

Administrative

Review Tribunal



Annual Report

2024–25

Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of Country throughout Australia and acknowledge their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.

Contacting the Tribunal

You can contact us by phone on 1800 228 333 anywhere in Australia.

Non-English speakers can call the Translating and Interpreting Service on 131 450 and ask them to call the Administrative Review Tribunal.

If you are deaf or have a hearing or speech impairment, contact us through the National Relay Service. For more information, visit the National Relay Service website.

For other ways to contact the Tribunal, you can visit our website to find our contact details.

This report

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ISSN 3083-4848 (Print)

ISSN 3083-483X (Online)



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The cover features a white background on the left and a dark teal background on the right, separated by a curved line. A light green shape is at the bottom left. The text 'Annual Report' is in dark teal and '2024-25' is in light green.

Annual Report 2024-25

Letter of transmittal



22 September 2025

The Hon Michelle Rowland MP
Attorney-General
Parliament House
CANBERRA ACT 2600

Dear Attorney-General,

We are pleased to present to you the annual report of the Administrative Review Tribunal for the year ended 30 June 2025 in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013*, which incorporates the Report by the President in accordance with section 242 of the *Administrative Review Tribunal Act 2024*.

The report includes information about the operation of the Tribunal's jurisdictional areas and also covers matters relevant to the Administrative Appeals Tribunal as required by items 5 and 6 of Schedule 16 to the *Administrative Review Tribunal (Consequential and Transitional Provisions No. 1) Act 2024*.

This report has been prepared in accordance with the requirements for annual reports prescribed by sections 17AB to 17AJ of the *Public Governance, Performance and Accountability Rule 2014*.

The report includes:

- the annual performance statements for the Tribunal in accordance with paragraph 39(1) (b) of the *Public Governance, Performance and Accountability Act* and section 16F of the *Public Governance, Performance and Accountability Rule*, and
- the annual financial statements for the Tribunal in accordance with subsection 43(4) of the *Public Governance, Performance and Accountability Act*.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Emiliios Kyrrou".

The Hon Justice Emiliios Kyrrou AO
President

A handwritten signature in blue ink, appearing to read "Michael Hawkins".

Michael Hawkins AM
Chief Executive Officer and Principal Registrar
Accountable authority

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Chapter 1: The year in review

Report by President

This is my first report as President of the Administrative Review Tribunal (Tribunal).

The Tribunal commenced operation on 14 October 2024. Its establishment by the *Administrative Review Tribunal Act 2024* (ART Act) represents a momentous reform of Australia's system of merits review, one that places greater emphasis on accessibility, responsiveness to the diverse needs of parties, and systemic improvement in the transparency and quality of government decision-making.

The Tribunal is the successor to the Administrative Appeals Tribunal (AAT), which was established in 1976. The transition from the AAT has involved detailed planning prior to commencement and extensive implementation work since that time. The process has encountered a range of challenges, many of which are ongoing. However, much has been achieved, with the Tribunal being firmly established as an essential redress mechanism for a multiplicity of government decisions that adversely affect the personal and business affairs of tens of thousands of individuals and organisations.

As such, it is a vital component of the checks and balances that underpin the rule of law and Australia's democratic system.

At the inaugural ceremonial sitting of the Tribunal on 14 October 2024, I articulated the following vision:

My ambition as President ... is for the Tribunal to develop a reputation for excellence in everything that it does. I want it to be known as a tribunal which has efficient, transparent and user-friendly processes. A tribunal with empathetic staff who are committed to assisting parties who need help in using the [Tribunal's] services. A tribunal consisting of experienced and dedicated members who conduct fair and inclusive hearings promptly after applications for review are lodged, and who make high-quality and easy-to-understand decisions within a short time after a hearing concludes.

As President of the Tribunal, I will work very hard to meet the public's justifiably high expectations in the quality and speed of the Tribunal's decisions and the accessibility and responsiveness of its processes to the diverse needs of its users. I am confident that all members and staff of the Tribunal will do the same and that, collectively, we will succeed in meeting those expectations and earn the public's trust and confidence.

Attaining a reputation for excellence and earning the public's trust and confidence cannot be accomplished overnight. These goals require proper resourcing, careful management, a shared vision and a team effort. I believe that the Tribunal is well on the way to achieving these goals.

Everything the Tribunal does is informed by its statutory objective in section 9 of the ART Act, which provides as follows:

The Tribunal must pursue the objective of providing an independent mechanism of review that:

- (a) is fair and just; and
- (b) ensures that applications to the Tribunal are resolved as quickly, and with as little formality and expense, as a proper consideration of the matters before the Tribunal permits; and
- (c) is accessible and responsive to the diverse needs of parties to proceedings; and
- (d) improves the transparency and quality of government decision-making; and
- (e) promotes public trust and confidence in the Tribunal.

Members and staff of the Tribunal are also guided by our shared values of respect, integrity, collaboration and fairness.

Section 242 of the ART Act lists a large number of matters that must be included in the President's report. I will address some of those matters in the remarks below although most are dealt with later in the annual report. Appendix 8: List of the President's reporting obligations sets out where the matters listed in section 242 are discussed.

The Tribunal as the successor to the AAT

As the successor to the AAT, the Tribunal inherited the caseload, staff, physical premises, IT infrastructure and case management systems of the AAT. This enabled the Tribunal to commence operation on a 'business as usual' basis on its first day. However, the Tribunal is a very different body from the AAT.

The key differences between the Tribunal and the AAT are:

- The AAT operated on a divisional structure, with divergent approaches to caseload management, document templates and practices and procedures between the divisions. In contrast, the Tribunal operates as a uniform, national tribunal. Its 8 jurisdictional areas follow the same processes unless a variation is warranted due to legislative requirements or particular features of the caseload of a jurisdictional area.
- The type of work that members of the AAT were authorised to undertake was determined by the division to which the Attorney-General assigned them. Under the ART Act, the President determines the type of work that Tribunal members undertake by assigning them to particular jurisdictional areas. The President also has the power to establish lists as subareas within the jurisdictional areas, to appoint leaders for each list and to place members in lists for management and reporting purposes.
- The Tribunal has adopted new practice directions to replace the practice directions of the AAT. One of the practice directions sets out uniform directions that apply to all cases in the Tribunal unless a specific practice direction has been adopted for particular types of cases due to their special features.
- Members of the Tribunal are appointed in accordance with a statutory merit-based assessment process, whereas members of the AAT were not. Members of the Tribunal are merit-based appointees making merit-based administrative review decisions. In addition, unlike members of the AAT, members of the Tribunal must comply with a Code of Conduct and a Performance Standard which are mandated by the ART Act.

- The AAT did not have a formal mechanism for identifying and reporting on systemic issues in government decision-making within its caseload. Under section 193 of the ART Act, the President has power to inform Ministers, Commonwealth entities and the Administrative Review Council of any systemic issues that have been identified in the caseload of the Tribunal. In addition, the Tribunal's statutory objective makes clear that our role is not limited to resolving individual cases but extends to systemic improvement in the transparency and quality of government decision-making. This is addressed in further detail in Chapter 2: Overview of the Tribunal.
- The AAT did not have a formal mechanism for constituting a multi-member panel to conduct a review of decisions raising matters of significance to administrative decision-making and to make Tribunal guidance decisions to which members in future similar cases must have regard. Under the ART Act, a panel (the Guidance and Appeals Panel) can be constituted to perform this function, as well as to conduct a second review of some decisions. Guidance and Appeals Panel decisions will promote consistency in Tribunal decision-making and, over time, may reduce the number of court appeals and judicial review applications of decisions of the Tribunal.
- AAT members undertook a variety of administrative tasks due to the absence of legislative authority for those tasks to be undertaken by non-members. The ART Act enables the President to authorise registrars to perform a large number of administrative tasks, thus freeing members to focus on hearing and determining contested proceedings.
- The AAT's logo comprised the Commonwealth Coat of Arms. In order to emphasise its independence from the agencies whose decisions it reviews, the Tribunal adopted a new logo which does not feature the Coat of Arms.

There is a discernible change in the culture of the Tribunal compared to the culture of the AAT regarding tolerance of delays by parties and non-compliance by them with procedural directions. The Tribunal is less willing than the AAT was to grant extensions of time and adjournments to suit the convenience of the parties. Subject to meeting its procedural fairness obligations, unless there is a good reason for not doing so, the Tribunal prioritises meeting its statutory objective of resolving cases quickly over accommodating the preferences of the parties. Our general approach to applications for variations to time limits for compliance with procedural steps is to refuse them – even if both parties consent – unless there is a good reason to grant them, and then only for the minimum period necessary. The Tribunal's approach to these matters was communicated widely with legal and other representative stakeholders in a note dated 24 October 2024.

Although the Tribunal differs markedly from the AAT, the foundations for our ongoing success have been laid by the dedication and hard work of the members and staff who were with the AAT in the 48 years since its establishment in 1976. Many of the members and staff who were with the AAT in 2024 have continued with the Tribunal, while others have pursued different opportunities. I acknowledge the enormous debt of gratitude that the Tribunal owes to the previous leaders, members and staff of the AAT.

It is fitting that I repeat here what I said about the AAT at its final ceremonial sitting on 11 October 2024:

From its inception, the AAT has been accepted as an essential institution in our democracy. Its role in providing redress against wrong or unjust government decisions through merits review has become an entrenched and indispensable feature of our system of government. Today, it is fitting that we acknowledge and celebrate the fact that the AAT has had a positive impact on the lives of tens of thousands of people, and has made an invaluable contribution to the community.

A uniform, national tribunal

The ART Act envisages that the Tribunal will operate as a uniform, national tribunal and contains several provisions which facilitate this. Foremost among them are the powers of the President to manage the business of the Tribunal, the powers of the Chief Executive Officer and Principal Registrar (Principal Registrar) to provide the corporate and registry services of the Tribunal, and the role of the Tribunal Advisory Committee (TAC) in overseeing the Tribunal's caseload and advising the President and Principal Registrar.

The Tribunal's uniform, national character is also supported by the following features:

- The 8 jurisdictional areas and the lists that have been established within them are managed on a national basis by a jurisdictional area leader and list leaders. By contrast, the AAT had registry-specific practice leaders who assisted the division heads.
- The Tribunal's practice directions, which facilitate uniform practices and procedures across its caseload and provide for differences only when necessary. By contrast, some AAT practice directions had a divisional focus.
- The services provided by staff to support the members in the performance of their duties have been organised on a national basis. Those services include the national allocation and listings team, the legal services team and the member support team. By contrast, in the AAT some important member support services were managed on a divisional or registry basis.

A national, uniform approach promotes consistency in the services provided by the Tribunal, both internally and to its users, and facilitates ongoing improvement in the quality of those services.

Tribunal Advisory Committee

The TAC comprises the President, the Principal Registrar and the jurisdictional area leaders. During an initial transitional period, the Chief Operating Officer and the General Counsel were also members of the TAC.

Since 14 October 2024, the TAC has met on a monthly basis. Additional out-of-session meetings have been held when necessary. The standing items on the agenda for TAC meetings are based on the functions of the TAC set out in section 236(4) of the ART Act, and include:

- the caseload of the Tribunal
- the Tribunal's performance, including its financial performance
- trends and patterns across, and systemic issues arising in, the jurisdictional areas.

As required by the ART Act, the President consults with the TAC or jurisdictional area leaders individually in relation to the Tribunal's practice directions, the lists established within jurisdictional areas, the Code of Conduct and the Performance Standard.

In June 2025, the TAC endorsed the Tribunal's Caseload Priority Framework, which sets out principles for assigning higher priority to case types or caseloads, both across the Tribunal and within jurisdictional areas. As part of the Tribunal's commitment to transparency, the Framework is available on our website to ensure the wider community has access to information about how cases are managed.

The TAC has established 3 subcommittees, being the:

- Member Wellbeing Committee
- Member Training, Education and Development Committee, and
- Tribunal Diversity and Inclusion Committee.

These subcommittees provide advice and recommendations to the TAC.

Their establishment reflects the importance the TAC places on the matters falling with the terms of reference of these subcommittees. The first 2 subcommittees compromise a cross section of members, and the third subcommittee comprises a cross section of members and staff.

Guidance and Appeals Panel

Since 14 October 2024, the Tribunal has received an increasing number of requests for referral to the Guidance and Appeals Panel of 2 types of cases. The first are applications for review of agency decisions which are said to raise issues of significance to administrative decision-making. Where a referral is made to the Guidance and Appeals Panel for these types of cases, it conducts the initial and only review by the Tribunal. The second type are applications for review of Tribunal decisions which are said to raise issues of significance to administrative decision-making or which are said to be affected by material errors of fact or law. Where a referral is made to the Guidance and Appeals Panel for these case types, the Guidance and Appeals Panel conducts a further review.

In *GAP-AAA and GAP-AAB* [2024] ARTA 1, I set out the approach that I will usually adopt in assessing whether a Tribunal decision may contain a material error of fact or law, and in deciding whether an oral hearing should be conducted in relation to a referral request or whether a stay of a Tribunal decision should be granted. I also discussed the discretionary considerations that may be taken into account in determining whether a matter should be referred to the Guidance and Appeals Panel.

As discussed in more detail in Chapter 3: Performance, during the reporting period, 9 matters have been referred to the Guidance and Appeals Panel for first review and 9 have been referred for further review. The Guidance and Appeals Panel has made the following important decisions in the reporting period:

- In *Bunnings Group Ltd and Privacy Commissioner* [2024] ARTA 42, the Guidance and Appeals Panel discussed the considerations that may inform whether a joint request by the parties for an adjustment should be granted.
- In *Baumgarten and eSafety Commissioner* [2025] ARTA 59, the Guidance and Appeals Panel discussed the circumstances in which a decision of an agency may fall within the Tribunal's jurisdiction even though it does not satisfy all the criteria that the relevant legislation prescribes for a legally effective reviewable decision.
- In *Baumgarten and eSafety Commissioner* [2025] ARTA 153, the Guidance and Appeals Panel discussed the circumstances in which, consequent upon concluding that a reviewable decision should be set aside, it is appropriate for the Tribunal to remit the matter to the original decision-maker instead of making a decision in substitution for the reviewable decision. This decision is the only substantive (as distinct from interlocutory) decision made by the Guidance and Appeals Panel during the reporting period. As a substantive decision of the Panel, it is a Tribunal guidance decision to which members must have regard in similar future cases in accordance with section 110(1) of the ART Act.

Training, education and professional development of members

Consistent with the ART Act's requirement that members must be appointed in accordance with a merit-based assessment process, the ART Act places considerable emphasis on the training, education and professional development of members.

The Tribunal has adopted an extensive program of internal and external training, education and professional development sessions, which aim to ensure that members have the necessary skills to perform their functions to a high standard and that they remain up to date with current legal and procedural developments. The program is managed by the Member Capability and Development team and is overseen by the General Counsel.

The program commenced with an all-member induction and training session in the first week of operations. During the reporting period, the program has included further sessions on matters such as hearing craft, decision writing, dispute resolution skills, workplace behaviour, trauma informed practice, coercive control and family violence, working with interpreters, and meeting the needs of diverse and vulnerable applicants. High profile external speakers have included: the Hon Stephen Gageler AC, Chief Justice of the High Court; the Hon Kenneth Hayne AC and the Hon Geoffrey Nettle AC, former Justices of the High Court; their Honours Justices Thomas Thawley and Lisa Hespe of the Federal Court; the Hon Tom Bathurst, former Chief Justice of New South Wales (NSW); and the Hon John Griffiths, acting Judge of the NSW Court of Appeal. Further details of the program are set out in Chapter 4: Management and accountability.

The Code of Conduct and the Performance Standard were published on 14 October 2024. They set out minimum standards of performance and behaviour by members. The Performance Standard contains provisions aimed at assisting members to meet the minimum standards, particularly in relation to timeliness in decision-making.

I am confident that the Performance Standard and the Tribunal's training, education and professional development program will ensure that Tribunal members are able to acquire and maintain the skills and experience necessary to make high quality decisions on a timely basis, and thus promote public trust and confidence in the Tribunal.

As I have already mentioned, the Tribunal's training, education and professional development program has included sessions on meeting the needs of diverse and vulnerable applicants. These sessions are important because a large number of

applicants seeking redress from the Tribunal represent themselves, and many of them are vulnerable individuals. This is particularly the case in relation to applications for review of National Disability Insurance Scheme (NDIS), social security and veterans' compensation decisions.

Detail about the Code of Conduct and Performance Standard is provided in Appendix 1: Members of the Tribunal and both are available on the Tribunal website.

Applicants with diverse needs

The ART Act recognises that many applicants are vulnerable and have diverse needs. The statutory objective in section 9 of the ART Act provides that the Tribunal must be accessible and responsive to the diverse needs of parties. Section 51 of the ART Act provides that, as far as practicable, the Tribunal must conduct each proceeding in a way that is accessible for the parties, taking into account the needs of the parties.

During the reporting period, the Tribunal adopted a range of measures to comply with these statutory provisions and make available facilities which accommodate applicants' individual needs, including those arising from disabilities, language barriers and cultural differences. The measures, which are detailed in Chapter 3: Performance, include:

- creation of an Accessibility Advisory Group to provide a forum for consultation and discussion of accessibility issues impacting the Tribunal
- establishment of an accessibility function to coordinate improvements in user experience, including for people with diverse access needs, First Nations peoples and people from culturally diverse backgrounds
- launching an accessible, plain English information website including a range of features, such as text to speech and translations
- making reasonable adjustments to enable all applicants to participate in the Tribunal's processes effectively.

An important reform introduced by the ART Act is the power conferred by section 67 for the Tribunal to appoint a litigation supporter for a party who does not have decision-making ability. That section contains important safeguards to protect the interests of such parties, including an obligation on the litigation supporter to give effect to the party's will and preferences, or likely will and preferences, or otherwise to promote the personal and social wellbeing of the party. Section 67 provides an important mechanism by which parties that do not have decision-making ability can effectively participate in Tribunal proceedings.

The Tribunal has published a Litigation Supporter Practice Direction which sets out who may be appointed as a litigation supporter, the factors that disqualify a person from being appointed as such, the type of evidence that is required to establish that a party does not have decision-making ability and the circumstances in which a person can be removed as a litigation supporter.

Outreach

The Tribunal actively engages with agencies, the legal profession and other groups representing users. This engagement is a critical means by which we can obtain information about likely lodgements and proposed legislative or procedural changes, and feedback on the Tribunal's performance.

The Tribunal has continued the AAT's practice of twice-yearly liaison meetings with the Law Council of Australia. These meetings provide valuable opportunities to explain our work to the peak body representing the legal profession, and for that body to provide feedback to the Tribunal.

