image 18: Children in the Court, Sydney in June 2025.

Judicial Leadership Programs

Skills, Strategy, Stewardship

Judicial Leadership through a national lens



Image 19: Heads of Jurisdiction Program, Adelaide, October 2024.

In 2024- 2025, the NJCA's leadership programs supported senior judicial officers and tribunal members to build adaptive, judge-led leadership capability.

The **Heads of Jurisdiction Program** brought together twenty-one leaders from across all Australian jurisdictions and four judicial leaders from New Zealand, while the **Administrative Review Tribunal (ART) Leadership Program** guided twenty-five tribunal members in shaping their emerging leadership culture.

With sixteen expert contributors, both programs advanced the NJCA's commitment to the importance of national judicial leadership to optimse a strong, future-focused judiciary.



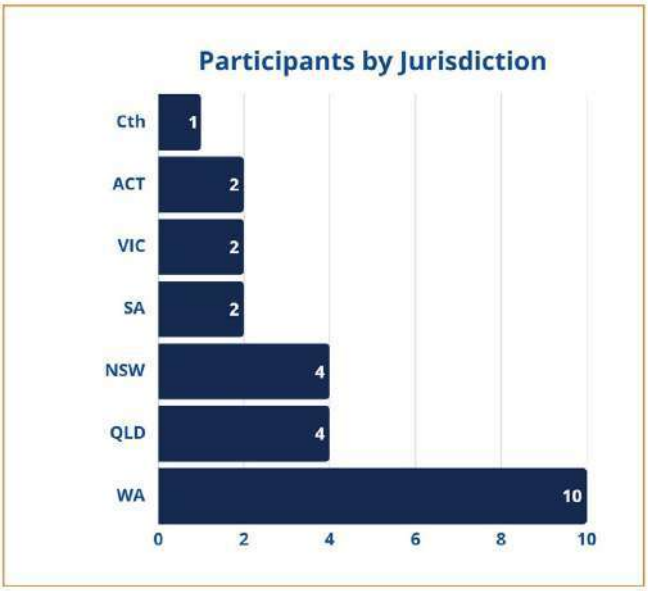
Image 20: The ART Leadership Program, Sydney, May 2025.

Effective Judicial Presentations & Programming

Enhancing Delivery Through Judge-Led Practice

In 2024- 2025, the NJCA's **Effective Judicial Presentations and Programming (EJPP)** workshops in Perth and Brisbane equipped judicial officers from across Australia with skills to design and deliver high-quality adult education.

With strong national participation, EJPP continues to underpin the sustainability of judge-led education in Australia by empowering judicial presenters to deliver engaging and impactful learning for their peers.



Graph 14: EJPP participation by jurisdiction, 2024- 2025.

On-Demand Learning: Judicial Backpacks

Self-Paced, Modular, Judge-Led Online Learning

The NJCA's Digital Judicial Backpacks **(the Backpacks)** initiative made significant strides in 2024- 2025, laying the foundation for a full-scale launch in early 2026. Three inaugural Backpacks have been fully developed and judge-reviewed, with content structured into thematic clusters, embedded reflections, and downloadable resources.

The Backpacks include:

- The Stoic Judge
- Transition to the Bench
- Managing Sexual Assault Hearings

The Backpacks provide frictionless access for judicial officers ensuring flexibility and meaningful engagement that reinforces the NJCA's commitment to accessible, efficient and effective professional development.

The Backpacks represent a pivotal shift in judicial education; bridging digital innovation with the practical realities of the time demands of the judicial role.

The Backpacks will provide on-demand judicial learning that complements the NJCA's in-person programs and supports professional development at all career stages.



Infographic 9: On-Demand Judicial Learning Features.

From Court to Campus

ANU/NJCA Judge in Residence Program

The NJCA's enduring collaboration with the Australian National University (ANU) College of Law, Governance and Policy continues, reflecting our shared commitment to educational excellence through the prestigious **ANU/NJCA Judge-in-Residence program**. This residency program continues the tradition of meaningful engagement between the judiciary and academia.

In **March 2025,** the Honourable **Justice Jenni Hill,** Supreme Court of Western Australia, served as **Judge-in-Residence.** During her time at the university, Her Honour engaged deeply with students and faculty, sharing her perspectives on judicial reasoning, ethical decision-making, and contemporary challenges faced by the judiciary.

Looking ahead, the NJCA and ANU continue to explore collaborative opportunities in the Asia-Pacific region, with a shared vision to support judicial capacity building and the rule of law. These future initiatives aim to integrate the NJCA's programmatic strengths with ANU's academic expertise, positioning the partnership as a leader in judicial education across the region.

ANU/NJCA **Judge-in-Residence Program** in 2025-2026 will welcome **Justice Glenn Martin AM,** Supreme Court of Queensland (Semester 2, 2025), and **Justice Dina Yehia**, Supreme Court of New South Wales (Semester 1, 2026).

Expressions of interest for the 2027 to 2029 program will open in early 2026.



Image 21: Justice Jenni Hill (Right) with Associate Professor Heather Roberts (Left).

Evaluation, Mapping, and Ongoing Assessment

A Framework for Judicial Learning

The NJCA continues to lead the national conversation on judicial education through the National Curriculum for Australian Judicial Officers - a living framework guiding the design and development of consistent, high-quality programs across all jurisdictions.

In 2024–25, the NJCA mapped its orientation programs for new judges and magistrates against the *four core dimensions of judicial learning* to confirm that judicial needs were being adequately addressed. Participant feedback consistently highlights the value of these programs in developing essential judicial skills and fostering collegial networks across the Australian judiciary.

Social context programs, such as Managing Sexual Assault Hearings (MSAH) and Family Violence and the Courts exemplify the NJCA's commitment to deliver trauma-informed, research-based education. MSAH is being expanded to include advanced sessions on evidentiary challenges and cross-examination.

These initiatives underscore the NJCA's commitment to national coherence, evidence-based judicial practice, and a future-ready judiciary, while remaining responsive and adaptive to the distinct needs of each Australian court and jurisdiction.



Infographic 10: The NJCA's Program alignment with the National Curriculum.

The NJCA on the International Stage

Sharing Knowledge, Building Capacity, Leading Change

The NJCA contributed to the 11th **International Organisation for Judicial Training (IOJT) Conference** in Seoul in November 2024. Ms Karen Gregory, CEO of the NJCA, presented on behalf of the NJCA on *"Challenging and Empowering: The Way Forward with Artificial Intelligence and Judicial Learning"*, to a large conference auditorium filled with judicial educators from across the globe.

The NJCA's presentation focused on how judges and judicial educators can best approach judicial learning and the ongoing challenge of artificial intelligence.

With more than 220 judicial educators and professionals from 52 countries, the IOJT Conference provided a international platform to showcase Australia's national judge-led education model and engage in dialogue on the challenges and opportunities facing international judicial education.



Infographic 11: The NJCA's International Engagements in 2024- 2025.



Image 22: Ms. Karen Gregory, CEO of the NJCA at IOJT International Conference, Seoul, November 2024.

The NJCA on the International Stage

Sharing Knowledge, Building Capacity, Leading Change

Regional Collaboration

Building on long-standing partnerships, the NJCA participated in sideline roundtables with the **Singapore Judicial College and Te Kura Kaiwhakawā/ Institute of Judicial Studies** and the **National Judicial Institute of Canada.** These exchanges focused on curriculum approaches, exploring delivery models, and contemporary issues in judicial education.



Image 23: Ms Karen Gregory, the NJCA CEO, and Professor Anthony Connolly, Dean of ANU College of Law, Governance, and Policy, with the delegation from the Supreme Court of Japan, November 2024.



Image 24: The NJCA Council Chair, Chief Justice Lucy McCallum, and Chief Judge Sara Huggett, NSW District Court, with Singapore judges delegation, July 2024.



Image 25: IOJT Conference, opening session: Judicial Education at the Crossroads, Seoul, November 2024.

The NJCA Strategic Plan 2026-2028

Looking ahead: Building Capacity, Enhancing Impact

The NJCA Strategic Plan 2026–2028 represents the culmination of deep engagement, careful thought, and collective judge-led direction for the NJCA. The strategic planning process was initiated by a joint working group of the NJCA's Program Advisory Committee (the PAC) and Council members that commenced in February 2025, where members engaged in structured workshops to define the strategic priorities of the organisation. These discussions were grounded in a shared commitment to judicial excellence, leadership, and innovation.

Following the foundational workshop, the PAC and Council members reconvened in June 2025 to review and approve the resulting Situational Analysis that paved the way for development the four strategic pillars.

The Strategic Plan 2026- 2028 includes a renewed focus on amplifying stakeholder engagement with the Federal Courts as well as the State and Territories, strengthening governance, building resilience, and strategic innovation for greater impact.

The collaborative judge-led process reflected not only the NJCA's operational maturity but also a clear strategic intent to grow and continue to lead nationally and globally.

The Strategic Plan 2026-2028 is a roadmap, our collective commitment to excellence in judicial learning and leadership. We thank our PAC and the Council members for their vision, time, and guidance in shaping it.

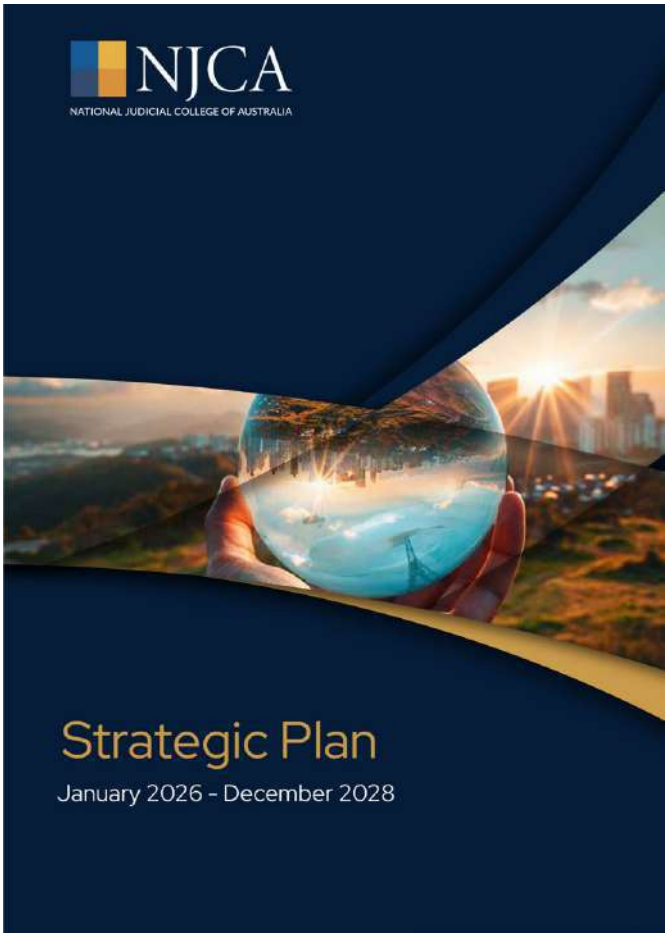


Image 26: The NJCA's Strategic Plan 2026-2028.