The Tribunal has also continued the AAT's practice of conducting a moot competition for law students. The inaugural moot competition was announced and registrations opened before the end of the reporting period. The moots will be held over 4 rounds between August and October 2025.

The Tribunal has placed significant emphasis on increasing engagement with First Nations peoples, who are under-represented in cases before us. The Tribunal's First Nations Liaison Officers have engaged with First Nations communities to develop effective long-term partnerships, and raise awareness of the Tribunal's services. Further information about this program is in Chapter 3: Performance.

The opening of the Tribunal's Darwin Registry on 31 March 2025 places us in a better position to engage with First Nations peoples and to be more accessible to those living in the Northern Territory.

As President, I have a discrete function under section 193 of the ART Act to engage with civil society in relation to the performance of my functions. During the reporting period, I performed this function through a variety of means, including face-to-face meetings, online meetings, a radio interview, a television interview, giving speeches, presenting papers, visiting organisations, attending ceremonies and functions, and through correspondence.

The organisations with which I engaged have included Victoria Legal Aid, Asylum Seeker Resource Centre, Villamanta Disability Rights Legal Service, First Nations Disability Network, Disability Advocacy Network Australia, Justice and Equity Centre, the Independent Advisory Council to the NDIA Board, the African Australian Legal Network, the Australia Hazara Legal Network, the Asian Australian Legal Network, the Muslim Legal Network, and various legal firms collectively in round table settings.

Successes and challenges

By far the biggest challenge faced by the Tribunal in the reporting period was the dramatic increase in lodgements in relation to student visa decisions and significant increases in lodgements in relation to protection and NDIS decisions. As addressed in Chapter 3: Performance, the Tribunal does not have the resources to process this magnitude of lodgements, with the result that the number of cases on hand has increased substantially.

The Tribunal has grown significantly and is a much larger organisation than the AAT was at the time of transition on 14 October 2024. On 13 October 2024, the AAT had 351 members and 844 staff.¹ At 30 June 2025, the Tribunal had 371 members and 1,030 staff. Due to the prevailing employment market, we have been unable to recruit the number of suitably qualified staff needed to accommodate the increase in lodgements and the number of members, resulting in delays in processing documents and providing support services for members. These delays have been compounded by ongoing problems with the legacy case management systems inherited by the Tribunal from the AAT.

All indications are that the challenges we experienced during the reporting period will continue into 2026 and beyond.

On the positive side, the Tribunal has received feedback from the legal profession that there has been a marked improvement in the quality of decisions made by members. This improvement can be attributed to the merit-based assessment process for members and the Tribunal's comprehensive training, education and professional development program. This feedback is discussed further by the Principal Registrar below and in more detail in Chapter 3: Performance.

I have also been pleased to observe a significant improvement in the timeliness of decisions made by members of the Tribunal compared to the position that prevailed in the AAT. In my opinion, this improvement is due to the publication of the Performance

¹ Where not otherwise specified, the numbers provided for 'staff' include total number of people employed as Australian Public Service (APS) staff, labour hire and contractors. 'Staff' does not include Tribunal members who are statutory appointees.

Standard in addition to the merit-based assessment process and the training, education and professional development we provide.

I am confident that, in the coming months, the Tribunal will be better placed to manage the ongoing challenges – particularly with the appointment of additional members and staff and further progress in the development of its new case management system – and augment the improvements in its performance that are already evident.

Acknowledgements

The Tribunal would not have been able to manage the challenges to which I have referred and effect the improvements that I have mentioned without the commitment, dedication and hard work of its members and staff. It has been particularly pleasing to see our people maintain their enthusiasm and good spirits notwithstanding the difficulties and setbacks that we have encountered. I wish to extend my deep gratitude to all members and staff for their diligence and perseverance.

In particular, I want to place on record my appreciation for the support I have received from the jurisdictional area leaders, Deputy Presidents Simone Burford, Kruna Dordevic, Gina Lazanas and Kathryn (Kate) Millar, and the Principal Registrar, Michael Hawkins AM. I also want to thank their Honours Justices Thomas Thawley and Lisa Hespe for serving as Acting Presidents during periods of my absence.



Justice Emilios Kyrou AO



Principal Registrar's review

I commenced as the inaugural Chief Executive Officer and Principal Registrar of the Tribunal on 14 October 2024 on a 5-year appointment. This appointment follows approximately 2.5 years as the Registrar of the AAT.

Establishing the Tribunal's operational foundation

From the outset, I would like to acknowledge the dedication and tireless work of our staff in preparing the Tribunal to open its doors as a new agency in late 2024. I am pleased to say that, from the first day, the Tribunal was able to operate and provide services to its users.

As the President has stated in his report above, we have faced significant challenges during 2024–25 which remain current to this day. I describe these challenges as a 'perfect storm'.

The Tribunal has been under-resourced with staff and members throughout the reporting period. We have been recruiting tirelessly for Australian Public Service (APS) staff to work with our members, and yet remain short of our budgeted staffing number. Also, during the financial year, our total number of members was lower than budgeted levels. This shortfall, combined with the lengthy lead time to induct and train new Tribunal members, has reduced our total decision-making capacity.

We continue to labour under the pressure of using 3 legacy case management systems that are well past their end of life. These old systems are being patched together as our new case management solution is being built.

These 2 significant challenges are exacerbated by the influx of lodgements we have received during our first months of operation. For context, 2 years ago lodgements were in the low 40,000s per year. At 30 June 2025, we had received over 85,000 lodgements for the reporting year. Our cases on hand at year end 2 years ago were around 66,000, compared with more than 112,000 at 30 June 2025.

In short, we simply do not have the staff, member and technological resources to manage our existing caseload. As our on-hand caseload increases, so too does the time our users need to wait to receive a decision. I am certain this is adversely impacting many users and stakeholders, as well as our staff and members.

The coming years will continue to be challenging as we strive to build the organisation's capacity, improve our capability, and progress the rollout of our new case management solution. I acknowledge these challenges are testing the limits of our people. I am constantly in awe of the dedication and commitment shown by our staff and members in turning up to work each day to provide our important services.

Governance and structure

The commencement of the Tribunal provided an opportunity to structure the organisation in a way that best delivers for our users and other stakeholders. Throughout the reporting period, we worked on implementing an organisational structure that reflects and supports the functional operation of the Tribunal. We recruited 3 new Senior Executive Service (SES) staff, including one to lead a new branch focused on accessibility and user-centred design. We also created a business intelligence section to better utilise our data holdings to inform decisions on caseload management and resourcing.

In 2024–25, we implemented a governance structure which includes a Senior Management Committee (SMC) comprised of SES officers and subcommittees to support me to meet my obligations in assisting the President in managing the administrative affairs of the Tribunal, and providing corporate and registry services.

We transitioned the Audit and Risk Committee (ARC) from the AAT to the Tribunal with a new independent member who was appointed in March 2025.

In early 2025, I appointed KPMG for an initial 2-year term as the Tribunal's internal auditor. A 2-year internal audit plan has been developed and approved by the SMC and the ARC, mapping out our audit and assurance activities through to the end of 2026–27.

Further detail on governance and structure is in Chapter 4: Management and accountability.

Caseload and performance

For the financial year, the Tribunal and the AAT finalised a total of 46,406 matters. We received a total of 85,845 lodgements during the year and, at 30 June 2025, had a total of 112,591 cases on hand. The largest increase in lodgements was experienced in the migration and protection caseloads, with NDIS applications also increasing but to a lesser degree.

We met 3 of our 6 performance measures this financial year, with one measure having insufficient data to report on.

We achieved 88% of the target for Performance measure 1, relating to our aim to finalise all applications for which the Tribunal has been funded to finalise in the financial year. In 2024–25, the target for the Tribunal and the AAT was to finalise at least 52,623 applications. The total number of finalisations achieved is commensurate with the member resources we had during the year. I am confident that, with the full budgeted member and staffing levels, we would have achieved the target.

We did not achieve Performance measure 2 relating to the proportion of applications finalised within a time standard. We achieved an outcome of 47% against a target of 75% of applications finalised within 12 months. The sheer volume of applications received in the financial year meant that we were not able to finalise matters as quickly as we had forecast. Further, we made a concerted effort to address our oldest cases in 2024–25 in accordance with a specific funding measure. This brings down our total average timeliness given the delay between lodgement and finalisation for these older cases.

We were able to achieve our remaining performance measures, noting there was insufficient data to report on the proportion of decisions altered by the Guidance and Appeals Panel.

For the proportion of decisions set aside by the courts on appeal (less than 5%), we achieved an outcome of 2.3%. In this regard, I refer to the President's comments on the quality of decision-making by our members.

For the proportion of substantive decisions delivered within the applicable decision delivery benchmark (at least 85%), we achieved an outcome of over 90%. This result is consistent with the views expressed by the President that a significant improvement in the timeliness of decisions made by members of the Tribunal is due to the publication of the Performance Standard, in addition to the merit-based assessment process and our training, education and professional development program.

For the user experience rating, where our target is at least 70%, we achieved an outcome of almost 79%. This is a very pleasing result that all staff and members should be proud of in the context of the challenges we have faced this year.

Further detail on our performance measures is available in our annual performance statements which is included in Chapter 3: Performance. Further detail on our caseloads can be found in the same chapter.

Strengthening our systems and technology

The Case Management Solution program continues to be the central pillar for improving technology systems within the Tribunal. In 2024–25, we made significant progress. The Tribunal released IRIS (Integrated Reviews Information System) as our new case management solution. IRIS will progressively replace our existing legacy systems. The Guidance and Appeals Panel was the first of our caseloads to commence on IRIS, and from 28 March 2025, all new NDIS applications were received using IRIS. We will move other Tribunal caseloads to IRIS as quickly as possible.

I am very conscious of the vulnerability our legacy systems impose on our ability to progress matters within the Tribunal. I recognise our legacy systems are having an impact on the people who use or rely on them, particularly our staff, members and other stakeholders. I remain committed to investing the required resources and effort to fully operationalise IRIS as soon as possible.

Our people

For 2024–25, the Tribunal had a budget of 931 full-time equivalent staff.² This is a significant increase in the total number of staff on board at the conclusion of the AAT. We have been recruiting for APS staff tirelessly throughout the financial year, in a very challenging market, to bring us up to the budgeted level. At 30 June 2025, the Tribunal had a total of 873 full-time equivalent staff. We are budgeted for more staff in 2025–26, which means that we must continue with our recruitment efforts.

We highly value the views of our staff regarding the operation and leadership of the Tribunal. It was very pleasing to see a response rate of 74% for all eligible staff for the 2025 APS Census. This result compares to 62% achieved for the last survey completed by AAT staff.

² This figure excludes people engaged as labour hire, contractors and consultants. It also excludes Tribunal members who are statutory appointees.

Our most positive results include that:

- our staff understand how their role contributes towards achieving an outcome for the wider Australian community
- they believe strongly in the purpose and objective of the Tribunal and the broader APS
- staff feel comfortable reaching out to their team to confirm the right way to do something.

I am committed to continuing to build trust with our staff through the provision of better technology, keeping them informed and involved in organisational change, and by providing support to help them manage workplace pressures and reduce the risk of stress and burnout.

As with 2024–25, we will continue to focus on our staff wellbeing through the provision of a work environment based upon our core values of respect, integrity, collaboration and fairness.

Financial performance

The Tribunal received an unqualified audit report on the 2024–25 financial statements from the Australian National Audit Office.

The Tribunal's revenue and operating expenses resulted in a surplus of \$23.9 million in 2024–25 excluding depreciation, amortisation, and principal repayments on leased assets. The surplus in the financial year is primarily attributed to staffing and member levels being below our budget.

Further detail on our financial performance can be viewed in our audited financial statements in Appendix 9: Financial statements.

Outlook for the next year

As the President and I have both mentioned above, the increasing number of lodgements and resulting on-hand caseload will remain a challenge for future years. We are not resourced to meet the demand for our services. This will ultimately result in delays for our applicants and will hinder our ability to meet our statutory objective.

We will continue to work with the government to achieve sustainable funding for the Tribunal through the agreed funding arrangement. We will also engage with the government to develop options to address the large on-hand caseload.

Into the future, we will remain focused on activities that will achieve efficiencies in the way we manage our caseload. Central to these efforts is the recruitment and upskilling of registrars to appropriately deal with cases, where possible. This enables members to focus on conducting hearings, making decisions and undertaking other tasks that require more complex analysis or where there is a significant exercise of discretion.

Acknowledgements

First and foremost, I would like to celebrate our staff for the work they have undertaken since the Tribunal commenced. It has been a challenging start for our new organisation and we have many challenges still ahead, but I am confident about the future because of the strong commitment our staff have to the Tribunal's purpose.

I would also like to acknowledge the efforts and patience of our members, and the leadership shown by our jurisdictional area leaders and list leaders. There has been much structural and process change between the AAT and the Tribunal. Our members and leaders have been able to manage these changes while still delivering on our objective.

I have been very ably supported by my SES colleagues this year. I truly value the experience and leadership they bring to their individual roles and the contributions they make to the strategic direction of the Tribunal.

Finally, I would like to acknowledge the close and productive working relationship I enjoy with the President, the Hon Justice Kyrou AO. Together we have the task of delivering on the Australian Government's vision for the Tribunal. Justice Kyrou's unwavering commitment to the task at hand is inspirational to me and is to be commended as we navigate the first years of the Tribunal.

A handwritten signature in blue ink, appearing to read 'Michael Hawkins'.

Michael Hawkins AM

2024–2025 at a glance

About us



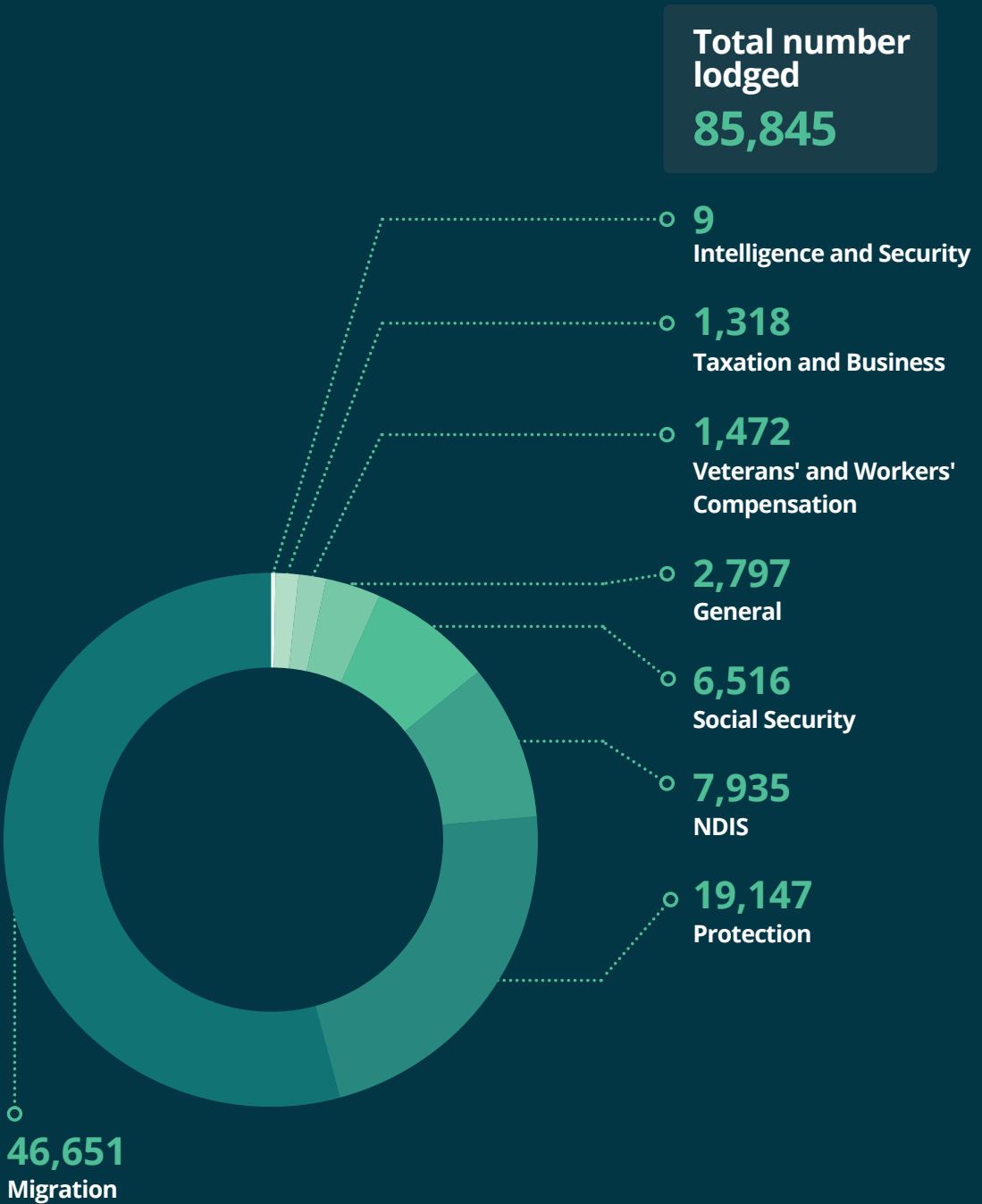
National reach



Our people

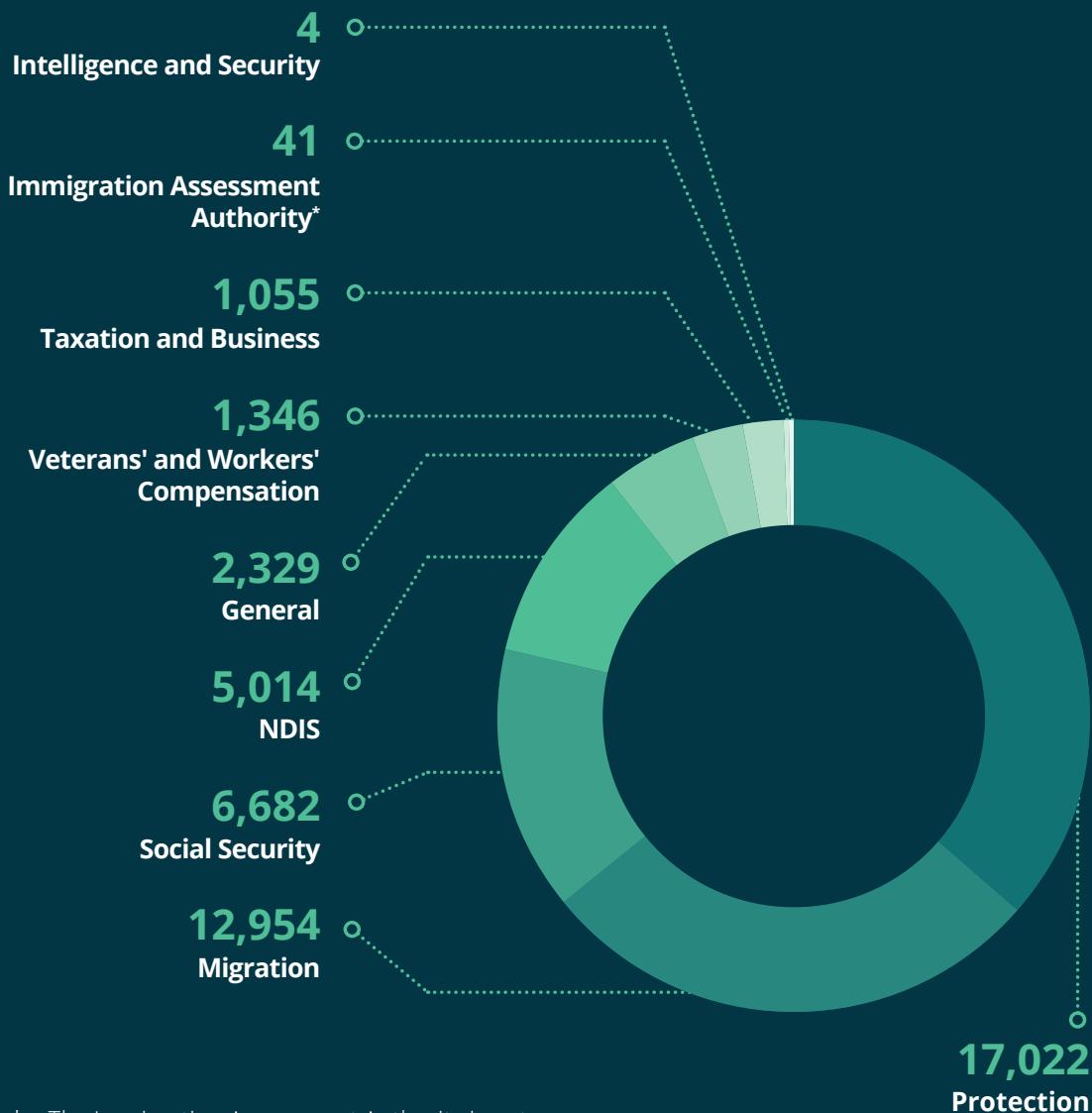


Overview of applications by jurisdictional area



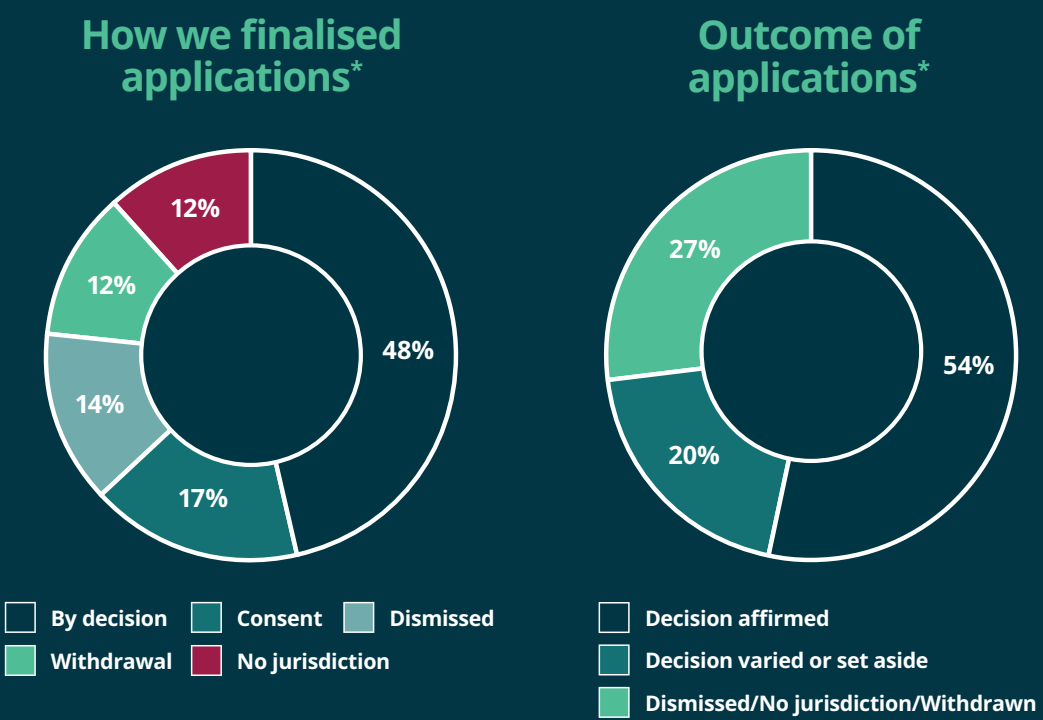
**Total number
finalised**

46,447



* The Immigration Assessment Authority is not a jurisdictional area and was abolished on 13 October 2024.

Our performance



* Percentages may not total 100% due to rounding.

Chapter 2: Overview of the Tribunal

Functions and purpose

The Administrative Review Tribunal was established by the *Administrative Review Tribunal Act 2024* (ART Act) and commenced operation on 14 October 2024. It replaced the former Administrative Appeals Tribunal (AAT), which was abolished on 13 October 2024.

The Tribunal provides independent merits review of a wide range of decisions made by Australian Government ministers, departments and agencies and, in limited circumstances, decisions made by state government and non-government bodies. It also reviews decisions made under Norfolk Island laws.

Merits review of an administrative decision involves a Tribunal member considering afresh the facts, law and policy relating to the original decision. The member decides what the correct or preferable decision is, based on the material before them. The Tribunal may affirm or vary the decision, set aside the decision and substitute a new decision, or remit the matter to the decision-maker for reconsideration.

The Tribunal's purpose is to provide a merits review process that is accessible, fair and efficient – delivering administrative justice for individuals and organisations, improving government decision-making, and promoting public trust in the Tribunal.

The Tribunal's purpose is informed by its statutory objective set out in section 9 of the ART Act, which requires the Tribunal to provide a mechanism of review that:

- is fair and just
- ensures that applications to the Tribunal are resolved as quickly, and with as little formality and expense, as a proper consideration of the matters before the Tribunal permits
- is accessible and responsive to the diverse needs of parties to proceedings
- improves the transparency and quality of government decision-making
- promotes public trust and confidence in the Tribunal.

Pursuing our statutory objective

The Tribunal seeks to pursue our objective in section 9 of the ART Act in everything that we do. During the reporting year, we have implemented multiple measures to enhance our services in line with the objective. Many of these measures are outlined throughout this report but a summary of some of the Tribunal's direct actions is below.

Providing reviews that are fair and just

The measures we have taken include:

- delivering induction programs for members and staff to ensure they have a thorough understanding of the Tribunal's purpose and objective
- providing comprehensive ongoing education, training and professional development programs for members and staff, including on how members are to conduct fair hearings and how members and staff are to engage with users in a just and courteous manner
- delivering a mentoring program for members to ensure continuous development of skills and to promote consistency and quality in decision-making
- conducting user surveys to assess whether the Tribunal is perceived as fair and just and to obtain feedback on how best to achieve this aspect of our objective
- analysing complaints to identify and address, where appropriate, issues related to the actual or perceived fairness of our review processes.

Resolving applications quickly and with as little formality and expense as possible

The measures we have taken include:

- implementing decision delivery benchmarks as part of the Tribunal's Performance Standard
- broadening registrars' powers to allow members to focus on cases requiring a hearing
- developing case pathways based on caseload requirements and the enhanced utilisation of directions hearings to ensure cases are hearing-ready
- using more targeted dispute resolution processes to minimise the number of case events
- establishing a national listing and allocations framework to support the effective use of Tribunal resources.

Increasing accessibility and responding to diverse needs

The measures we have taken include:

- rolling out a new and more accessible website, which includes plain English and accessible resources for applicants, providing information in multiple languages through text-to-speech and verified translations, and videos with closed captions and Auslan interpretation
- establishing an Accessibility and User-Centred Design section within the Tribunal, encompassing the Tribunal's First Nations Liaison program, which involves engagement with groups representing First Nations peoples
- creating an Accessibility Advisory Group to provide a forum within the Tribunal for consultation and discussion of accessibility issues impacting the Tribunal
- delivering presentations and training for members and staff to ensure accessibility principles are implemented across the Tribunal
- facilitating public consultation on practice directions, including direct engagement with relevant decision-making agencies, legal service providers, professional associations and advocacy groups to ensure the practice directions meet the diverse needs of parties to proceedings
- signing a protocol with the Victorian Bar for the provision of free legal assistance to applicants
- continuing the AAT's protocol with the Australian Bar Association for the provision of free legal assistance to applicants in taxation matters
- streamlining procedures for referral of applicants to Legal Aid offices and other groups offering free legal assistance.

Improving transparency and quality of government decision-making

The measures we have taken include:

- implementing a new decision publication policy to ensure a broad cross section of decision types are published and that they provide an insight into the Tribunal's decision-making across the caseloads
- monitoring caseloads for systemic issues and ensuring these are appropriately managed and addressed
- creating a centralised agency liaison team to ensure issues are raised and addressed early and decision-makers comply with their model litigant obligations
- developing an internal significant matters protocol to ensure early identification of systemic issues

- the making of Tribunal guidance decisions by the Guidance and Appeals Panel, which assist agencies to make consistent and legally correct decisions
- the President informing agencies of systemic issues that arise from their decision-making.

Promoting public trust and confidence in the Tribunal

The measures we have taken include:

- developing a member Performance Standard and a Code of Conduct to establish and promote minimum standards of performance and behaviour by members
- the Tribunal's leadership participating in public events, including making presentations and delivering papers to promote public trust and confidence in the Tribunal
- actively engaging with the community to explain the Tribunal's work and promote use of the Tribunal's services
- clarifying issues relevant to the Tribunal's caseload by the Guidance and Appeals Panel, which promotes consistency in decision-making and increases respect for the Tribunal's work
- developing a new protocol for complaints to ensure concerns raised by stakeholders are quickly assessed and responded to appropriately
- delivering privacy training for members and staff to ensure that personal information is kept confidential, and users have confidence in the integrity of the Tribunal's processes
- making high quality decisions in a timely manner
- members and staff pursuing the Tribunal's values of respect, integrity, collaboration and fairness in their dealings with each other and everyone who engages with the Tribunal
- proactively assessing interests declared by members to address conflicts of interest and minimising the possibility of any perceived conflicts of interest.

Outcome and program

The Tribunal has a single outcome as specified upon its commencement:

Outcome 1 – Provide correct or preferable decisions through a mechanism of independent review of administrative decisions that is fair and just, quick, informal, accessible and responsive, contributes to improving the quality of government decision-making, and promotes public trust and confidence in the Tribunal.

Structure

Administrative Review Tribunal

The Tribunal is led by the President and supported by members who may be appointed as deputy presidents (judicial or non-judicial), senior members or general members. Their primary role is to hear and decide applications for review of decisions.

Applications made to the Tribunal are managed in one of 8 jurisdictional areas established under section 196(1) of the ART Act:

- General
- Intelligence and Security
- Migration
- National Disability Insurance Scheme
- Protection
- Social Security
- Taxation and Business
- Veterans' and Workers' Compensation.

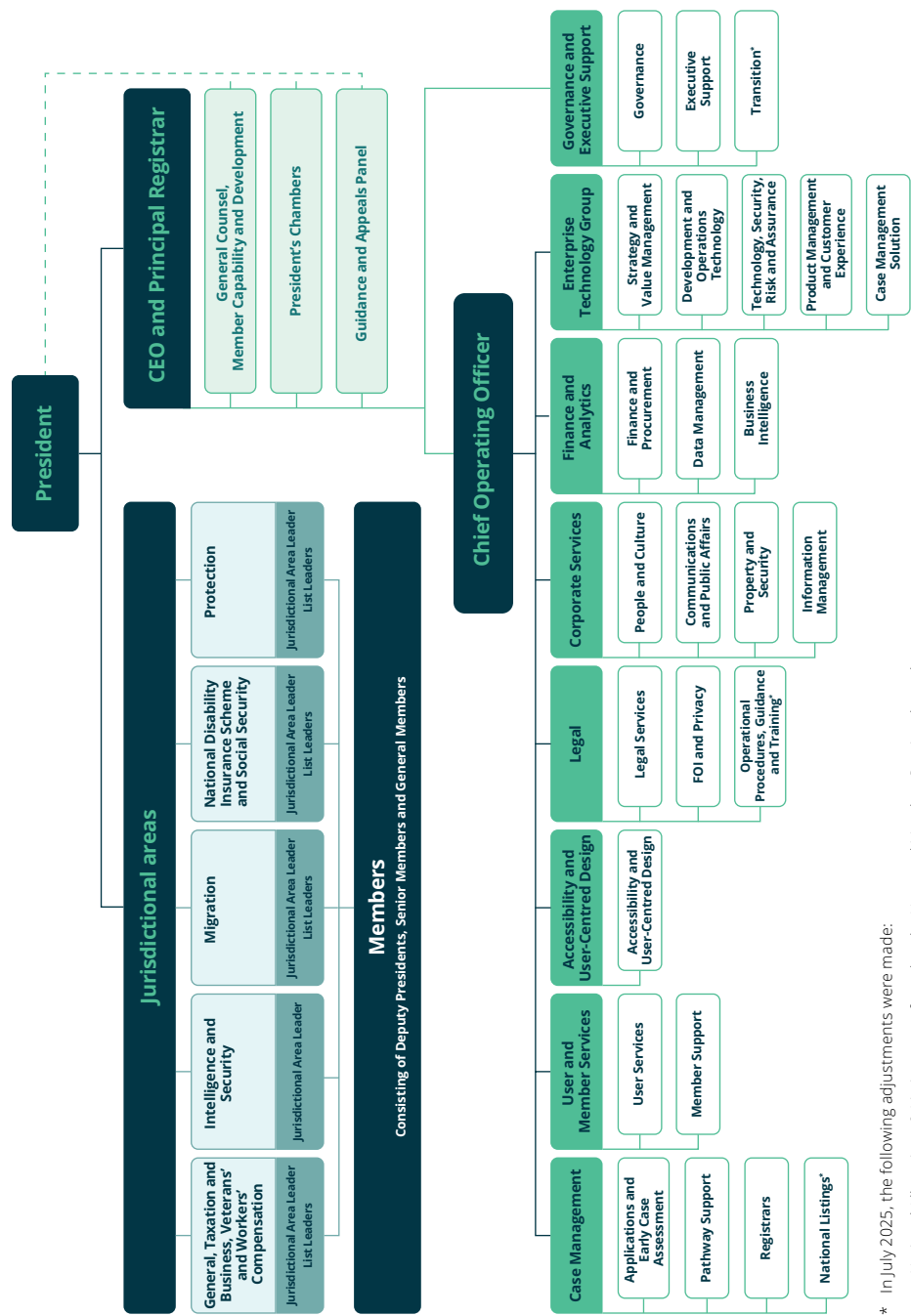
A deputy president may be assigned as the leader of one or more of our jurisdictional areas.

The President has the power to establish lists as subareas within a jurisdictional area. A deputy president or senior member may be assigned as list leader.

The President is responsible for the overall management of the Tribunal with the assistance of the jurisdictional area leaders and the Principal Registrar. Staff work with members to carry out our functions.

Section 236 of the ART Act established the Tribunal Advisory Committee. The Tribunal Advisory Committee consists of the President, the Principal Registrar, jurisdictional area leaders and other members or staff members nominated in writing by the President.

Figure 2.1: Organisational structure – Administrative Review Tribunal, 30 June 2025



* In July 2025, the following adjustments were made:

- National Allocations & Listings transferred to the User and Member Services branch
- Operational Procedures, Guidance & Training transferred to the Accessibility and User-Centred Design branch
- Transition phased out.

Administrative Appeals Tribunal

Before its abolition, the AAT consisted of the President and other members who were appointed as deputy presidents, senior members or members.

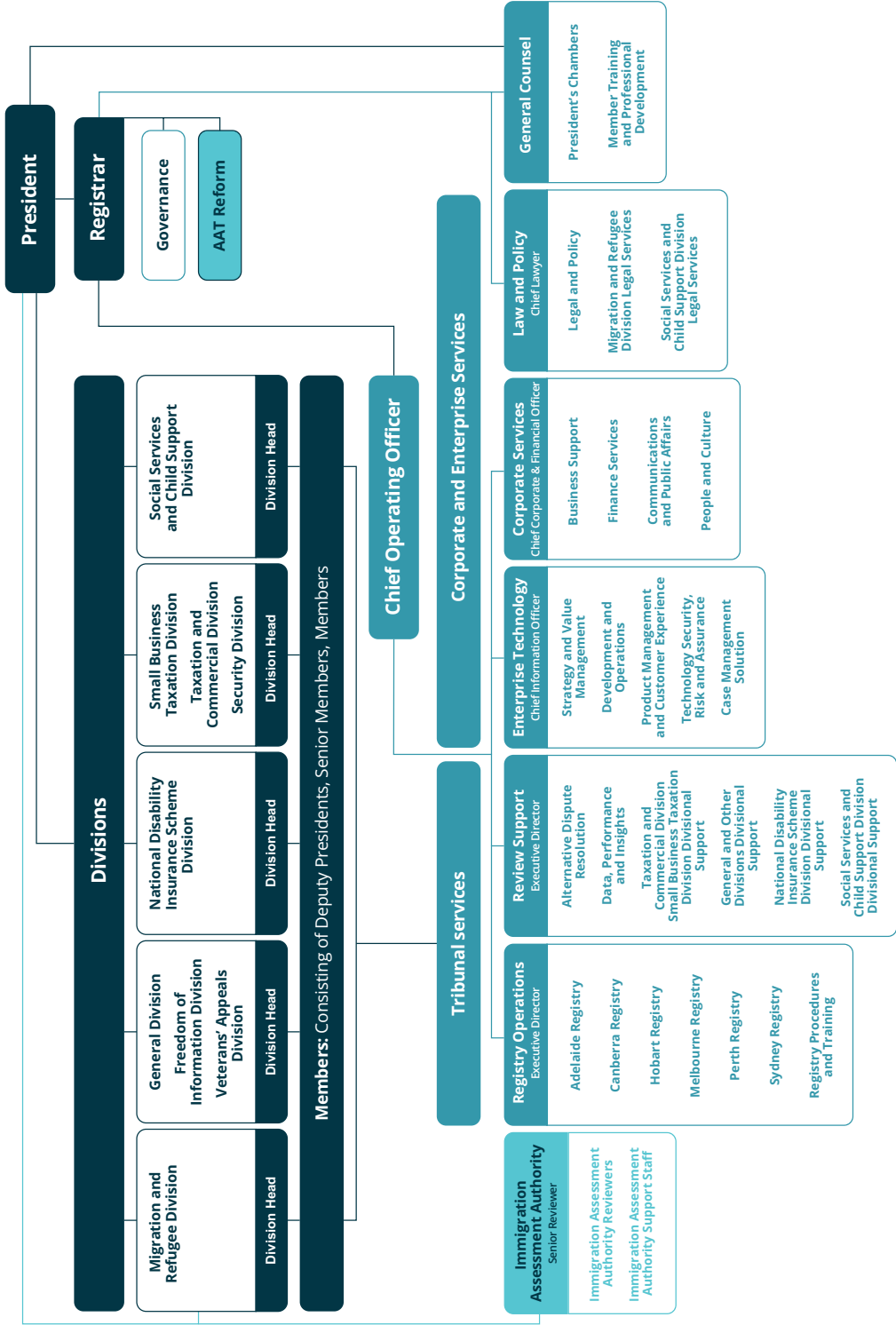
Applications made to the AAT were managed in one of 9 divisions:

- Freedom of Information Division
- General Division
- Migration and Refugee Division
 - The Immigration Assessment Authority (IAA) operated within this Division
- National Disability Insurance Scheme Division
- Security Division
- Small Business Taxation Division
- Social Services and Child Support Division
- Taxation and Commercial Division
- Veterans' Appeals Division.