NJCA's Strategic Plan 2026–2028

A National Blueprint for National Leadership in Judicial Education



Infographic 12: The NJCA's Strategic Pillars 2026-2028.

Governance & Risk Management

In February 2025, an the NJCA Governance Working Group completed a comprehensive review of the NJCA's governance and compliance framework.

The review focused on strengthening existing policies, considering the need for new policies and ensuring alignment with the NJCA governance requirements as a not-for-profit, company limited by guarantee.

These measures demonstrate the NJCA's commitment to proactive governance and risk oversight, ensuring the organisation is resilient, accountable, and well-positioned to deliver high-quality judicial education into its next strategic and operational cycle.



Infographic 13: The NJCA's Governance and Risk.

Program Planning Committees

As of 30 June 2025

Each of the NJCA's judicial education programs is overseen and delivered by a specific program planning committee. These committees work closely with the PAC and/ or Council, and are responsible for program development, design, delivery and ongoing evaluation.

Accessible Judicial Decisions – Improving Clarity for Interpreters and Communities	Justice Glenn Martin AM (Chair) Supreme Court of Queensland
	Judge Nathan Jarro District Court of Queensland
	Justice Adam Kimber Supreme Court of South Australia
	Chief Judge Meryl Sexton County Court of Victoria
Advanced Judicial Skills and Techniques	Acting Justice Ann Ainslie Wallace (Chair) Supreme Court of the Australian Capital Territory
	Justice Liz Boyle Federal Circuit and Family Court of Australia
	Deputy Chief Magistrate Anthony Gett Magistrates Court of Queensland
	Justice Glenn Martin AM Supreme Court of Queensland
	Justice Michael Wigney Federal Court of Australia

Program Planning Committees (Contd.)

As of 30 June 2025

Appellate Judgment Writing – WBJ IV	The Honourable Susan Kiefel AC KC (Chair) Former Chief Justice of the High Court of Australia
	President Mark Livesey Supreme Court of South Australia
	Justice Brigitte Markovic Federal Court of Australia
	President Debra Mullins AO Supreme Court of Queensland
	President Julie Ward Supreme Court of New South Wales
Children and the Courts	Magistrate Andrée Horrigan (Chair) Children's Court of Western Australia
	Judge Kevin Lapthorn Federal Circuit and Family Court of Australia (Div. 2)
	Judge Dina Lioumis Federal Circuit and Family Court of Australia (Div. 2)
	Justice Anna Parker Federal Circuit and Family Court of Australia (Div. 1)
	Judge Deborah Richards President, Children's Court of Queensland
	Judge Nell Skinner President, Children's Court of New South Wales
	Magistrate James Stewart Magistrates Court of the Australian Capital Territory
	Judge Jack Vandersteen President, Children's Court of Victoria

Program Planning Committees (Contd.)

As of 30 June 2025

Family Violence and the Courts	Magistrate Jay Pandya (Chair) Magistrates Court of South Australia
	Justice Liz Boyle Federal Circuit and Family Court of Australia (Div. 1)
	Deputy Chief Magistrate Stephen Courtney Magistrates Court of Queensland
	Judge Jen Howe Federal Circuit and Family Court of Australia (Div. 2)
	Judge Kate Hughes Federal Circuit and Family Court of Australia (Div. 2)
	Judge Craig Smith District Court of New South Wales
	Judge Anthony Rafter District Court of Queensland
Heads of Jurisdiction – Leadership	Chief Justice Debra Mortimer (Chair) Federal Court of Australia
	Chief Justice William Alstergren AO Federal Circuit and Family Court of Australia
	Chief Magistrate Mary-Louise Hribal Magistrates Court of South Australia
	Justice Peter Kidd Supreme Court of Victoria
	Chief Justice Peter Quinlan Supreme Court of Western Australia
	The Honourable Marilyn Warren Former Chief Justice of the Supreme Court of Victoria.
	Chief Justice Helen Winkelmann GNZM Chief Justice of New Zealand

Program Planning Committees (Contd.)

As of 30 June 2025

Indigenous Justice Program	Justice Louise Taylor (Co-Chair) Supreme Court of the Australian Capital Territory
	Justice Dina Yehia (Co-Chair) Supreme Court of New South Wales
	Magistrate Natalie Browne Magistrates Court of South Australia
	Justice Lincoln Crowley Supreme Court of Queensland
	Magistrate Rose Falla Magistrates Court of Victoria
	Judge Anthony Hopkins Local Court of the Northern Territory
	Judge David MacLean District Court of Western Australia
	Chief Judge Elizabeth Morris Local Court of the Northern Territory
	Judge David Woodroffe Local Court of the Northern Territory

Program Planning Committees (Contd.)

As of 30 June 2025

Judicial Officers with Leadership Responsibilities	Chief Justice Andrew Bell (Chair) Supreme Court of New South Wales
	Chief Judge Brian Devereaux District Court of Queensland
	President Justice Steven Dolphin South Australian Employment Tribunal
	Chief Magistrate Catherine Geason Magistrates Court of Tasmania
	Deputy Chief Justice Robert McClelland Federal Circuit and Family Court of Australia (Div. 1)
	Deputy Chief Judge Meryl Sexton County Court of Victoria
Jury Management	Justice Adam Kimber (Chair) Supreme Court of South Australia
	Judge Nathan Jarro District Court of Queensland
	Deputy Chief Judge Meryl Sexton County Court of Victoria
	Justice Helen Wood Supreme Court of Tasmania

Program Planning Committees (Contd.)