A deputy president was assigned as the Head of one or more of the divisions.

The IAA consisted of the President, the Division Head of the Migration and Refugee Division, the Senior Reviewer, who was a Senior Executive Service employee, and reviewers. Staff of the AAT were made available to assist the IAA. The IAA was abolished with the AAT on 13 October 2024.

**Figure 2.2: Organisational structure – Administrative Appeals Tribunal,
13 October 2024**



Members

Administrative Review Tribunal membership

Tribunal members are appointed by the Governor-General on a salaried or sessional basis for a term of up to 5 years. Salaried members may receive approval from the President to work on a part-time basis. Members may be reappointed in accordance with the provisions of the ART Act.

Qualification requirements are in the ART Act. The President of the ART must be a judge of the Federal Court of Australia. Other judges of the Federal Court of Australia and judges of the Federal Circuit and Family Court of Australia (Division 1) may be appointed as a judicial deputy president.

Other persons may be appointed as a deputy president, senior member or general member if they have been assessed as suitable through a merit-based assessment process and meet the other statutory criteria for appointment that are relevant to each membership category.

Members come from a diverse range of backgrounds with expertise in areas such as accountancy, disability, law, medicine, migration, military affairs, public administration, science, social welfare and taxation.

The President and deputy presidents can exercise powers in any of the Tribunal's jurisdictional areas. Senior members and general members may only exercise powers in the jurisdictional area or areas to which they are assigned.

At 30 June 2025, the Tribunal had 371 members.

See Appendix 1: Members of the Tribunal at 30 June 2025 for the full list of members.

Table 2.1: Number of Tribunal members by category, 30 June 2025

Category of members	Salaried				Sessional				Total			
	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total
President	0	1	0	1	–	–	–	–	0	1	0	1
Deputy presidents												
Judicial	–	–	–	–	5	4	0	9	5	4	0	9
Non-judicial	4	3	0	7	2	0	0	2	6	3	0	9
Senior members	21	19	0	40	4	5	0	9	25	24	0	49
General members	155	95	0	250	29	24	0	53	184	119	0	303
Total	180	118	0	298	40	33	0	73	220	151	0	371

Former Administrative Appeals Tribunal membership

The *Administrative Review Tribunal (Consequential and Transitional Amendments No.1) Act 2024* included transitional provisions for certain members of the AAT to transition to the Administrative Review Tribunal when it commenced on 14 October 2024. Prior to its abolition, there were 351 members of the AAT.

Table 2.2: Number of AAT members by category, 13 October 2024

Category of member	Judge				Full time				Part time				Total			
	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total
President	0	1	0	1	–	–	–	–	–	–	–	–	0	1	0	1
Deputy president																
Federal Court judge	3	5	0	8	–	–	–	–	–	–	–	–	3	5	0	8
Federal Circuit and Family Court judge	1	1	0	2	–	–	–	–	–	–	–	–	1	1	0	2
Non-judicial	–	–	–	–	6	6	0	12	2	2	0	4	8	8	0	16
Senior member	–	–	–	–	26	19	0	45	5	6	0	11	31	25	0	56
Member	–	–	–	–	131	82	0	213	28	27	0	55	159	109	0	268
Total	4	7	0	11	163	107	0	270	35	35	0	70	202	149	0	351

President and jurisdictional area leaders

The Hon Justice Emilios Kyrrou AO was appointed as President of the AAT on 9 June 2023 for a term of 5 years. His appointment was transitioned from the AAT to the role of President of the Administrative Review Tribunal when it was established on 14 October 2024. The former Attorney-General appointed the Hon Justices Lisa Hespe and Thomas Thawley to act as the President of the Tribunal during any period that Justice Kyrrou is absent from duty or from Australia. During the reporting period, Justice Lisa Hespe acted as President for a one-week period.

The President has numerous functions and is responsible for ensuring the expeditious and efficient discharge of the Tribunal's business. He provides intellectual leadership to the Tribunal, promotes the training, education and professional development of members, and manages the performance and conduct of members.

Jurisdictional area leaders assist the President by overseeing and responding to issues and trends in the caseload strategy of their jurisdictional area.

The table below lists the Tribunal's jurisdictional area leaders at 30 June 2025.

Table 2.3: Jurisdictional area leaders, 30 June 2025

Jurisdictional area	Name	Date of assignment as jurisdictional area leader
General	Deputy President Gina Lazanas	14 October 2024
Intelligence and Security	Justice Emilios Kyrrou, President	14 October 2024
Migration	Deputy President Kathryn Millar	14 October 2024
National Disability Insurance Scheme	Deputy President Kruna Dordevic	14 October 2024
Protection	Deputy President Simone Burford	14 October 2024
Social Security	Deputy President Kruna Dordevic	14 October 2024
Taxation and Business	Deputy President Gina Lazanas	14 October 2024
Veterans' and Workers' Compensation	Deputy President Gina Lazanas	14 October 2024

See Appendix 1: Members of the Tribunal for profiles of the President and jurisdictional area leaders.

Lists and list leaders

Table 2.6 below shows the lists created by the President under section 196(2) of the ART Act and the members assigned to lead each list at 30 June 2025.

Table 2.4: Lists and list leaders, 30 June 2025

Jurisdictional area	List	List Leader
General	Child Support	Senior Member Giovanni Longo
	Information and Other	
Veterans’ and Workers’ Compensation	Veterans	Senior Member Geoffrey McCarthy
	Workers’ Compensation	
Taxation and Business	Taxation	Senior Member Robert Olding
	Regulation and Discipline	
National Disability Insurance Scheme	Plans	Senior Member Phillip French
	Access	
Social Security	Centrelink	Senior Member Theresa Simon
	Paid Parental Leave	Senior Member Tamara Hamilton-Noy
Migration	Study Visas	Senior Member Gabrielle Cullen
	Family and Partner Visas	Senior Member Alison Murphy
	Working, Skilled and Investment Visas	Senior Member Bridget Cullen
	Visitor, Bridging and Other Visas	Senior Member Alison Mercer
	Character and Citizenship	Senior Member Nicholas Manetta
Protection	China	Senior Member Sean Baker
	India	Senior Member Sabine Thode
	Malaysia	Senior Member Nicole Burns
	Vietnam	Senior Member Linda Symons
	Saharan and Sub-Saharan Africa	Senior Member Christopher Thwaites
	Middle East, North Africa and Americas	Deputy President Shahyar Roushan
	South Asia	Senior Member Cabrini Shepherd
	Pacific and Other Countries	Senior Member Kim Rosser

Former AAT Division Heads

In the AAT, Division Heads assisted the President by directing the business in their divisions.

The table below lists the AAT’s Division Heads as at 13 October 2024, when the AAT was abolished.

Table 2.5: Division Heads as at 13 October 2024

Division	Division Head name	Date of assignment as a Division Head
Migration and Refugee Division	Deputy President Simone Burford	15 August 2024
Social Services and Child Support Division	Deputy President Karen Synon	17 December 2020
General Division	Deputy President Peter Britten-Jones	20 March 2019
National Disability Insurance Scheme Division	Deputy President Michael Mischin	9 May 2022
Small Business Taxation Division Taxation and Commercial Division	Deputy President Gina Lazanas (Former Deputy President Bernard McCabe was the Division Head for the period of 1 July 2024 to 4 August 2024)	22 August 2024

Staff of the Tribunal

The Principal Registrar is a statutory office holder appointed by the Governor-General. The President must agree to the appointment.

The Principal Registrar assists the President in managing the Tribunal’s administrative affairs and is the:

- Accountable authority for the Administrative Review Tribunal under the *Public Governance, Performance and Accountability Act 2013*
- Agency Head for the purposes of the *Public Service Act 1999*.

The Principal Registrar also has statutory functions relating to the management of applications, conferred by the ART Act and other enactments.

The Principal Registrar is Michael Hawkins AM, who was appointed for a 5-year term from 14 October 2024. He was previously appointed as the Registrar of the AAT on a 5-year term from 14 April 2022.

During 2024–25, employees in Senior Executive Service positions assisted the Principal Registrar in designated areas of responsibility.

Table 2.6: Senior executive employees at 30 June 2025

Position	Name
Chief Operating Officer	Kelvin Zhu (acting) ¹
Chief Corporate Officer	Roje Adaimy (acting) ²
Chief Information Officer	Andrew Dundon
Chief Lawyer	Sobet Haddad
Chief Finance and Analytics Officer	Dobe Temelkovski (acting) ¹
Executive Director, User and Member Services	Mardi Jarvis
Executive Director, Governance and Executive Support	Alison Nesbitt
Executive Director, Case Management	Allan Teves
Executive Director, Accessibility and User-Centred Design	Marie Jackson

Other staff are employed as ongoing, non-ongoing or intermittent employees under the Public Service Act, and as labour hire. See Chapter 4: Management and accountability and Appendix 2: Additional staffing statistics for more detailed staffing information.

Our services

Applicants and other users can access the Tribunal through registries in every Australian capital city, as well as through arrangements for the provision of registry services on Norfolk Island.

Our services are delivered by members and staff. Members hear and decide cases, while staff conduct case management and administration. This includes processing applications and facilitating the listing and conduct of hearings. Registrars undertake case management activities and dispute resolution events – such as conferences and conciliations – often with specialist knowledge in particular jurisdictional areas.

Staff also deliver a range of user-focused and enabling services including accessibility and user experience, communications and engagement, data reporting and analysis, finance, governance, human resource management, legal, and technology.

¹ The Chief Operating Officer role was performed by Jamie Crew for the majority of 2024–25. He was on a period of leave at 30 June 2025 with the role being backfilled in his absence by Kelvin Zhu, the substantive Chief Finance and Analytics Officer. The Chief Finance and Analytics Officer role was backfilled at this time by Dobe Temelkovski, the substantive Director – Finance.

² The Chief Corporate Officer role was performed by Yvette Adeney for the majority of 2024–25. She was on a period of leave at 30 June 2025 with the role being backfilled in her absence by Roje Adaimy, Director – Communications and Public Affairs.

Powers and processes

The ART Act establishes the Tribunal's jurisdiction, core functions, and procedural framework. These powers form the foundation for the Tribunal's role in conducting independent, merits-based reviews of a wide range of administrative decisions made under Commonwealth legislation. This means we can reconsider all relevant facts and law, and make a decision that is correct or preferable.

While we operate under a single legislative framework, the nature and scope of our powers can vary depending on the legislation under which the original decision was made. We can only review a decision if a law states that the decision can be reviewed by the Tribunal. We do not have a general power to review decisions.

We can review decisions made under more than 400 Commonwealth Acts and legislative instruments. The most commonly reviewed types of decisions relate to:

- Australian citizenship
- child support
- family assistance and social security
- migration and protection visas and visa-related decisions
- the National Disability Insurance Scheme
- taxation
- veterans' entitlements
- Commonwealth workers' compensation.

We also review a wide range of decisions relating to aged care, bankruptcy, childcare services, civil aviation, corporations and financial services regulation, customs, education regulation, electoral matters, FEE-HELP for students, freedom of information, industry assistance, mutual recognition of occupations, occupational licensing and regulation, paid parental leave, passports, privacy, security assessments by the Australian Security Intelligence Organisation, therapeutic goods, and unpaid employment entitlements.

We review decisions made under certain Norfolk Island laws, including decisions about building, land valuation and planning.

To support effective management of applications, the Tribunal uses a range of procedural mechanisms including early case management assessments, directions and interlocutory hearings, and dispute resolution processes where appropriate.

Processes

The Tribunal's powers and procedures are set out in the ART Act and in a range of other enactments including the *Migration Act 1958* and social services legislation. These instruments provide the legal basis for how cases are managed and reviewed.

Our procedural framework allows us to tailor procedures appropriately and proportionally depending on the nature of the decision under review. This helps ensure cases are handled efficiently and fairly with regard to any statutory requirements and the needs of the parties. Our processes are informal and user-friendly so parties can deal with us directly with little or no assistance if they wish.

We have published, on our website, a wide range of resources to support and inform users.

Steps in a review

The review process commences once we receive a valid application. We first write to the applicant to confirm receipt, and we notify the original decision-maker and any other person who is a party to the review that we have received the application. The decision-maker must then provide us with a copy of the decision under review and all relevant documents. In most jurisdictional areas, these documents must also be provided to the applicant and any other parties to the review.

The involvement of the original decision-maker varies depending on the proceeding. In the Migration and Protection jurisdictional areas, and for first reviews in the Social Security jurisdictional area and the Child Support list, the original decision-making agencies do not usually take an active part in the review. In other areas, the decision-maker remains an active party throughout the process.

The next key stage of the review process is usually a Tribunal case event. This may be a dispute resolution process such as a conference or conciliation, or a directions hearing and/or a hearing.

Hearings provide an opportunity for parties to present their case and respond to evidence. Tribunal hearings may be held in person, by telephone or video conference. They are generally open to the public unless legislation, or a direction from the Tribunal, requires them to be conducted in private.

Tribunal members, who are decision-makers of the Tribunal, consider the evidence and apply the law to make a decision. We are required to ensure that the review process is fair, efficient and independent.

In deciding the review, the Tribunal has the power to:

- affirm the decision it is reviewing
- vary the decision
- set aside the decision and substitute a new decision, or
- set aside the decision and remit a decision to the original decision-maker for reconsideration.

At the conclusion of a review, we will usually provide the decision in writing, although in some cases, the decision may be given to the parties orally. In all cases, we are required to provide reasons for our decision, which reinforces our principles of transparency and accountability that underpin the review process.

Directions, guides and guidelines

Under section 36 of the ART Act, the President may make practice directions about a range of matters – including directions in relation to the operations and procedures of the Tribunal, the conduct of proceedings, the arrangement of business, and accessibility and responsiveness of the Tribunal to the diverse needs of parties.

To ensure there is transparency and predictability in the way the Tribunal operates, the following practice directions have been published by the Tribunal:

- Common Procedures Practice Direction
- Migration, Protection and Character Practice Direction
- Child Support Practice Direction
- Freedom of Information Practice Direction
- Guidance and Appeals Panel Practice Direction
- Expert Evidence Practice Direction
- Litigation Supporter Practice Direction.

We consulted with key internal and external stakeholders on draft practice directions before issuing each one. On 14 October 2024, 5 practice directions were made and published. The Expert Evidence Practice Direction was subsequently published on 9 December 2024 and the Litigation Supporter Practice Direction on 12 June 2025.

Practice directions complement applicable legislation, rules and regulations. They provide specific and detailed instructions for the Tribunal, applicants and practitioners to follow, supporting a smooth and efficient review process.

With the exception of the recent Litigation Supporter Practice Direction, key internal and external stakeholders, as well as the general public, were invited to provide their

views on how the practice directions were working during their first 6 to 8 months of operation, and whether changes ought to be considered to enhance their effectiveness. This consultation process was ongoing at 30 June 2025.

We also publish a range of resources designed to help parties and their representatives understand our role and processes.

All practice directions, guidelines and resources are available on the Tribunal website.

Systemic and significant issues

The ART Act contains provisions that enable the Tribunal to identify, escalate and report on systemic issues in administrative decision-making. These provisions support the Tribunal's statutory objective, which includes improving the transparency and quality of government decision-making.

Under section 197(5)(f) of the ART Act, one of the functions of jurisdictional area leaders is to identify systemic issues and inform the President. This assists the President in performing his function under section 193(i) of the ART Act of informing relevant Ministers, relevant Commonwealth entities and the Administrative Review Council of any systemic issues related to the making of reviewable decisions that have been identified in the caseload of the Tribunal.

The Tribunal Advisory Committee also has a function under section 236(4)(e) of the ART Act of overseeing trends and patterns across the jurisdictional areas, including monitoring systemic issues.

To assist in the early identification of significant or systemic issues, the Tribunal has:

- developed and implemented an internal protocol for members and staff to identify significant cases. These include issues of significance to administrative decision-making, as well as those involving recurring failures by decision-makers to comply with legislative obligations or correctly apply legislation
- consulted with external stakeholder groups to enable issues to be raised which may be considered systemic, rather than limited to individual proceedings
- monitored and provided assistance to Commonwealth Ombudsman investigations
- identified matters for referral to the Guidance and Appeals Panel to facilitate the making of Tribunal guidance decisions.

Significant cases and potential systemic issues are reported to the Tribunal Advisory Committee. This enables the Committee to identify and monitor issues which may require action by the President under section 193(i) of the ART Act.

Under section 185 of the ART Act, the Tribunal may refer questions of law arising in our proceedings to the Federal Court for decision.

Systemic issue referrals

During the reporting period, the President issued one systemic issue notice under section 193(i) of the ART Act.

On 16 December 2024, the President issued Notice of Systemic Issue No. 1 of 2024 to the Minister for Social Services, the Secretary of the Department of Social Services, the Attorney-General and the Administrative Review Council. The systemic issue was described in the notice as follows:

Whether a respondent agency should apply the Tribunal's interpretation of a provision of a statute in a case (primary case) in subsequent cases involving the same provision, rather than continuing to apply its own preferred interpretation of the provision, unless and until the Tribunal's decision in the primary case is set aside or varied?

The notice was published on the Tribunal's website on 18 December 2024.

At the meeting of the Administrative Review Council held on 31 March 2025, the Council noted responses from the Attorney-General, the Minister for Social Services, and the Secretary of the Department of Social Services and decided not to commence an inquiry into the systemic issue.