As of 30 June 2025

Managing Sexual Assault Hearings	Chief Justice Lucy McCallum (Chair) Supreme Court of the Australian Capital Territory
	Justice Belinda Baker Supreme Court of the Australian Capital Territory
	Deputy Chief Magistrate Anthony Gett Magistrates Court of Queensland
	Justice Adam Kimber Supreme Court of South Australia
	Judge Laurie Levy District Court of Western Australia
	Deputy Chief Judge Meryl Sexton County Court of Victoria
	Judge Kara Shead District Court of New South Wales
National Judicial Orientation Program	Justice Peter Kidd (Co-Chair) Supreme Court of Victoria
	Chief Justice Peter Quinlan (Co-Chair) Supreme Court of Western Australia
	Justice Glenn Cash District Court of Queensland
	Justice Sam Doyle Supreme Court of South Australia
	Judge Wendy Gillan District Court of Western Australia
	Justice Brigitte Markovic Federal Court of Australia
	Judge Nicole Noman District Court of New South Wales
	Justice Rick O'Brien Family Court of Western Australia
	Justice Kris Walker Supreme Court of Victoria
	Justice Julie Ward Supreme Court of New South Wales

Program Planning Committees (Contd.)

As of 30 June 2025

National Judicial Registrars Orientation Program	Registrar Jayne Reece (Chair) Supreme Court of the Australian Capital Territory
	Judicial Registrar Roz Avis County Court of Victoria
	Judicial Registrar David Bennett County Court of Victoria
	National Judicial Registrar Paul Farrell Federal Court of Australia
	Senior Judicial Registrar Anne-Marie Rice Federal Circuit and Family Court of Australia
National Magistrates and Local Courts Orientation Program	Chief Magistrate Catherine Geason (Chair) Magistrates Court of Tasmania
	Deputy Chief Magistrate Anthony Gett Magistrates Court of Queensland
	Chief Judge Elizabeth Morris Local Court of the Northern Territory
	Magistrate Glenn Theakston Magistrates Court of the Australian Capital Territory
	Magistrate John Wells Magistrates Court of South Australia
Oral Decisions	Mr Sandy Horneman-Wren SC (Chair) Formerly of the District Court of Queensland
	Judge Gina O'Rourke District Court of the New South Wales
	Judge Hylton Quail Children's Court of Western Australia
	Justice James Stevenson Supreme Court of New South Wales
	Chief Magistrate Lorraine Walker Magistrates Court of the Australian Capital Territory

Program Planning Committees (Contd.)

As of 30 June 2025

Writing Better Judgments I	Justice Jim Henry (Chair) Supreme Court of Queensland
	Justice Gail Archer Supreme Court of Western Australia
	Justice Glenn Martin AM Supreme Court of Queensland
	Justice Debra Mullins AO Supreme Court of Queensland
	Justice Elisabeth Peden Supreme Court of New South Wales
Writing Better Judgments II	Acting Justice Monika Schmidt AM (Chair) Supreme Court of New South Wales
	Justice Murray Aldridge Federal Circuit and Family Court of Australia (Div. 1)
	Justice Jim Henry Supreme Court of Queensland
	Ms Fleur Kingham Queensland Law Reform Commission
	Justice David Lovell Supreme Court of South Australia
Writing Better Judgments III - Mastering Judgment Writing	Chief Justice Helen Bowskill (Chair) Supreme Court of Queensland
	Justice Robert Beech-Jones Federal Court of Australia
	Justice James Elliott Supreme Court of Victoria
	Justice Glenn Martin AM Supreme Court of Queensland
	Justice Michael Wheelahan Federal Court of Australia

Life Members

Appointment as an NJCA Life Member requires the nominee (either a judicial or a non-judicial officer) to have rendered exceptional service to the NJCA over an extended period. This service must be beyond the call of one's ordinary duties.

Life members were included by an amendment to the NJCA Constitution in 2018. Since then, the following appointments have been made.



The Honourable Justice John Byrne AO RFD
Her Excellency the Honourable Linda Dessau AC CVO
The Honourable John Dowsett AM KC
The Honourable John Doyle AC KC
His Honour Chief Magistrate Steven Heath
The Honourable Wayne Martin AC KC
The Honourable Justice Debra Mullins AO
The Honourable Justice Monika Schmidt AM
The Honourable Tom Wodak



The Honourable Murray Kellam AO KC
The Honourable Helen Murrell SC
Professor Mark Nolan



The Honourable Acting Justice Ann Ainslie-Wallace AM
The Honourable Justice Glenn Martin AM



The Honourable Chief Justice Christopher Kourakis
Her Honour Magistrate Andrée Horrigan
Ms Fleur Kingham

Finance Report

The operations of the NJCA in 2024- 2025 were made possible through the valued support of the Commonwealth Attorney-General's Department and the State and Territory Attorneys-General Departments.

Government funding is applied exclusively to operational costs and does not cover the development or delivery of the NJCA programs. The versatile NJCA team, comprising judicial education experts, program and event planning professionals, and staff with expertise in communications, finance, information management, and IT, relies on the operational funding contributions to support the delivery of the NJCA's judge-led education model.

In addition to operational funding, IN 2024- 2025 the NJCA received a special-purpose grant to continue the delivery of the Managing Sexual Assault Hearings programs from the Commonwealth, recognising the national expertise of the NJCA.

The NJCA also received a special-purpose grant to continue delivering the Family Violence and the Court programs from both the Commonwealth Attorney-General Department, and State and Territory Attorney's-General Departments.

As the national educator, the NJCA acknowledges and thanks all our funding partners for their continuing shared commitment judicial education.