At its meeting on 19 May 2025, the Council decided to prepare a Statement of Position on the broad systemic issue underlying the notice, namely, how agencies implement administrative review decisions of courts and tribunals, the Australian Information Commissioner, and the Commonwealth Ombudsman. A Statement of Position had not been published at 30 June 2025.

Referring questions of law

During the reporting period, the Tribunal did not take any action to refer a question of law to the Federal Court under section 185 of the ART Act. The AAT also did not take any action to refer a question of law under section 45 of the *Administrative Appeals Tribunal Act 1975*.

The establishment of the Guidance and Appeals Panel by the ART Act has provided the Tribunal with a relatively informal and speedy mechanism for dealing with issues relating to consistency in decision-making. It also offers a way to address broader statutory interpretation issues as an alternative to referral to the Federal Court on a question of law.

Additional functions conferred on Tribunal members

In addition to their role under the ART Act, members who meet the qualification requirements in relevant legislation may be authorised by the responsible Minister to exercise powers under a range of other Acts in their personal capacity. These are defined as persona designata functions.

During the reporting year, all previous authorisations for AAT members expired upon the commencement of the ART Act. Between 14 October 2024 and 8 November 2024, new persona designata authorisations were given to 43 Tribunal members to exercise powers under the various legislative instruments.

The Tribunal provides administrative support and coordination to assist members to perform persona designata functions, including rostering members for warrant availability and listing proceeds of crime examinations.

Warrants, controlled operations and other functions

During the reporting year, certain members were authorised to:

- issue telecommunications interception warrants, stored communications warrants, journalist information warrants and international production orders under the *Telecommunications (Interception and Access) Act 1979*
- issue surveillance device warrants, retrieval warrants, computer access warrants, data disruption warrants and network activity warrants and exercise related powers under the *Surveillance Devices Act 2004*
- review a decision to make a temporary exclusion order under the *Counter-Terrorism (Temporary Exclusion Orders) Act 2019*
- vary controlled operations authorities under the *Crimes Act 1914*
- be a Prescribed Authority for the purposes of a Questioning Warrant under the *Australian Security Intelligence Organisation Act 1979*
- issue notices relating to investigations by the Fair Work Ombudsman under the *Fair Work Act 2009*
- make orders allowing information given to the Inspector of Transport Security to be disclosed to another government agency under the *Inspector of Transport Security Act 2006*
- issue monitoring and investigation warrants and exercise related powers in relation to the *Narcotic Drugs Act 1967*.

For some of these functions, only the President and deputy presidents may be nominated to exercise the powers. For other functions, senior members and general members may also be nominated, generally only if they have been enrolled as a legal practitioner for at least 5 years, and in some instances, only if they are assigned to the Intelligence and Security jurisdictional area.

Table 2.7: Number of applications relating to warrants, controlled operations and other functions, 2024–25

	2023–24	2024–25
Number of occasions on which applications considered	2,192	2,408

Members may consider the issuing of multiple warrants related to a single application. Members are available outside standard business hours to perform these functions. In the reporting period, 911 out-of-hours appointments were held.

Proceeds of crime examinations

The President, any deputy president, and any senior member or general member enrolled as a legal practitioner for at least 5 years, may be appointed by the responsible Minister as an approved examiner under the *Proceeds of Crime Act 2002*. Approved examiners are authorised to issue examination notices at the request of the Australian Federal Police and to oversee compulsory examinations in connection with confiscation proceedings.

Table 2.8: Number of examinations held under the Proceeds of Crime Act, 2024–25

	2023–24	2024–25
Number of examination sessions held	89	36

Chapter 3: Performance

The background of the slide is a solid teal color. In the lower half, there are abstract, flowing shapes in lighter green and darker teal, creating a sense of movement and depth.

Annual performance statements

Introduction

I, Michael Hawkins AM, as the accountable authority of the Administrative Review Tribunal, present the 2024–25 annual performance statements of the Tribunal, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, these annual performance statements accurately reflect the entity's performance and comply with subsection 39(2) of the PGPA Act.



Michael Hawkins AM
Chief Executive Officer and Principal Registrar

Purpose

The purpose of the Administrative Review Tribunal (Tribunal), which commenced on 14 October 2024, is to provide an accessible, fair and efficient merits review process to afford administrative justice for individuals and organisations, improve government decision-making, and promote public trust in the Tribunal.

Our purpose aligns with the *Administrative Review Tribunal Act 2024* (ART Act), where our objective is to provide an independent mechanism of review that:

- is fair and just
- ensures that applications to the Tribunal are resolved as quickly, and with as little formality and expense, as a proper consideration of the matters before the Tribunal permits
- is accessible and responsive to the diverse needs of parties to proceedings
- improves the transparency and quality of government decision-making
- promotes public trust and confidence in the Tribunal.

We carried out 3 key activities to achieve our purpose and objective:

- Key activity 1:** undertake merits review of administrative decisions in accordance with the ART Act
- Key activity 2:** improve the transparency and quality of government decision-making
- Key activity 3:** promote public trust and confidence in the Tribunal.

The purpose of the Tribunal's predecessor, the former Administrative Appeals Tribunal (AAT), before it was abolished on 13 October 2024, was to provide independent merits review of a wide range of administrative decisions made under the laws of the Commonwealth of Australia and of Norfolk Island.

Analysis of performance against our purpose

The 2024–25 period was a busy time for the Tribunal with its establishment in October, the end of the AAT and IAA, and strong sustained growth in the number of applications lodged with us and our on-hand caseload. These challenges placed strain on the Tribunal's resources and impacted our performance results for 2024–25, however we successfully met 3 performance measures.

The achievement of the Tribunal's purpose and statutory objective is supported by 3 key activities. Our performance measures relate to our key activities and are designed to assess our performance in achieving our purpose and statutory objective. Our Corporate Plan 2024–25 included the continuation of 4 performance measures from the AAT Corporate Plan 2024–25 and the addition of 2 new performance measures. This first reporting period for the Tribunal has presented an opportunity for us to review our performance measures and we will continue to refine them going forward.

The establishment of the new Tribunal was operationally complex and involved intensive work across the agency to ensure the Tribunal was ready for business from day one. This included comprehensive communication, operational and system updates and changes, and the implementation of new structures and functions to take us forward. Our priority throughout was to ensure a seamless transition for those accessing the Tribunal's services. Our hard work before, during and after the establishment of the Tribunal ensured that positive user sentiment continued as seen in our results for performance measure 6 where our user experience rating was 79%. Furthermore, the achievement of our target for timely delivery of decisions reflects the continued diligence and excellent work of members.

The level of member resourcing increased over the year in line with our demand-based funding arrangement, while some targeted additional member resourcing continued to assist with working through the legacy caseload. At the same time, the Tribunal's funding arrangements enabled staffing levels, including registrars, to increase in line with the number of applications received in the previous year. However, delays in member appointments and some attrition in the Tribunal's membership were among the key challenges limiting our ability to reach our target number of finalisations.

Despite the challenges and resourcing constraints, our results for 2024–25 show we are continuing to deliver merits review services enabling thousands of people and organisations to exercise their right to challenge administrative decisions, which is contributing to government accountability and transparency.

Results against performance measures

These statements detail the Tribunal’s performance results for 2024–25 against each of the performance measures set out in the Administrative Review Tribunal Corporate Plan 2024–25 (Corporate Plan 2024–25) and Portfolio Budget Statements (PBS) 2025–26 (under ‘Current Year 2024–25’).

We have incorporated the results of the Tribunal and the former AAT, including the Immigration Assessment Authority (IAA), where relevant. Table A6.1 at Appendix 6: Other mandatory information shows how we have mapped the measures from both entities and reports on the AAT measures that do not relate to those of the Tribunal. This includes results for the AAT for the period 1 July to 13 October 2024 which are not otherwise reported below.

As these are the Tribunal’s first annual performance statements, they do not include results prior to 2024–25, except where referred to in the analysis.

For the period covered by this annual report, the Tribunal met 3 measures, did not meet 2 measures, and one measure could not be measured. Table 3.1 summarises these results.

Table 3.1: Results against performance measures in the Corporate Plan 2024–25

Performance measure	Key Activity	Target	Result	Met / Not met
1. Finalisation of 100% of applications for which the Tribunal has been funded to finalise in the financial year	1	52,623 (100%) applications finalised	46,447 (88%) applications finalised	Not met
2. Proportion of applications finalised within a time standard	1	75% within 12 months	47%	Not met
3. Proportion of decisions set aside by the courts on appeal	1 and 3	Less than 5%	2.3%	Met
4. Proportion of decisions set aside by the Guidance and Appeals Panel	1 and 3	Less than 5%	Not measurable for 2024–25	Not measurable for 2024–25
5. Proportion of substantive decisions delivered within the applicable decision delivery benchmark	1, 2 and 3	At least 85%	>90%	Met
6. User experience rating	1 and 3	At least 70%	79%	Met

Performance measure 1: Number of applications finalised

Measure	Target	Result
Finalisation of 100% of applications for which the Tribunal has been funded to finalise in the financial year	52,623 (100%) applications finalised	46,447 (88%) applications finalised Not met
Key activity:	1. Undertake merits review of administrative decisions in accordance with the ART Act	
Rationale:	<p>This measure identifies the scale of activity undertaken by the Tribunal in the year and is related to the extent to which the Tribunal is providing a mechanism of review that is efficient.</p> <p>Under our funding arrangement, funding is based on the number and type of lodgements received in the most recent 12-month period, up to a capped level. The Tribunal may also receive additional funding for specific measures (e.g. funding for members appointed for 2-year terms to deal with the backlog of migration and protection cases). The funding level will inform the target that is set for this performance measure each financial year.</p>	
Methodology:	Data will be based on individual cases that have been finalised within the financial year. Data excludes Guidance and Appeals Panel applications.	
Data source:	The Tribunal's case management systems	
Measure source:	Corporate Plan 2024–25 page 17; PBS 2025–26 page 50	
AAT mapping:	The result for this measure encompasses AAT (applications) and IAA (referrals) data for the period 1 July 2024 to 13 October 2024. The data aligns with the data and methodology used for the Tribunal from 14 October 2024 to 30 June 2025.	

Analysis of result

In 2024–25, we did not meet our target, with 46,447 applications finalised. We finalised a substantial number of applications during the reporting period, reaching 88% of the target, and finalising 6% more applications in 2024–25 when compared to the result for the AAT and IAA in 2023–24 (43,681 applications finalised).

During 2024–25 we faced challenges in scaling up our member and staff resources to meet the increased demand for our services and to finalise our target number of applications. The Tribunal's ability to finalise applications is primarily dependent on the resources available to deal with our caseload, particularly the number of members.

Despite the implementation of the funding arrangements described above, and a large increase to our membership to coincide with the Tribunal's commencement, our membership did not reach the level for which we were funded in 2024–25. The deficit in resources was compounded by a shift in the overall experience profile of our membership, with 140 new members commencing at the Tribunal in 2024–25.

We anticipate that productivity will increase as these members gain more experience. However, without the timely appointment of members consistent with the levels of our funding arrangement, we will face challenges in meeting our annual finalisation target in future years.

The shortfall in finalisations can also be partially attributed to the sizeable program of work to establish the Tribunal, which spanned the full reporting period. While we ensured a continuity of service for our users, the transition from the AAT impacted our ability to meet this target in some areas where new or significantly altered review pathways were established on the Tribunal's commencement, including in the migration and protection jurisdictional areas. Existing challenges with our legacy case management systems and the changes to systems required to support the establishment of the Tribunal further reduced our overall productivity. We expect these systems pressures to be alleviated in the future with the ongoing development on our new case management solution.

Performance measure 2: Proportion of applications finalised within a time standard

Measure	Target	Result
The proportion of applications finalised within a time standard in the financial year	75% within 12 months	47% Not Met
According to case type¹:		
Social security	–	96%
NDIS	–	79%
Migration and protection ²	–	27%
General and other cases ³	–	78%
Key activity:	1. Undertake merits review of administrative decisions in accordance with the ART Act	
Rationale:	<p>This measure is an indicator of the extent to which the Tribunal is providing a mechanism of review that is timely.</p> <p>We review a wide range of decisions. The time taken to finalise cases varies based on a range of factors, including the nature and complexity of the individual case, differences in the procedures that apply to the review of decisions, the priority given to certain types of cases, and the overall level of resources available to deal with applications. The size and age of our on-hand caseload also has an impact on the time taken by the Tribunal to finalise applications.</p> <p>The case type finalisation targets aim to take account of these factors. The targets for 2024–25 carry forward the single timeliness target of the former AAT.</p> <p>General and other cases include the following jurisdictional areas: General; Intelligence and Security; Taxation and Business; and Veterans' and Workers' Compensation.</p>	
Methodology:	Data will be based on individual cases that have been finalised within the financial year.	
Data source:	The Tribunal's case management systems	
Measure source:	Corporate Plan 2024–25 page 18; PBS 2025–26 page 50	
AAT mapping:	The result for this measure encompasses AAT (applications) and IAA (referrals) data for the period 1 July 2024 to 13 October 2024. The data aligns with the data and methodology used for the Tribunal from 14 October 2024 to 30 June 2025.	

¹ The case types have been updated since the Corporate Plan 2024–25 to better align with the Tribunal's jurisdictional areas.

² Includes character-related visa reviews and citizenship reviews, previously heard in the General Division of the AAT.

³ Includes all caseloads now grouped in Taxation and Business, Veterans' and Workers' Compensation, Intelligence and Security, and General. Also includes Child Support reviews, previously heard in the AAT's Social Services and Child Support Division.

Analysis of result

In 2024–25, we did not meet our target, with 47% of applications finalised within 12 months of lodgement.

The Tribunal's performance in 2024–25 continued the trend from the AAT, where this timeliness target had not been met since 2017–18. The Tribunal commenced operation with a large on-hand caseload inherited from the AAT. The on-hand caseload increased from 73,000 at the end of 2023–24 in the AAT to approximately 83,000 on commencement of the Tribunal on 14 October 2024. This was a result of a significant increase in demand for the AAT's services from 2017–18 onwards, which outstripped the AAT's resources over that period.

In 2024–25, there was a considerable increase in the total number of applications lodged, exceeding the levels previously received by the AAT in 2023–24. Applications for review of student and protection visa decisions increased substantially throughout the reporting period. As a result, we were only able to finalise 47% of new and on-hand applications within 12 months of lodgement.

As explained in the rationale above, the time we take to finalise applications varies between jurisdictional areas and for different types of applications based on a diverse range of factors. Due to the high volume of applications for review of student visa decisions, only 49% of migration applications were finalised in 12 months. For protection cases, we maintained our focus on the oldest applications and, as a result, only finalised 11% of applications within 12 months. During 2024–25, we finalised 2,496 protection cases that had been on hand for over 5 years. This brought down our total average timeliness given the time elapsed between lodgement and finalisation in these older cases. We met our timeliness target in the General, NDIS and Social Security jurisdictional areas. Table 3.2 details our results by the Tribunal's jurisdictional areas.

Table 3.2: Proportion of applications finalised within 12 months by jurisdictional area, 2024–25

Jurisdictional area	Percentage of applications finalised within 12 months
General	94.2%
Intelligence and Security	50.0%
Migration	48.5%
NDIS	78.7%
Protection	11.1%
Social Security	96.3%
Taxation and Business	66.6%
Veterans' and Workers' Compensation	55.4%
IAA ⁴	100.0%
Total Tribunal	47.2%

⁴ Includes finalisation of IAA referrals for period 1 July 2024 to 13 October 2024. Referrals on hand after the abolition of the IAA transferred to the Protection jurisdictional area.

Performance measure 3: Proportion of decisions set aside by the courts on appeal

Measure	Target	Result
The number of appeals against decisions allowed by the courts as a proportion of all decisions that could have been appealed to the courts	Less than 5%	2.3% Met
Key activity:	1. Undertake merits review of administrative decisions in accordance with the ART Act 3. Promote public trust and confidence in the Tribunal	
Rationale:	<p>This measure is an indicator of the extent to which the Tribunal is providing a mechanism of review that is fair and promotes public trust and confidence in the Tribunal.</p> <p>We must make the correct or preferable decision when reviewing a decision. Decisions may be appealed to the courts and an appeal may be allowed if the Tribunal has made an error of law in relation to how the review was conducted or in reaching the decision.</p> <p>This measure aims to use the number of Tribunal decisions in the previous period that could have been appealed to the courts as the base for the target, as only a proportion of those decisions are appealed. It excludes applications that are withdrawn, decisions made with the consent of the parties and decisions subject to section 44(1A) of the AAT Act.</p> <p>The measure looks at the number of appeals that were allowed by the courts in the most recent financial year against the number of appellable decisions made by the Tribunal in the previous year. This recognises that most appeals to the court are not finalised in the same year as the Tribunal's decision.</p> <p>A target of less than 5% has been adopted to reflect that the proportion of Tribunal decisions set aside for legal error should be low.</p>	
Methodology:	The number of appeals allowed in the financial year is divided by the number of Tribunal decisions that could have been appealed to the courts made in the previous financial year.	
Data source:	The Tribunal's case management systems	
Measure source:	Corporate Plan 2024–25 page 19; PBS 2025–26 page 50	
AAT mapping:	The result for this measure encompasses AAT (applications) and IAA (referrals) data for the period 1 July 2024 to 13 October 2024. The data aligns with the data and methodology used for the Tribunal from 14 October 2024 to 30 June 2025.	

Analysis of result

In 2024–25, we met our target, with the proportion of decisions in relation to which an appeal has been allowed being 2.3%. This result is comparable to the AAT result in 2023–24 of 1.9%.

During 2024–25, 543 appeals were allowed by the courts. When applied as a percentage against the total number of appellable decisions made in 2023–24 for the AAT and IAA, which was 23,989, it equates to 2.3%. This is well within our target of less than 5%.

Table 3.3: Number of appeals against decisions allowed and finalised by jurisdictional area, 2024–25

Jurisdictional area	Appeals allowed	Appeals finalised	Number of appellable decisions in previous year	Percentage of appeals allowed against total appellable decisions ⁵
General	4	17	2,045	0.2%
Intelligence and Security	0	0	30	0.0%
Migration	195	3,276	9,938	2.0%
NDIS	1	5	340	0.3%
Protection ⁶	300	3,216	10,630	2.8%
Social Security	7	17	326	2.1%
Taxation and Business	26	52	542	4.8%
Veterans' and Workers' Compensation	10	15	148	6.8%
Total Tribunal	543	6,598	23,999	2.3%

The migration and protection jurisdictional areas had the highest number of appeals finalised by the courts in 2024–25, reflecting the size of these caseloads and the generally higher rate of appeal observed in these jurisdictional areas.