The audited financial statements for the year ending 30 June 2025 are presented in **Appendix 1** of this Annual Report. These statements have been independently audited by **Accountability Pty Ltd.**

Acknowledgments

The National Judicial College of Australia extends its heartfelt appreciation to the many individuals, jurisdictions, and organisations whose contributions have been vital to our work throughout 2024–2025.

We acknowledge the Commonwealth Attorney-General and State and Territory Attorneys-Generals' Departments for their continued financial support and belief in the value of high-quality, lifelong judicial education. Their commitment underpins the NJCA's operations and enables us to maintain our independence and national leadership in judicial learning.

Our sincere thanks are extended to the NJCA Council and the PAC for their strategic leadership, guidance, and stewardship. In particular, we recognise the outstanding work of the Strategic Plan Working Group, whose dedication through multiple meetings, out-of-session consultations, and thoughtful deliberations shaped the ***2026– 2028 Strategic Plan: Educating the Nation's Judiciary.*** Their efforts exemplify our collegiate and collaborative approach to shaping the future of judicial education in Australia.

We thank all the Heads of Jurisdictions for their ongoing support of the NJCA.

To the judicial officers, program chairs, volunteer presenters, and expert facilitators across Australia who delivered our programs, we offer our deepest gratitude. Your willingness to share your experience and insight continues to define the strength and integrity of judge-led judicial learning.

The NJCA gratefully acknowledges the **Australian National University (ANU**) for its generous in-kind contributions, including hosting arrangements, and access to facilities and infrastructure. This valued partnership continues to enable the NJCA to deliver high-quality judicial education.

Finally, we thank the NJCA staff for their ongoing professionalism, dedication, and innovation. Their work ensures that NJCA programs remain responsive, impactful, and aligned with strategic goals set by Council. Together, we continue to shape a future-ready judiciary through national collaboration, thought leadership, and shared purpose.

Appendix 1: Audited Financial Statements FY 2024- 2025

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA

(A Company Limited by Guarantee)

ABN 20 100 577 544

FINANCIAL REPORT
FOR THE YEAR ENDED
30 June 2025

DIRECTORS' REPORT

Your directors present this report on the National Judicial College of Australia for the financial year ended 30 June 2025.

Directors

The names of the directors in office at any time during, or since the end of, the year are:

Directors (1 July 2024 to 30 June 2025)

Lucy McCallum (Chair)

Alice Linacre (Director)

Brian Devereaux (Board Member)

Christopher Collett (Director)

Elizabeth Morris (Director)

Grant Riethmuller (Director)

Judith Hughes (Director)

Katrina Banks-Smith (Director)

Laurence Levy (Director)

Malcolm Schyvens (Director)

Mary- Louise Hribal (Director)

Samuel Doyle (Director).

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Company Secretary

The following person held the position of Company Secretary at the end of the financial year:

Karen Gregory – appointed 28 August 2023.

DIRECTORS REPORT

Principal Activities

The principal activity of National Judicial College of Australia during the financial year was to assist judicial officers through professional development to administer the law in a just, competent and speedy manner.

No significant changes in the nature of the College's activities occurred during the financial year.

Short Term Objective

To deliver nationwide judicial training and education programs that enhance the capacity and capabilities of individual judicial officers through high-quality education and immersive learning experiences in a multijurisdictional environment, created, reviewed, and delivered by judicial officers.

Long Term Objective

To strengthen the rule of law nationally and internationally through a capable and resilient judiciary, improving efficiency, effectiveness, and overall outcomes for users of the judicial system.

Strategy for achieving the objectives

To achieve these objectives, the College has adopted the following strategies:

- Development and delivery of nationally consistent judicial professional development opportunities
- Secure support and funding for nationally consistent judicial professional development
- Build the NJCA workforce for the future
- Provide professional development to international judicial officers; and
- Ensure our organisational sustainability.

Operating Results

The surplus of the College for the year amounted to $191,729 (2024 surplus: $296,086).

After Balance Date Events

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the College, the results of those operations, or the state of affairs of the College in future financial years.

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA
(A COMPANY LIMITED BY GUARANTEE)
ABN 20 100 577 544

DIRECTORS REPORT

Members' guarantee

The College is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to $1 for members that are corporations and $1 for all other members, subject to the provisions of the company's constitution.

At 30 June 2025 the collective liability of members was $12 (2024: $12).

Indemnification and insurance of officers and auditors

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the College.

Auditor's independence declaration

The auditor's independence declaration in accordance with section 60-40 of the *Australian Charities and Not-for-profits Commission Act* for the year ended 30 June 2025 has been received and can be found on page 6 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director .....

Director .....

Dated: 19 September 2025.

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA
(A COMPANY LIMITED BY GUARANTEE)
ABN 20 100 577 544

DIRECTORS' DECLARATION

The directors of the College declare that in their opinion:

1. The financial statements and notes, as set out on pages 7 to 25:

   (a) comply with the *Australian Charities and Not-for-profits Commission Act 2012*, Accounting Standards as described in the notes to the accounts and the Australian Charities and Not-for-profits Commission Regulations 2022; and

   (b) give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of the College;

2. There are reasonable grounds to believe that the College will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director .....

Director .....

Dated 19 September 2025.

AccountAbility (ACT) Pty Ltd
ACN: 088 095 354

PO Box 776, Mitchell ACT 2911

Telephone: 02 6170 6870

Email: info@accountability-act.com.au
www.accountability-act.com.au

Liability limited by a scheme approved under
Professional Standards Legislation

AUDITORS' INDEPENDENCE DECLARATION UNDER SECTION 60.40 OF THE *AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012* TO THE NATIONAL JUDICIAL COLLEGE OF AUSTRALIA

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been:

(a) no contraventions of the auditors' independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit, and

(b) no contraventions of any applicable code of professional conduct in relation to the audit.

AccountAbility

Anthony Wilson
Registered Company Auditor
Canberra, ACT
19 September 2025

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA
(A COMPANY LIMITED BY GUARANTEE)
ABN 20 100 577 544

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	NOTE	2025 $	2024 $
Operating revenue	2	1,995,596	2,305,260
Other income	3	79,088	94,857
Employee benefits expenses	4	(372,390)	(593,533)
Judicial Education Program expenses	4	(1,385,903)	(1,322,093)
CSD Grant related expenses		-	(59,488)
Administration expenses	4	(123,397)	(93,155)
Depreciation		(1,227)	(3,711)
Other expenses		(38)	(32,051)
Surplus from operating activities		191,729	296,086
Other comprehensive income		-	-
Total comprehensive surplus for the year		191,729	296,086

The accompanying notes form part of these financial statements

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA
(A COMPANY LIMITED BY GUARANTEE)
ABN 20 100 577 544

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	NOTE	2025 $	2024 $
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	1,060,922	897,842
Trade and other receivables	6	324,011	140,218
Financial assets – term deposits		1,847,174	1,761,059
Other current assets – prepayments/deposits		214,589	98,482
TOTAL CURRENT ASSETS		3,446,696	2,897,601
NON-CURRENT ASSETS			
Plant and equipment	7	2,174	3,400
TOTAL NON-CURRENT ASSETS		2,174	3,400
TOTAL ASSETS		3,448,870	2,901,001
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	8	186,613	58,649
Contract liabilities		545,950	353,058
Provisions	9	87,587	56,782
TOTAL CURRENT LIABILITIES		820,150	468,489
NON-CURRENT LIABILITIES			
Provisions	9	12,641	8,162
TOTAL NON-CURRENT LIABILITIES		12,641	8,162
TOTAL LIABILITIES		832,791	476,651
NET ASSETS		2,616,079	2,424,350
EQUITY			
Retained earnings		2,213,394	2,021,665
Reserves		402,685	402,685
TOTAL EQUITY		2,616,079	2,424,350

The accompanying notes form part of these financial statements

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA
(A COMPANY LIMITED BY GUARANTEE)
ABN 20 100 577 544

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2025

	Retained Earnings $	General Reserve $	Total $
Balance at 1 July 2023	1,725,579	402,685	2,128,264
Surplus from operating activities	296,086	-	296,086
Other comprehensive income	-	-	-
Transfers to General Reserve	-	-	-
Balance at 30 June 2024	2,021,665	402,685	2,424,350
Surplus from operating activities	191,729	-	191,729
Other comprehensive income	-	-	-
Transfers to General Reserve	-	-	-
Balance at 30 June 2025	2,213,394	402,685	2,616,079

The accompanying notes form part of these financial statements

NATIONAL JUDICIAL COLLEGE OF AUSTRALIA
(A COMPANY LIMITED BY GUARANTEE)
ABN 20 100 577 544

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025

	NOTE	2025 $	2024 $
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts from members and others		2,004,381	1,896,832
Payments to suppliers and employees		(1,834,275)	(2,192,443)
Interest received		79,088	48,050
Net cash generated by/(used in) operating activities	10	249,194	(247,561)
CASH FLOW FROM INVESTING ACTIVITIES			
Proceeds from financial assets			-
Purchase of financial assets		(86,114)	(485,443)
Purchase of property, plant and equipment		-	(4,485)
Net cash generated by/(used in) investing activities		(86,114)	(489,928)
Net increase/(decrease) in cash held		163,080	(737,489)
Cash at beginning of the financial year		897,842	1,635,331
Cash at end of the financial year	5	1,060,922	897,842

The accompanying notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION

The financial report is for National Judicial College of Australia as an individual entity, incorporated and domiciled in Australia. National Judicial College of Australia is a company limited by guarantee.

Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, Interpretations of the Australian Accounting Standards Board and the *Corporations Act 2001*.

The financial statements are presented in Australian dollars which is the College's functional and presentation currency. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

A number of new or revised Australian Accounting Standards are effective for the first time in the current financial year. These standards have had no material impact on the entity.

The following is a summary of the material accounting policies adopted by the College in the preparation of the financial statements. The accounting policies have been consistently applied, unless otherwise stated.

Material Accounting Policies

(a) Revenue and other income

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the College expects to receive in exchange for those goods or services.

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the College have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the College are:

Grant income

The College's primary source of revenue is from Grants. The grant agreement would constitute the contract for AASB 15 purposes, and the grant specifies the transaction price. The grant is "to assist with projects or activities that contribute to the pursuit of an equitable and accessible system of civil justice". This purpose would make up the performance obligation for AASB 15 purposes. As the grant does not specify on the type or the number of projects or activities, the revenue would be able to be recognised as revenue at the time of the first project or activity.

Rendering of services

The College's rendering of services is made up of the hosting of training and conferences. The College has concluded that revenue from the rendering of these services should be recognised at the point in time when the event is held, as this is when the performance obligation has been met. Under AASB 15 this is deemed to be the point in time when risks and rewards are transferred.

Statement of financial position balances relating to revenue recognition Contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or the before payment is due, the College presents the contract as a contract asset, unless the College's rights to that amount of consideration are unconditional, in which case the College recognises a receivable.

When an amount of consideration is received from a customer prior to the entity transferring a good or service to the customer, the College presents the contract as a contract liability.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

Contract cost assets

The College recognises assets relating to the costs of obtaining a contract and the costs incurred to fulfil a contract or set up / mobilisation costs that are directly related to the contract provided they will be recovered through performance of the contract.