The number of appeals allowed by the courts in 2024–25 relating to decisions made in the Tribunal's other jurisdictional areas was similar to the AAT's performance in the previous reporting year.

⁵ The calculations for some results (e.g. Veterans' and Workers' Compensation) can fluctuate year on year due to the low number of appeals and appellable decisions in the jurisdictional area.

⁶ Includes appeals against decisions made by the former IAA.

Performance measure 4: Proportion of decisions set aside by the Guidance and Appeals Panel

Measure	Target	Result
The number of second review decisions allowed by the Guidance and Appeals Panel as a proportion of all decisions that have been made by the Panel	Less than 5%	Not measurable for 2024–25
Key activity: <ol style="list-style-type: none"> Undertake merits review of administrative decisions in accordance with the ART Act Promote public trust and confidence in the Tribunal 		
Rationale: <p>This measure is an indicator of the extent to which the Tribunal is providing a mechanism of review that is fair and promotes public trust and confidence in the Tribunal.</p> <p>Certain decisions made by the Tribunal can be referred to the Guidance and Appeals Panel for further review if the President is satisfied that the original decision may contain an error of fact or law materially affecting the decision.</p> <p>A target of less than 5% has been adopted to reflect that the proportion of Tribunal decisions altered due to error should be low and to maintain consistency with Performance measure 3.</p>		
Methodology: <p>This measure will calculate the number of decisions allowed by the Guidance and Appeals Panel (in the sense that a different decision was made by the Panel) as a proportion of all second review decisions that have been made by the Panel.</p>		
Data source: <p>Guidance and Appeals Panel database</p>		
Measure source: <p>Corporate Plan 2024–25 page 20; PBS 2025–26 page 50</p>		
AAT mapping: <p>The Guidance and Appeals Panel was established under the ART Act and therefore this measure does not include data from the AAT.</p>		

Analysis of result

A result for this measure was not available for 2024–25 as it could not be measured.

The Guidance and Appeals Panel commenced at the same time as the Tribunal, providing a way for the Tribunal to escalate issues and ensure the quality of Tribunal decisions. The Guidance and Appeals Panel can decide cases about issues that may have a wide impact on administrative decision-making. It can also decide cases where a Tribunal decision has been made and may contain a mistake affecting the outcome of our original review.

Between 14 October 2024 and 30 June 2025, the Tribunal received 146 applications for referral to the Guidance and Appeals Panel. Nine applications relating to previous Tribunal decisions were referred to the Panel. As at 30 June 2025, none of the 9 referred applications were finalised. This means the proportion of decisions altered by the Guidance and Appeals Panel cannot be measured for 2024–25 and the result is ‘Not measurable for 2024–25’. These applications will be finalised in 2025–26.

Performance measure 5: Proportion of substantive decisions delivered within the applicable delivery decision benchmark

Measure	Target	Result
Proportion of substantive decisions ⁷ delivered in the financial year within the applicable decision delivery benchmark	At least 85%	>90% ⁸ Met
Key activity:	1. Undertake merits review of administrative decisions in accordance with the ART Act 2. Improve the transparency and quality of government decision-making 3. Promote public trust and confidence in the Tribunal	
Rationale:	<p>This is a new measure based on the Performance Standard for Non-Judicial Members which was determined by the President and published on the Tribunal's website on 14 October 2024, with this measure taking effect from 3 February 2025. The Performance Standard contains the minimum standards of performance expected of a member as a decision-maker to ensure cases are dealt with expeditiously and in accordance with the Tribunal's statutory objective.</p> <p>This measure is an indicator of the extent to which the Tribunal is providing a mechanism of review that is timely, improves the transparency and quality of government decision-making, and promotes public trust and confidence in the Tribunal.</p> <p>A target of 85% has been set to reflect the Performance Standard, which provides that 'a member must not exceed the Applicable Decision Delivery Benchmark in more than 15% of cases finalised by the Member each financial year', noting that cases for which there is an approved reason for not meeting the applicable decision delivery benchmark are not counted for this purpose.</p> <p>The applicable delivery decision benchmark is the timeframe set for the delivery of a decision by a member following a hearing or other case event requiring the delivery of a decision. Different types of cases have different applicable decision delivery benchmarks.</p> <p>For 2024–25 this measure only encompasses data for the period 3 February 2025 to 30 June 2025.</p>	
Methodology:	This measure will consolidate the number of decisions made by members during the financial year and assess whether decisions have been finalised within the time standard required for each list.	
Data source:	The Tribunal's case management systems	
Measure source:	Corporate Plan 2024–25 page 21; PBS 2025–26 page 50	
AAT mapping:	This measure does not include data from the AAT.	

⁷ A substantive decision means a decision referred to in section 105 of the ART Act.

⁸ Indicative result as this is a new measure and it could only be measured from 3 February 2025. A full result will be provided for 2025–26.

Analysis of result

In 2024–25, we met our target by delivering more than 90% of substantive decisions within the applicable delivery decision benchmark.

At 30 June 2025, the Tribunal had exceeded its 85% target, which is reflective of the renewed focus within the Tribunal to minimise delay following hearings.

During 2024–25, the Tribunal established procedures and systems, including data collection and reporting, to support members in meeting the Performance Standard.

As noted, this is a new measure for the Tribunal and the result is only for part of the reporting period.

Performance measure 6: User experience rating

Measure	Target	Result
The average positive ratings derived from the results of an independent survey of parties and representatives about their experience at the Tribunal	At least 70%	79% Met
Key activity:	1. Undertake merits review of administrative decisions in accordance with the ART Act 3. Promote public trust and confidence in the Tribunal	
Rationale:	This measure is an indicator of the extent to which the Tribunal is providing a mechanism of review that is fair and just, resolves applications as quickly and with as little formality as permitted, accessible, and promotes public trust and confidence in the Tribunal.	
Methodology:	Data is collected using independently administered online surveys, invitations for which are sent to all parties and representatives involved in a case finalised within a defined period for whom the Tribunal has an email address or mobile telephone number.	
Data source:	User experience survey report from independent external provider	
Measure source:	Corporate Plan 2024–25 page 22; PBS 2025–26 page 50	
AAT mapping:	The 2024–25 result encompasses users who had a decision finalised between 1 December 2024 and 31 March 2025. While these were users who had a decision made by the Tribunal, the feedback relates to applications that had been managed by the Tribunal and/or the AAT.	

Analysis of result

In 2024–25, the Tribunal met this measure by achieving a user experience rating of 79% against a target of at least 70%.

The user experience rating is derived from the results of a feedback survey administered by an independent market research organisation. All parties and representatives in cases finalised by the Tribunal between 1 December 2024 and 31 March 2025, for whom we had an email address or mobile telephone number, were invited to complete an online questionnaire. They were sent a unique link to ensure the survey could be completed only once.

Responses were received from 2,421 parties and 623 legal and other representatives. Given the relatively low response rates, as a precaution, the responses from parties were weighted according to case type to ensure their profile broadly reflected the underlying sample.

The survey asked Tribunal users for their views on matters such as the process of applying for a review, our website and written communications, dealings with staff, conferences, and hearings, as well as perceptions of the review process overall.

In 2025–26, the Tribunal will update its survey methodology to ensure ongoing best practice approaches when seeking feedback to improve our user experience.

Caseload overview

Our workload reached unprecedented levels during 2024–25, with the number of applications for review received by the Tribunal exceeding all previous years for the AAT. We received 71% more applications during the reporting period than had been received by the AAT in 2023–24.

Despite increased resourcing and improvements in processes, we were unable to keep pace with sustained increases in demand for our review services, particularly in relation to migration, protection and National Disability Insurance Scheme (NDIS) cases. Even so, we finalised almost 6% more applications during 2024–25 than the AAT had finalised in the previous year. The number of cases on hand at 30 June 2025 was higher for the Tribunal than it had ever been at the end of a reporting year for the AAT.



85,845
lodgements

↑ (increase of 71%)



46,406
finalisations

↑ (increase of 6%)



112,591
cases on hand
at 30 June 2025

↑ (increase of 54%)



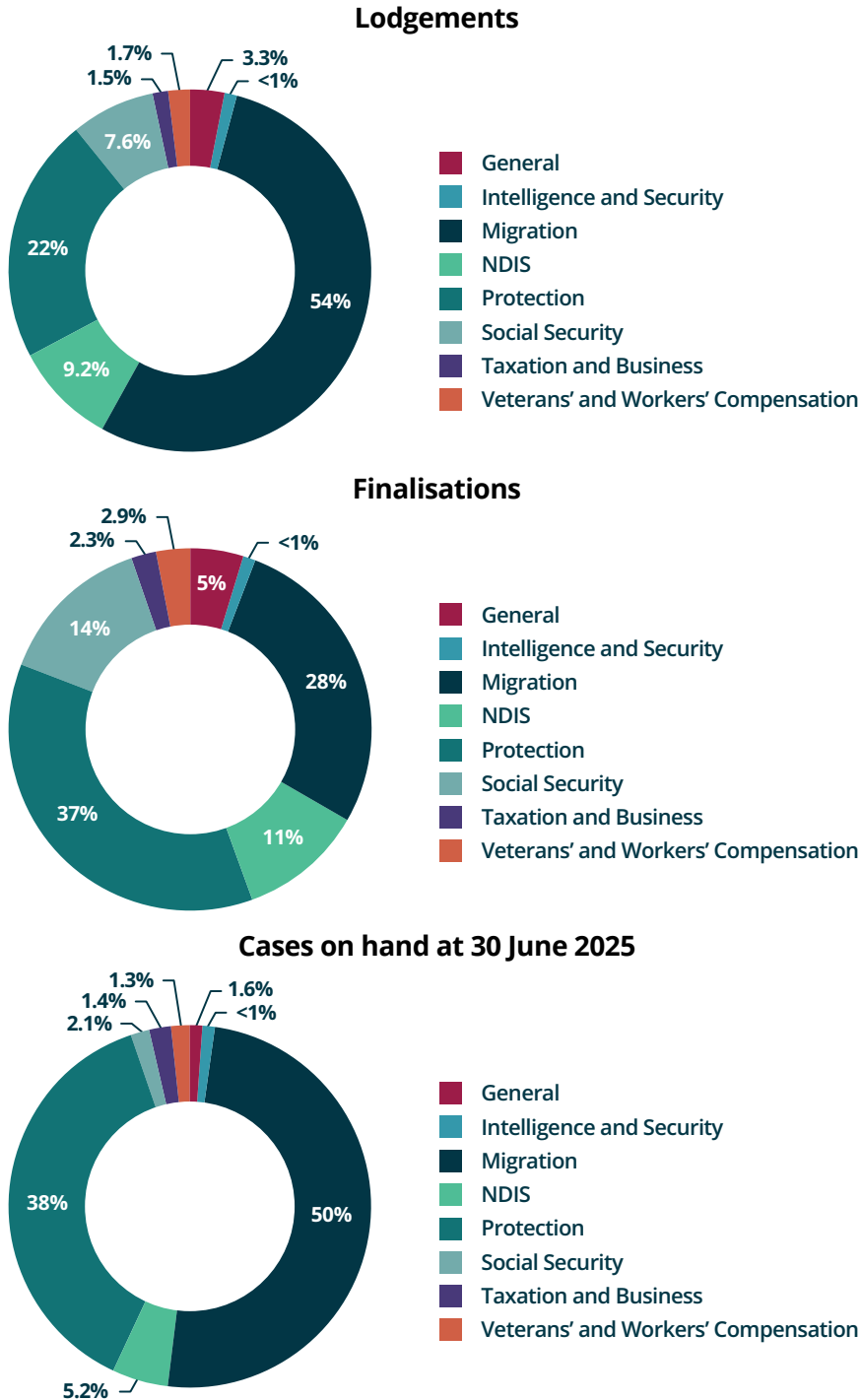
47%
proportion finalised in 12 months

↓ (decrease of 15%)

Note: The IAA caseload is not represented in the figures provided above.

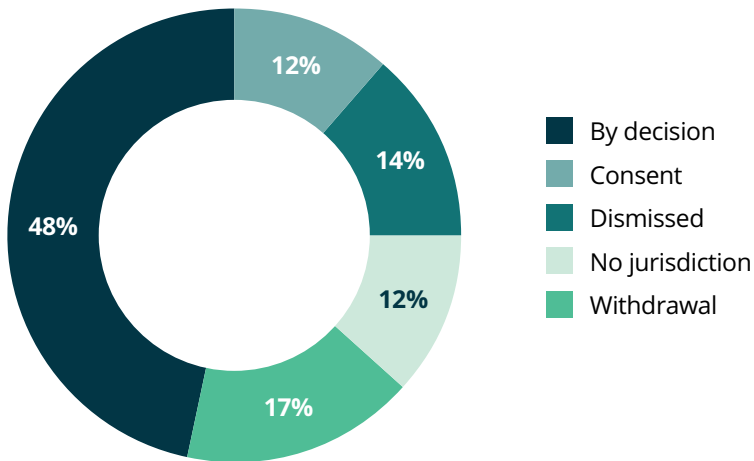
The figures below show the proportions of applications lodged and finalised during 2024–25, and cases on hand at 30 June 2025, by jurisdictional area.

Figure 3.4: Applications lodged, finalised and on hand by jurisdictional areas, 2024–25



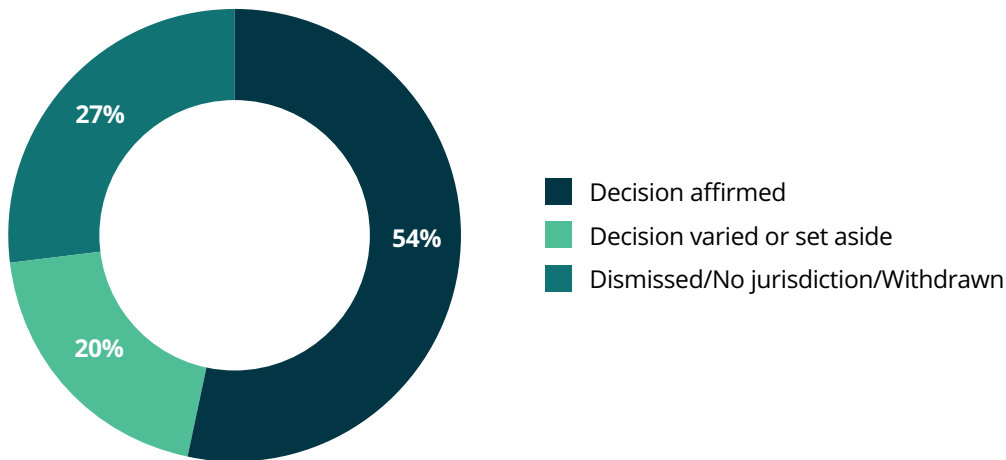
We finalise applications in different ways, as illustrated in the figure below. During the reporting period, nearly half of all applications were finalised by the Tribunal making a decision on review, usually after conducting a hearing. Just under half of all applications were resolved within 12 months, with timeliness varying across jurisdictional areas based on priorities and case characteristics.

Figure 3.5: Mode of finalisation of applications for review of decision, 2024–25*



In terms of outcomes of applications, in 2024–25, we affirmed more than half of all original decisions under review during the reporting period as set out in the figure below.

Figure 3.6: Outcomes of application for review of decision, 2024–25*



* Percentages may not total 100% due to rounding.

Jurisdictional area caseloads

In this section, we have provided key statistics for each of our case types grouped into the Tribunal’s jurisdictional areas. This includes data collated for the Tribunal (from 14 October 2024 to 30 June 2025) and the AAT (from 1 July to 13 October 2024). Further detail is available in Appendix 5: Additional caseload statistics.

We review decisions made by original decision-makers under different laws. As explained in Chapter 2: Overview of the Tribunal, we can only review a decision if a law states that the decision can be reviewed by the Tribunal. We have provided information below about the types of laws relevant to key types of cases for each jurisdictional area. We have published further information about the types of original decisions we can review on our website.

General jurisdictional area



2,797
lodgements



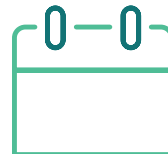
2,329
finalisations



1,480
cases on hand
at 30 June 2025



83%
clearance
ratio



94%
of applications finalised
within 12 months

In this jurisdictional area, we review decisions made by agencies under different laws. In 2024–25, the largest volume of work in this jurisdictional area concerned cases relating to decisions made under the *Child Support (Registration and Collection) Act 1988*. These cases represented 58% of the on-hand caseload at 30 June 2025, while applications for review of decisions made under the *Freedom of Information Act 1982* (FOI Act), the *Privacy Act 1988*, the *Archives Act 1983* and other legislation made up the remaining 42%.

The volume and overall complexity of child support lodgements increased in 2024–25. Almost half of the on-hand caseload at 30 June 2025 was made up of procedurally and technically complex applications, leading to an increase of 42% in on-hand child support cases at 30 June 2025 when compared with the previous year for the AAT. We also had an increase, year on year, in the number of on-hand FOI Act and other applications at the end of the reporting period.

We met timeliness benchmarks in our General jurisdictional area and achieved 94% finalisations within 12 months overall for these types of cases. The median time from lodgement to finalisation for this jurisdictional area was 17 weeks during the reporting year.

When a party is dissatisfied with a decision made by the Tribunal for certain child support decisions, they can apply to us for a second review. There were 129 second review applications lodged in 2024–25, a decrease of 14% when compared to the previous reporting period with the AAT.

Intelligence and Security jurisdictional area



9

lodgements



4

finalisations



7

**cases on hand
at 30 June 2025**

In this jurisdictional area, we review decisions and assessments made under the *Australian Security Intelligence Organisation Act 1979*, the *Foreign Acquisitions and Takeovers Act 1975* and certain decisions made under the *Archives Act 1983* and the FOI Act, where documents are ASIO records or related to national security, defence or international relations. In addition, the President has the power under section 134(2) of the ART Act to direct that the powers of the Tribunal in relation to a proceeding which are said to involve national security information are to be exercised in this jurisdictional area.

Part 6 of the ART Act sets out special rules for proceedings heard in this jurisdictional area. Some proceedings conducted in this jurisdictional area may only be constituted to the President or a deputy president or to a panel that includes the President or a deputy president.

We received a small number of applications for these types of cases during the reporting period, consistent with previous years for the AAT, although we have seen lodgements for these types of cases increasing from 2 in 2023–24 to 9 in 2024–25. We manage these applications on a case-by-case basis noting the unique nature and procedural requirements associated with this caseload.