Costs to obtain a contract are only capitalised when they are directly related to a contract and it is probable that they will be recovered in the future. Costs incurred that would have been incurred regardless of whether the contract was won are expensed, unless those costs are explicitly chargeable to the customer in any case (whether or not the contract is won).

The capitalised costs are amortised on a straight line basis over the expected life of the contract.

Costs required to set up the contract, including mobilisation costs, are capitalised provided that it is probable that they will be recovered in the future and that they do not include expenses that would normally have been incurred by the College if the contract had not been obtained. They are recognised as an expense on the basis of the proportion of actual output to estimated output under each contract. If the above conditions are not met, these costs are taken directly to profit or loss as incurred.

Where costs are incurred to fulfil a contract, they are accounted for under the relevant accounting standard (if appropriate), otherwise if the costs relate directly to a contract, the costs generate or enhance resources of the College that will be used to satisfy performance obligations in the future and the costs are expected to be recovered then they are capitalised as contract costs assets and released to the profit or loss on an systematic basis consistent with the transfer to the customer of the goods or services to which the asset relates.

Other income

Other income is recognised on an accruals basis when the College is entitled to it.

All revenue is stated net of the amount of goods and services tax (GST).

(b) Income Tax

The College is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(c) Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST component of cash flows arising from investing or financing activities which is recoverable from, or payable to, the ATO, are presented as operating cash flows included in receipts from customers or payments to suppliers. The GST component of investing and financing activities are disclosed as operating cash flows.

(d) Cash and Cash Equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(e) Plant and Equipment

Each class of plant and equipment is measured using the cost or fair value as indicated, less where applicable, accumulated depreciation and any impairment losses.

Plant and Equipment (including Computer Equipment)

Plant and equipment are measured on the cost basis less depreciation and impairment losses. Cost includes expenditure that is directly attributable to the asset.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset's employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Plant and equipment that have been contributed at no cost, or for nominal cost are valued at the fair value of the asset at the date it is acquired.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

Depreciation

The depreciable amount of all fixed assets including buildings and capitalised leased assets, but excluding leasehold land, is depreciated on a straight-line basis over the asset's useful life to the College commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Plant and equipment	33.3% - 50.0%
Computer equipment	33.3% - 50.0%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. The asset class carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement.

Impairment of Assets

At each reporting date, the College reviews the carrying values of its tangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Statement of profit or loss and other comprehensive income.

Where it is not possible to estimate the recoverable amount of an asset class, the College estimates the recoverable amount of the cash-generating unit to which the class of asset belongs.

Where future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is depreciated replacement cost of an asset.

Where an impairment loss on a revalued asset is identified, this is debited against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(f) Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the College during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

(g) Employee Benefits

Provision is made for the College's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

(h) Provisions

Provisions are recognised when the entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(i) Financial Instruments

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the College commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs except where the instrument is classified ‘at fair value through profit or loss’ in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

Finance instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. *Fair value* represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

Amortised cost is calculated as:

ii. the amount at which the financial asset or financial liability is measured at initial recognition;
iii. less principal repayments;
iv. plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the *effective interest method*; and
v. less any reduction for impairment.

The *effective interest method* is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

(i) *Financial assets at fair value through profit or loss*

Financial assets are classified at 'fair value through profit or loss' when they are held for trading for the purpose of short-term profit taking, or where they are derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

(ii) *Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

(iii) *Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the entity's intention to hold these investments to maturity.

(iv) *Available-for-sale financial assets*

Available-for-sale financial assets are non-derivative financial assets that are either not capable of being classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

(i) *Financial liabilities*

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Fair Value

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions, reference to similar instruments and option pricing models.

Impairment

At each reporting date, the entity assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether an impairment has arisen. Impairment losses are recognised in the Statement of Comprehensive Income.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability, which is extinguished or transferred to another party and the fair value of consideration paid, including the transfer of noncash assets or liabilities assumed, is recognised in profit or loss.

(j) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(k) Critical accounting estimates and judgements

Those charged with governance make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 1. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

The significant estimates and judgements made have been described below:

Key estimates - revenue recognition - long term contracts

The College undertakes long term contracts which span a number of reporting periods. Recognition of revenue in relation to these contracts involves estimation of future costs of completing the contract and the expected outcome of the contract. The assumptions are based on the information available to management at the reporting date, however future changes or additional information may mean the expected revenue recognition pattern has to be amended.

Key estimates – receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

Key estimates - impairment of property, plant and equipment

The College assesses impairment at the end of each reporting period by evaluating conditions specific to the College that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key judgments - useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets.

(l) Economic dependence

The College is dependent on the Commonwealth Attorney-General's Department for the majority of its revenue used to undertake its functions. At the date of this report the directors have no reason to believe the Commonwealth Attorney-General's Department will not continue to support the College.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

	2025 $	2024 $
NOTE 2. OPERATING REVENUE		
Contributions and grants received	991,318	1,371,904
Program fees	1,004,278	933,356
	1,995,596	2,305,260
Timing of revenue recognition		
Recognised over time	1,995,596	2,305,260
Recognised at a point in time	-	-
	1,995,596	2,305,260
NOTE 3. OTHER INCOME		
Interest received/receivable	79,088	94,857
	79,088	94,857
NOTE 4. SPECIFIC EXPENSES		
Included specific expenses		
Audit fee	8,000	7,177
Salary and wages included as a component of Judicial Education Program expenses	328,512	222,192
Superannuation	66,576	73,410
NOTE 5. CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	1,039,062	877,057
Other short-term deposits	21,860	20,785
	1,060,922	897,842

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

	NOTE	2025 $	2024 $
NOTE 6. TRADE AND OTHER RECEIVABLES			
Trade receivables		311,895	92,571
Less: Provision for doubtful debts		(22,135)	-
Accrued income - interest		34,251	47,647
		324,011	140,218
NOTE 7. PLANT AND EQUIPMENT			
Office Equipment			
Equipment – at cost		15,263	15,263
Less accumulated depreciation		(13,089)	(11,862)
Total Office Equipment		2,174	3,401
Total Plant and Equipment		2,174	3,401

Movements in carrying amounts

	Office Equipment
Opening written down value	3,401
Additions during the year	-
Depreciation expense applied	(1,227)
	2,174

NOTE 8. TRADE AND OTHER PAYABLES

	2025 $	2024 $
CURRENT		
Trade payables	155,281	38,796
Accrued expenses	8,000	18,000
GST payable	5,449	(46,403)
Superannuation payable	16,146	18,298
Other employee related payables	1,737	29,958
	186,613	58,649

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

NOTE 9. PROVISIONS

Analysis of total provision

	Long Service Leave	Annual Leave
Provisions		
Opening balance as at 1 July 2024	8,162	56,782
Net movement in balance	4,479	30,805
Balance as at 30 June 2025	12,641	87,587
Current	-	87,587
Non-Current	12,641	-
	12,641	87,587

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

		2025 $	2024 $
NOTE 10. CASH FLOW RECONCILIATION			
Cash as per:			
Statement of financial position	5	1,060,922	897,842
Statement of cash flows		1,060,922	897,842
Reconciliation of surplus for the year to net cash provided by / (used in) operating activities			
Surplus from operating activities		191,729	296,086
Adjustments for non-cash items			
Depreciation		1,227	3,711
Movements in assets and liabilities			
Decrease/(increase) in receivables		(187,244)	(101,553)
Decrease/(increase) in prepayments/other assets		(116,107)	(60,509)
Increase/(decrease) in creditors and payables		196,028	(28,050)
Increase/(decrease) in contract liabilities		35,284	(353,682)
Increase/(decrease) in employee provisions		128,277	(3,564)
		249,194	(247,561)

NOTE 11. EVENTS AFTER THE BALANCE DATE

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the College, the results of those operations or the state of affairs of the College in future financial years.

NOTE 12. GENERAL RESERVE

The College maintains a reserve to provide for the cost of operations in the event that the entity is required to be wound up. The reserve is reviewed and adjusted accordingly on an ongoing basis.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 13. KEY MANAGEMENT PERSONNEL/RELATED PARTIES

Related parties

The College defines related parties to be the members, directors and staff holding positions as key management personnel.

Transactions between related parties are on normal commercial terms and conditions no more or no less favourable than those available to other parties unless otherwise stated.

With the exception of compensation of key management personnel, the only transactions with related parties included the payment of contributions and the activities associated with the judicial education program.

Key Management Personnel

Key management personnel are defined by *AASB 124 Related Party Disclosures* as those persons having authority and responsibility for planning, directing and controlling the activities of the College directly or indirectly.

The total remuneration paid to key management personnel during the period is as follows:

	2025	2024
	$	$
Total key management personnel compensation (Including amounts paid upon resignation)	352,587	321,064

The directors do not receive any direct remuneration for services provided to the College.

In addition to the above compensation, the College has paid insurance premiums of $5,040 (2024: $3,456) for Association Liability insurance which incorporates directors' and officers' liability insurance. It is not practical to obtain the details of the components of the insurance premium that relate to key management personnel.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025

NOTE 14. MEMBERS' GUARANTEE

The College is registered with the Australian Charities and Not-for-profits Commission Act 2012 and is a company limited by guarantee. If the College is wound up, the constitution states that each member is required to contribute a maximum of $1 each towards meeting any outstanding obligations of the College. At 30 June 2025 the number of members was 12 (2024: 12).

NOTE 15. COMMITMENTS OF CAPITAL

There are no commitments of capital at the end of the reporting period (2024: NIL).

NOTE 16. CONTINGENT ASSETS AND LIABILITIES

In the opinion of those charged with governance, the College did not have any contingent assets or liabilities at 30 June 2025 (2024: NIL)

NOTE 17. STATUTORY INFORMATION

The registered office and principal place of business of the College is:

National Judicial College of Australia
Building 5
ANU Law College of Law
ACTON ACT 2601

AccountAbility (ACT) Pty Ltd
ACN: 088 095 354

PO Box 776, Mitchell ACT 2911

Telephone: 02 6170 6870

Email: info@accountability-act.com.au
www.accountability-act.com.au

Liability limited by a scheme approved under *Professional Standards Legislation*

INDEPENDENT AUDITOR'S REPORT TO THE NATIONAL JUDICIAL COLLEGE OF AUSTRALIA

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of the National Judicial College of Australia (the College), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policy information, and the Directors' Declaration.

In my opinion the financial report of the College has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

a) giving a true and fair view of the College's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
b) complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Regulations 2022.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the College in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the *Code*) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the *Code*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Directors for the Financial Report

The directors of the College are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

The directors are responsible for the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website and forms part of this audit report. Refer http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

I communicate with the College regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including when considered necessary any significant deficiencies in internal control that I identify during my audit.

AccountAbility



Anthony Wilson
Registered Company Auditor
Canberra, ACT
19 September 2025

Contact Us

Enquiries may be directed to:



The Chief Executive Officer



National Judicial College of Australia
Building 5, Fellows Road
Australian National University
ACTON, ACT 2601



+61 (02) 6125 6655



njca.ceo@anu.edu.au



www.njca.com.au



NATIONAL JUDICIAL COLLEGE OF AUSTRALIA