Migration jurisdictional area



46,651
lodgements



12,954
finalisations



32,198
study cases lodged
(69% of Migration lodgements)



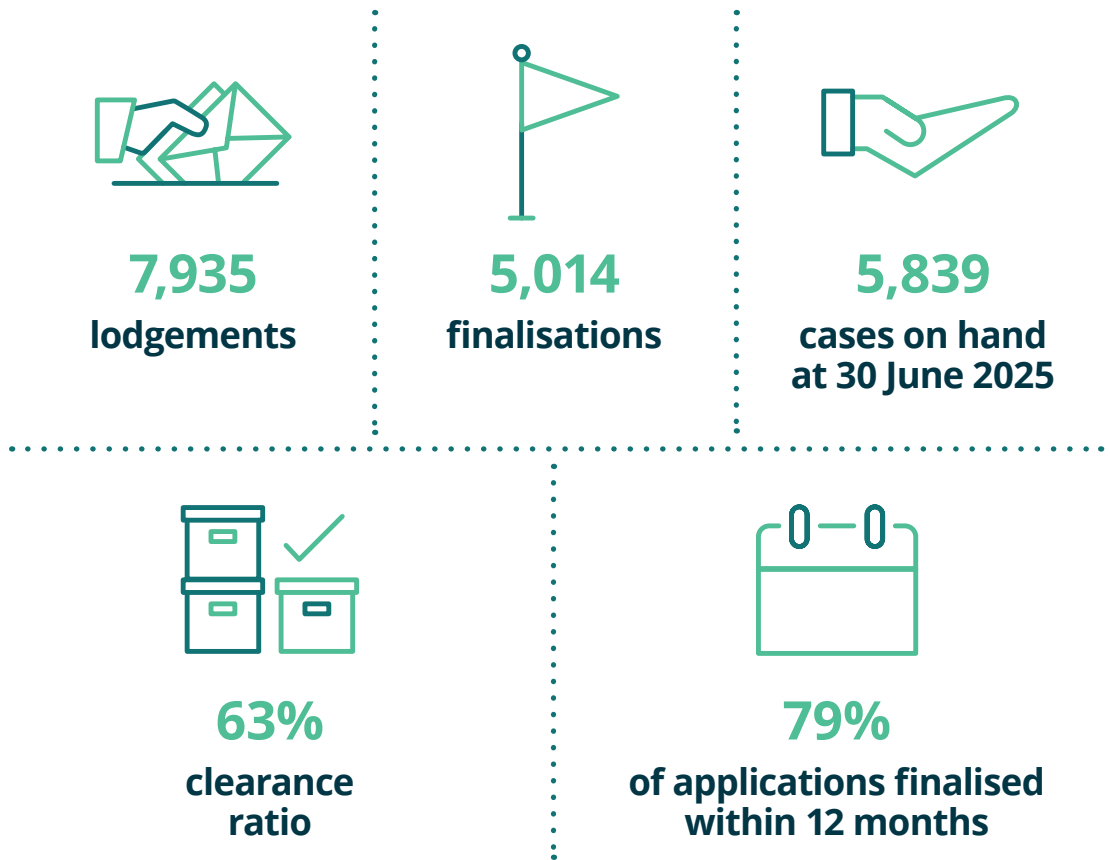
56,698
cases on hand
at 30 June 2025

In this jurisdictional area, we review decisions made under the *Migration Act 1958*. This is our largest area of work, making up more than half of all cases lodged with the Tribunal during the reporting period. Migration lodgements significantly increased in 2024–25, driven by continued increases in applications for review of study-related visa decisions. At 30 June 2025, compared to the same date in 2023, the active study visa caseload had grown from 2,278 to 38,067, a rise of more than 1,500%.

We also received more applications to review visitor, bridging and other visa decisions than in previous years, with 4,125 cases on hand for these review types at year end.

During the reporting period, we focused on finalising the oldest cases in this jurisdictional area. The overall rate of migration cases finalised within 12 months was 49%, reflecting the high lodgement volumes and existing caseload on hand pressures.

National Disability Insurance Scheme jurisdictional area



In this jurisdictional area, we review decisions made under the *National Disability Insurance Scheme Act 2013*. During the reporting period, we received 95% more applications in the NDIS jurisdictional area than in 2023–24. We focused on triaging new applications to determine appropriate pathways for complex cases and children aged 9 years and under, progressing aged applications, and expediting urgent cases during the reporting period. Members and registrars were utilised to manage cases nationally to ensure we responded flexibly to changes in the caseload.

Despite ongoing resourcing challenges and increased lodgements, we were able to increase the number of cases finalised by 27% compared with the previous reporting year. We finalised 79% of NDIS applications within 12 months in 2024–25 – an increase from 77% for the AAT in the previous year. Around half of NDIS applications were finalised within 27 weeks.

We continued to resolve most applications through consent in this jurisdictional area, often as a result of dispute resolution processes. Seventy-one per cent of cases were finalised by consent in 2024–25.

Protection jurisdictional area



19,147
lodgements



17,022
finalisations



42,764
cases on hand
at 30 June 2025



5,200
cases
dismissed



39%
reduction of
+3 year old cases
on hand



89%
clearance ratio

In this jurisdictional area, as with Migration, we review decisions made under the Migration Act. Protection case lodgements increased by 56% compared to the previous reporting year for the AAT, and have nearly doubled since 2022–23.

We were able to finalise a record number of protection applications, with a focus on older and more complex cases, due to increases in member resourcing. In 2024–25, we reduced the number of cases on hand that were over 3 years old in this jurisdiction by 39%. We finalised 11% of cases within 12 months, reflecting our strategic focus on resolving long-standing, complex cases.

A large proportion of cases were finalised without the need for a substantive hearing: 49% of matters were dismissed, withdrawn, or found to be outside the Tribunal's jurisdiction. We were able to finalise these cases without a hearing through efficiencies gained by using targeted case management initiatives.

Applicants from China, India, Malaysia and Vietnam account for 57% of the active protection caseload. The most significant year-on-year growth in applications was from India, the Philippines, Vietnam, Nepal and Sri Lanka.

Social Security jurisdictional area



6,516
lodgements



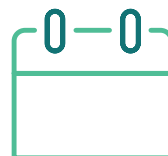
6,682
finalisations



1,804
cases on hand
at 30 June 2025



103%
clearance
ratio



96%
of applications finalised
within 12 months

In this jurisdictional area, we review decisions made under several laws including the *Social Security (Administration) Act 1999*, *A New Tax System (Family Assistance) (Administration) Act 1999*, *Farm Household Support Act 2014*, *Paid Parental Leave Act 2010* and the *Student Assistance Act 1973*. If an applicant receives an unfavourable decision in this area, they can seek a second review of their decision which will also be heard by the Tribunal. We received fewer lodgements in the reporting period than in the previous year. The number of applications for first reviews decreased by 17% and second reviews decreased by 35%. We had 8% fewer cases on hand at 30 June 2025 compared with the end of the previous financial year.

Centrelink first reviews made up 85% of finalisations in this jurisdictional area during the reporting period. The remainder included Centrelink second reviews and Paid Parental Leave first and second review applications.

Although we have had fewer overall lodgements, the complexity of this caseload has increased with higher numbers of multi-linked applications and more complicated income apportionment cases. We prioritised cases where applicants were identified as having a vulnerability and disability support pension cases where the applicant did not meet the health criteria. We also focused on reducing the number of older second review cases on hand.

We finalised almost all applications in this jurisdictional area within 12 months of lodgement.

Taxation and Business jurisdictional area



1,318
lodgements



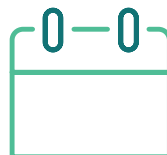
1,055
finalisations



2,413
cases on hand
at 30 June 2025



80%
clearance
ratio



67%
of applications finalised
within 12 months

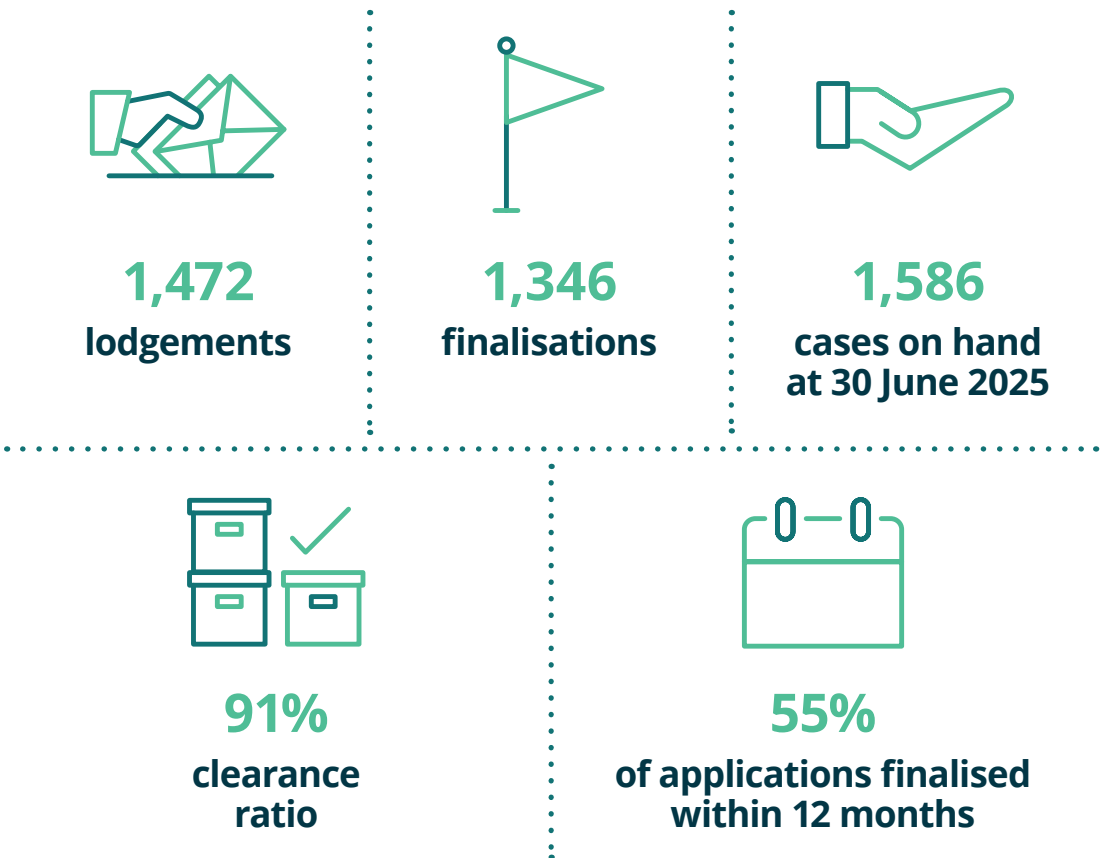


39%
of decisions changed by the Tribunal

In this jurisdictional area, we review decisions made by several agencies under different laws. In 2024–25, applications relating to taxation law decisions made by the Australian Taxation Office made up the largest volume of work in the Taxation and Business jurisdictional area, accounting for 90% of cases on hand at the end of the reporting period. We finalised 67% of cases within 12 months during the reporting period, compared with 58% for the AAT in 2023–24. The median time to finalise applications fell from 40 to 33 weeks during the same period. Around one-third of applications were finalised by consent without the need for a hearing.

Taxation cases are often factually and legally complex with large volumes of documentary evidence. During the reporting period, we focused on improving the way we manage these types of cases at a national level to ensure they are heard within reasonable timeframes.

Veterans' and Workers' Compensation jurisdictional area



In this jurisdictional area, we review decisions made by agencies under different laws. Applications to review decisions made under the *Safety, Rehabilitation and Compensation Act 1988* and the *Seafarers Rehabilitation and Compensation Act 1992* account for the most work in the Veterans' and Workers' Compensation jurisdictional area, representing 87% of cases on hand at the end of the reporting period. We resolved most cases by facilitating consent agreements between the parties, particularly for the Workers' Compensation caseload where 79% of applications were resolved in this way. Around a third of the decisions in this jurisdictional area were changed by the Tribunal in 2024–25.

We also review decisions made under the *Military Rehabilitation and Compensation Act 2004*, the *Safety, Rehabilitation and Compensation (Defence-related Claims) Act 1988* and the *Veterans' Entitlements Act 1986*.

Throughout the reporting period, we focused on progressing older cases in this jurisdictional area. We also worked to identify areas to improve processes and member and registrar efficiency.

Dispute resolution

We use dispute resolution processes in most types of cases in the General, National Disability Insurance Scheme, Taxation and Business, and Veterans' and Workers' Compensation jurisdictional areas. In the Social Security and Migration jurisdictional areas, dispute resolution processes are also used where there is more than one participating party.

Dispute resolution processes help the parties to understand and narrow the issues in dispute, identify further evidence that may be required, and encourage them to try to reach agreement about how their case can be resolved. The most common types of dispute resolution processes are conferences and conciliations.

During the reporting period, the proportion of applications we finalised with at least one dispute resolution case event decreased by one percentage point (from 62% to 61%) compared to 2023–24. Cases in the National Disability Insurance Scheme jurisdictional area made up most finalisations in which a dispute resolution case event was held, at 67% of total relevant finalisations.

The median number of minutes parties spent in dispute resolution processes stayed consistent with the previous years, increasing slightly to 87 minutes per case. The median days from lodgement to the last dispute resolution case event continued to average around 6 months, increasing to 188 days in 2024–25 from 182 days the previous year.

The proportion of cases that were finalised without the need for a hearing increased by 3 percentage points in 2024–25 to 88%, following a decrease of 3 percentage points during the previous reporting period.

In 2024–25, conferencing continued to be the most frequent dispute resolution process we used, with 12,242 conferences held. The second most frequent dispute resolution process was conciliations, with 923 held in 2024–25. The number of in-person dispute resolution case events decreased in 2024–25 to 175, down from 188 in the previous year.

The table below sets out key statistics for dispute resolution processes in 2024–25.

Table 3.7: Dispute resolution statistics by jurisdictional areas, 2024–25

Measure	General	Migration	National Disability Insurance Scheme	Social Security	Taxation and Business	Veterans' and Workers' Compensation	All Jurisdictional Areas
Proportion of applications finalised without the Tribunal making a decision following a hearing	86%	45%	96%	80%	81%	91%	88%
Proportion of validly lodged applications finalised in the period in which at least one dispute resolution process was held	35%	36%	67%	70%	37%	78%	61%
Median number of total minutes spent in ADR processes per case	62	50	98	60	134	62	87
Median calendar days from lodgement to final ADR process	152	112	173	126	301	253	188

Immigration Assessment Authority caseload

The IAA was established in April 2015, as a separate office within the Refugee Review Tribunal. From 1 July 2015, the IAA became an independent authority within the Migration and Refugee Division of the AAT.

The IAA's role was to conduct reviews of fast track reviewable decisions. Fast track reviewable decisions were those decisions made by the Minister for Immigration, or delegate, to refuse to grant a protection visa to a fast track applicant.

The IAA was abolished when the AAT was replaced by the Tribunal on 14 October 2024.

Between its establishment in April 2015 and its abolition, the IAA received 10,643 referrals and made 10,630 decisions. Of the matters finalised by the IAA:

- 10% were remitted to the original decision-maker for reconsideration
- 89% affirmed the decision under review
- 2% were found to have been referred in error.

The median timeframe for finalised cases was 8 weeks from referral to decision.

As with active AAT applications, at 14 October 2024, any undecided cases with the IAA were transferred to the Tribunal for continuation of review.

Guidance and Appeals Panel caseload

The Guidance and Appeals Panel provides a way for the Tribunal to escalate issues and ensure the quality of our decisions for certain types of eligible cases. The Guidance and Appeals Panel can decide cases about issues that are of significance to administrative decision-making. It can also decide cases where a Tribunal decision has been made and may contain a mistake affecting the outcome of our original review.

Applications to the Guidance and Appeals Panel can be made in 3 ways:

- by a party during an active Tribunal case before a decision is made (first instance)
- by a party after a Tribunal decision has been made (second instance)
- by the President where the matter raises an issue of significance to administrative decision-making.

Our website includes more information about the Guidance and Appeals Panel.

During the reporting period, we received 146 applications to refer cases to the Guidance and Appeals Panel. Of these:

- 18 were referred to the Guidance and Appeals Panel
- 52 were refused
- 51 were ineligible for referral
- 7 were finalised as duplicates
- 13 remained pending at 30 June 2025
- 3 were revoked by the Tribunal
- 2 were withdrawn by the applicant.

Most of the 18 referrals related to issues of significance to administrative decision-making: 9 involved active cases (first instance) and 5 involved finalised Tribunal decisions (second instance). The remaining 4 referrals to the Guidance and Appeals Panel were made to review an error of law or fact in a Tribunal decision (second instance). The following charts show application referral methods and relevant jurisdictional areas for the Guidance and Appeals applications during the reporting period.

Chart 3.8: Guidance and Appeals Panel application referral method, 2024–25

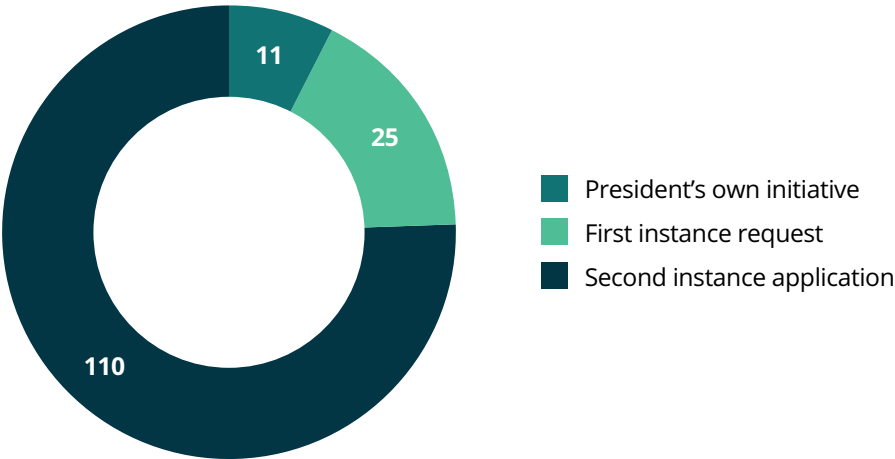
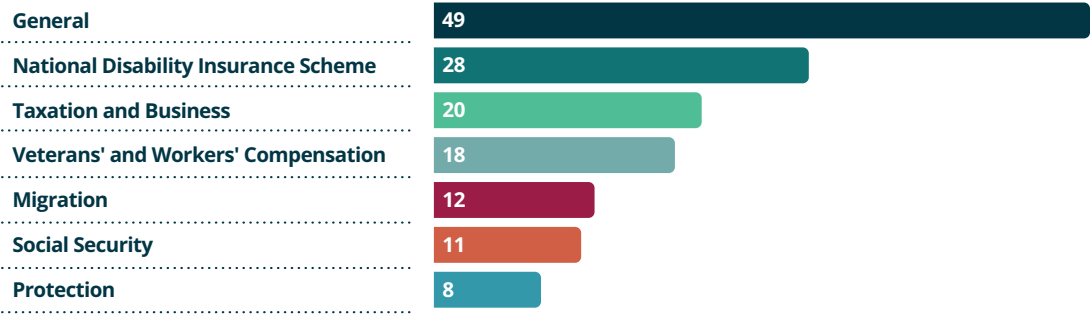


Chart 3.9: Guidance and Appeals Panel applications by jurisdictional area, 2024–25



During 2024–25, the Guidance and Appeals Panel published one Tribunal guidance decision, *Baumgarten and eSafety Commissioner* [2025] ARTA 153 as discussed by the President in Chapter 1 of this report.

The Guidance and Appeals Panel published 4 interlocutory decisions during the reporting year to support procedural improvement, including *Bunnings Group Limited and Privacy Commissioner* [2024] ARTA 42, as discussed by the President in Chapter 1 of this report.

Non-participating parties

Section 60 of the ART Act introduced the ability for decision-makers to elect not to participate in a kind of proceeding or Tribunal case event. Rule 10 of the *Administrative Review Tribunal Rules 2024* requires a copy of any election notice to be published.

During the reporting period, the Tribunal did not receive any election notices from decision-makers.

The following legislative provisions deem a decision-maker to be a non-participating party for certain proceedings for the purposes of the ART Act:

- Section 348A(1) of the Migration Act, relating to reviews of decisions under Part 5 of the Migration Act
- Section 111C of the *A New Tax System (Family Assistance) (Administration) Act 1999*, relating to first review decisions⁹
- Section 94 of the *Child Support (Registration and Collection) Act 1988*, relating to first review decisions
- Section 224B of the *Paid Parental Leave Act 2010*, relating to first review decisions
- Section 142B of the *Social Security (Administration) Act 1999*, relating to first review decisions
- 311B of the *Student Assistance Act 1973*, relating to first review decisions.

These provisions largely continue the approach that applied to the AAT.

During the reporting period, there were 36,670 proceedings involving non-participating parties. These proceedings were conducted in the following jurisdictional areas:

- General (child support first reviews only)
- Migration (except character and citizenship proceedings)
- Protection
- Social Security (except second reviews).

⁹ As explained earlier, first review means the initial review of a decision by the Tribunal. If an applicant receives an unfavourable outcome, they may be able to seek a second review of that decision. The second review is also conducted by the Tribunal.

The President has made practice directions which ensure that non-participating parties provide relevant and timely information to the Tribunal to enable the Tribunal to efficiently deal with proceedings. Section 63 of the ART Act provides that a non-participating party may give written submissions, and that the Tribunal has the power to order a non-participating party to:

- appear before the Tribunal at a Tribunal case event
- give the Tribunal written submissions in relation to proceedings
- participate in the proceeding.

The Tribunal may decide to make such an order under section 63 if it considers that participation would assist in progressing the proceeding, or in making the correct or preferable decision. This provides a way to require participation where particular circumstances or features of the proceeding make it particularly valuable.

Financial performance

The Tribunal received an unqualified audit report on the 2024–25 financial statements from the Australian National Audit Office.

The Tribunal’s revenue and operating expenses resulted in a surplus of \$23.9 million in 2024–25 excluding depreciation, amortisation, and principal repayments on leased assets. The surplus in the financial year is primarily attributed to staffing and member levels being below our budget.

Further detail on our financial performance can be viewed in our audited financial statements in Appendix 9: Financial statements.

External scrutiny

The Tribunal's operations are subject to external scrutiny through various mechanisms. The principal form of scrutiny in relation to our decisions and how we conduct reviews is by way of review in the courts. Our operations are also subject to scrutiny through requests made under the FOI Act, complaints to the Commonwealth Ombudsman and other bodies, and through audits, reviews and parliamentary scrutiny.

Appeals

There are 3 primary pathways for review by the courts of our decisions.

- **Section 172 of the ART Act:** a party may appeal, on a question of law, to the Federal Court against most final decisions made in the General, Intelligence and Security, National Disability Insurance Scheme, Social Security, Taxation and Business, and Veterans' and Workers' Compensation jurisdictional areas. Section 172 also applies to final citizenship decisions made in the Migration jurisdictional area.

The Federal Court may transfer an appeal to the Federal Circuit and Family Court (Division 2) unless the Tribunal was constituted by, or included, the President or a deputy president.

- **Section 99 of the *Child Support (Registration and Collection) Act 1988*:** a party to a review or second review of a child support decision may also appeal a final decision, on a question of law, to the Federal Circuit and Family Court (Division 2) unless the Tribunal was constituted by, or included, the President or a deputy president.
- **Part 8 of the Migration Act:** an applicant or the Minister administering the Migration Act may seek judicial review of most Tribunal decisions relating to visas.

Applications relating to decisions made under Part 5 of the Migration Act must be lodged in the Federal Circuit and Family Court (Division 2).

Applications relating to decisions made under section 500 of the Migration Act must be lodged in the Federal Court.

As shown in the table 3.10, most applications for judicial review concerned visa-related decisions made in the Migration and Protection jurisdictional areas, representing 99% of all appeals lodged against decisions of the Tribunal. The highest appeal rate was for protection decisions at 38%. The appeal rate for migration decisions was 8.5%. For most decisions, other than those protection and migration decisions, the appeal rate was below 11%.

During the reporting period, there were 5,385 appeals relating to decisions in the Migration and Protection jurisdictional areas finally determined in the courts. These visa-related appeals constitute 98% of all finalised appeals against the decisions of the Tribunal. The highest proportion of finalisations was for decisions in the Migration jurisdictional area at 60% of all appeals finalised. The proportion of appeals allowed was 6% relating to migration decisions and 5.3% relating to protection decisions.

The proportion of appeals allowed in the Veterans' and Workers' Compensation jurisdictional area was 10 out of the 15 appeals finalised. For most other jurisdictional areas, except for Taxation and Business and Social Security, the proportion of appeals allowed was below 24%.

We review court judgments and orders made in relation to our decisions, particularly where the appeal is allowed, to identify the issues arising in each case as well as any issues that may be relevant to other cases.

Table 3.10: Court appeals against decisions of the Tribunal lodged and finalised by jurisdictional areas and lists, 2024–25

Jurisdictional area / Jurisdictional list	Court appeals lodged			Court appeals finalised ^c		
	Lodged ^a	Proportion of Tribunal decisions finalised ^b	Allowed	Dismissed or discontinued	Total appeals finalised	Proportion allowed against total appeals finalised
	No	%	No	No	No	%
General	18	1.0%	4	13	17	23.5%
Child Support	12	0.8%	1	6	7	14.3%
Information and Other	6	1.7%	3	7	10	30%

Jurisdictional area / Jurisdictional list	Court appeals lodged			Court appeals finalised ^c		
	Lodged ^a	Proportion of Tribunal decisions finalised ^b	Allowed	Dismissed or discontinued	Total appeals finalised	Proportion allowed against total appeals finalised
	No	%	No	No	No	%
Intelligence and Security						
Intelligence and Security	–	–	–	–	–	–
Migration^d	1,042	8.5%	195	3,081	3,276	6.0%
Character and Citizenship	114	21.6%	55	48	103	53.4%
Family and Partner Visas	119	7.3%	28	208	236	11.9%
Study Visas	563	10.3%	60	1,687	1,747	3.4%
Visitor, Bridging and Other Visas	56	2.6%	6	227	233	2.6%
Working, Skilled and Investment Visas	190	7.7%	46	911	957	4.8%
National Disability Insurance Scheme	8	1.6%	1	4	5	20.0%
Access	1	0.6%	1	2	3	33.3%
Plans	7	2.1%	–	2	2	0.0%
Protection^d	6,345	38.1%	111	1,998	2,109	5.3%
China	1,387	35.7%	17	555	572	3.0%
India	214	35.5%	7	95	102	6.9%
Malaysia	3,347	52.5%	42	760	802	5.2%
Middle East, North Africa and Americas	67	11.3%	7	50	57	12.3%
Pacific and Other Countries	851	28.4%	5	345	350	1.4%
Saharan and Sub-Saharan Africa	59	16.3%	8	24	32	25.0%
South Asia	190	32.1%	19	110	129	14.7%
Vietnam	239	19.0%	6	59	65	9.2%

Jurisdictional area / Jurisdictional list	Court appeals lodged			Court appeals finalised ^c		
	Lodged ^a	Proportion of Tribunal decisions finalised ^b	Allowed	Dismissed or discontinued	Total appeals finalised	Proportion allowed against total appeals finalised
	No	%	No	No	No	%
Social Security	8	0.1%	7	10	17	41.2%
Centrelink	7	0.1%	6	10	16	37.5%
Paid Parental Leave	1	0.6%	1	–	1	100%
Taxation and Business	51	10.9%	26	26	52	50.0%
Regulation and Discipline	2	2.8%	1	3	4	25.0%
Taxation	49	12.4%	25	23	48	52.1%
Veterans' and Workers' Compensation	6	3.3%	10	5	15	66.7%
Veterans'	1	1.9%	–	–	–	–
Workers' Compensation	5	3.9%	10	5	15	66.7%
Total	7,487	19.9%	355	5,135	5,490	6.4%

^a These figures include some appeals lodged in relation to decisions made in a previous year.

^b These figures represent the number of appeals lodged in the reporting year as a proportion of all Tribunal decisions made in that jurisdictional area/list in the year, excluding decisions made by consent between the parties and withdrawn applications. For the period from 1 July 2024 to 13 October 2024, these figures also include decisions described in section 44(1A) of the *Administrative Appeals Tribunal Act 1975*.

^c Where a decision of the Federal Circuit and Family Court, Federal Court or the Full Court of the Federal Court has been appealed, only the ultimate result is counted for the purpose of these statistics.

^d These figures may include judicial review applications lodged or finalised in relation to decisions made by the Migration Review Tribunal or Refugee Review Tribunal prior to 1 July 2015.

Significant court decisions

During the reporting year, there were 2 judicial decisions that had the potential to have a significant impact on our procedures and/or our decision-making.

Commissioner of Taxation v Bendel [2025] FCAFC 15

This judgment of the Full Court of the Federal Court considered the construction and application of section 109D of the *Income Tax Assessment Act 1936* (1936 Act) and the meaning of 'loan' in section 109D(3). The Court rejected the Commissioner's construction of section 109D by which a corporate beneficiary's unpaid present entitlement (UPE) to trust income is a loan for the purpose of s 109D(3) and, thus, could be treated as a deemed dividend under Division 7A of the 1936 Act. Instead, the Court held that section 109D(3) requires more than the existence of a debtor-creditor relationship; it requires an obligation to repay and not merely an obligation to pay. Therefore, a UPE owed by a trust to a corporate beneficiary is not a loan and, thus, is not a deemed dividend under Division 7A of the 1936 Act.

This judgment is of significance to the Tribunal because the Full Court of the Federal Court's ruling effectively challenges the Commissioner's long-held position that UPEs could be treated as deemed dividends under Division 7A of the 1936 Act, a decision that has profound implications for corporate beneficiaries, trustees, and tax practitioners.

The High Court of Australia granted an application for special leave to appeal the judgment on 12 June 2025.

DNK17 v Minister for Immigration, Citizenship, Migrant Services and Multicultural Affairs [2024] FCA 975

This judgment of the Federal Court on appeal from a Federal Circuit and Family Court decision considered the AAT's exercise of the discretion under former section 426A(1A)(a) of the Migration Act to make a decision without taking further action to enable an applicant to appear before it in a protection matter. The Tribunal had invited the applicant to a hearing on 2 occasions and on the day of each hearing date, the applicant's agent requested an adjournment attaching a medical certificate which the Tribunal granted each time. The day before the third hearing date, the agent emailed another adjournment request, attaching a medical certificate. The Tribunal advised that the hearing would proceed. The applicant did not attend. Subsequently, the Tribunal exercised its discretion under section 426A(1A)(a) to make a decision on the review and affirmed the decision of the Minister's delegate not to grant the applicant a protection visa.

The Federal Court allowed the appeal and held that either or both the decision to decide the review under section 426A(1A)(a) and the decision not to dismiss the application under section 426A(1A)(b), where that course allowed an applicant to apply for reinstatement, were legally unreasonable. In exercising its power to decide the review under section 426A(1A)(a), it was necessary for the Tribunal to address why it was doing so in light of the alternative option of dismissal with a right of reinstatement.

There was no statutory obligation on the Tribunal to provide reasons for the procedural decision not to dismiss the application under section 426A(1A)(b). Nevertheless, the Court considered that the Tribunal had not explained the basis for the exercise of the discretion in section 426A(1A); whereas the Tribunal's reasons revealed an intelligible justification for refusing to further adjourn the review under section 427(1)(b). The Court observed that the reasons for adopting one option can often be regarded as encompassing the reasons for not adopting the other, but it was concerned with the lack of any explanation or reasoning that addressed the dismissal power, in circumstances where the Tribunal's reasons rejected the applicant's claims on credibility grounds on the basis of limited and contradictory material.

The effect of this decision is that following the failure of an applicant to appear at a hearing in a protection matter, when electing to exercise a discretion to decide the matter on the papers instead of either adjourning the review or dismissing the application in circumstances where the applicant can apply for reinstatement, the Tribunal's reasons should reveal an intelligible justification for the exercise of its discretion. This decision is distinguishable because of the particular circumstances of the case and that sections 426(1A) and 427(1)(b) of the Migration Act have since been repealed. Thus, the impact of this decision was greater in the former AAT than the Tribunal.

Freedom of information

In 2024–25, the Office of the Australian Information Commissioner (OAIC) notified the Tribunal of 13 applications for review of decisions we made in relation to requests for access to documents under the FOI Act.

The OAIC finalised 11 applications in the reporting year. Of the finalised applications none were declined under section 54W(b) (decision to be considered by the Tribunal).

No decisions were made that have had, or may have, a significant effect on our operations.

Information Publication Scheme

Agencies subject to the FOI Act are required to publish information to the public as part of the Information Publication Scheme (IPS). Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements. The Tribunal's plan is on our website.

Complaints to external bodies

The Australian Human Rights Commission accepted 4 complaints in relation to the Tribunal during the reporting year. Two complaints concerning the Tribunal were investigated or reviewed, and one complaint was finalised as conciliated by the Commission from 1 July 2024 to 30 June 2025.

The Commonwealth Ombudsman received 52 complaints about the Tribunal in 2024–25. Of the complaints received, 41 were investigated or reviewed and subsequently finalised.

The outcomes of these complaints were as follows:

Advised to pursue elsewhere:	17
Approach lapsed or withdrawn:	5
Complaint already considered:	9
Finalised without investigation:	7
Out of jurisdiction:	10

Some complaints involved more than one outcome, as reflected in the figures above.

In 2024–25, the OAIC notified the Tribunal of 3 complaints relating to the Tribunal.¹⁰ One complaint was finalised during 2024–25. No determination was made against the Tribunal.

Reports relating to the operations of the Tribunal

During the reporting year, the operations of the Tribunal and the former AAT were not the subject of a report by the Auditor-General, a parliamentary committee or the Commonwealth Ombudsman.

¹⁰ The abovementioned counts of OAIC reviews or complaints that relate to the Tribunal reflect those matters in which the OAIC provided notification to the Tribunal. There may be additional reviews or complaints made that were not notified to the Tribunal during the period.

User experience

Engagement

We engage with a diverse range of people and organisations, and we undertake this engagement in a purposeful way. We gather insights and share information with the aim of improving the design and delivery of the Tribunal's services for the benefit of our users. We engage with stakeholders who use our services or are interested in our work, including parties to reviews, decision-making agencies and representatives. We also engage with academia, parliamentarians, professional associations and other external stakeholders.

Our goals in engaging with external stakeholders are to:

- help users understand our services, requirements and priorities
- gather feedback to improve our services
- develop cooperative relationships to support service delivery
- promote public trust and confidence in the Tribunal.

We undertake engagement with users, which is detailed below, to ensure that the Tribunal is pursuing our objective of providing an independent mechanism of review that is accessible and responsive to the diverse needs of parties to proceedings.

As the President has mentioned in his report in Chapter 1: The year in review, he has undertaken and overseen a range of activities during 2024–25 to engage with external stakeholders including review of a protocol for members and staff participating in public activities, consultation on the drafting and effectiveness of our practice directions and meeting with various advocacy and legal representative groups.

In 2024–25, as part of the structural realignment mentioned by the Chief Executive Officer and Principal Registrar in Chapter 1: The year in review, we introduced guidance for members and staff to ensure engagement with stakeholders is managed in a coordinated way. Tribunal members have given speeches at various events and presented at conferences, including Deputy Presidents Simone Burford and Kate Millar delivering a presentation at the 2025 Immigration Law Conference.

We also communicate and engage widely to improve the broader community's understanding of what we do and the decisions the Tribunal makes. In 2024–25, this included through presentations to academic audiences, working with the media, and publishing updates and news on our website and on social media platforms. During the reporting period, there were almost 2.4 million views of the Tribunal's and the AAT's websites.¹¹

¹¹ Reports indicate the Tribunal website was viewed 1,510,398 times between 14 October 2024 and 30 June 2025 and the AAT website was viewed 883,700 times between 1 July and 13 October 2024.

We increased our use of the LinkedIn platform as a way to enhance professional engagement in 2024–25. We also published videos on YouTube to help explain the Tribunal's processes for users.

The President participated in an interview on the Australian Broadcasting Corporation (ABC) Law Report radio program in the weeks following the establishment of the Tribunal, and others engaged with media as spokespeople throughout the financial year to ensure accuracy in reporting about our work. The President was also featured in a local ABC television news bulletin at the announcement of the opening of our Darwin registry in February 2025.

Accessibility

The Tribunal is required to ensure our services are accessible. During the reporting period, we established a dedicated function to focus on accessibility and launched a plain English information website that includes a range of features designed to help people access the information they need. We also published a Commitment to Accessibility and Inclusion on our website. In developing the Commitment, we consulted widely, including with people with disability, First Nations peoples, legal and advocacy groups, officials in government agencies, and Tribunal staff and members. During 2024–25, we developed a program of work designed to provide greater flexibility and accessibility in how people will participate in proceedings in future.

First Nations peoples

In 2024–25, we strengthened our commitment to improving access to our services for First Nations peoples in several ways. This included a focus on educating members and staff about how to work effectively and respectfully with First Nations users and their communities. Our members and staff were able to access eLearning modules and other resources designed to improve our ability to provide culturally appropriate services.

During the reporting period, we opened a registry in Darwin and established a pilot First Nations Liaison Officer Program to develop effective partnerships with First Nations communities and their representatives and to raise awareness of Tribunal services. The program will enable us to provide tailored support for First Nations applicants seeking a first review of a Centrelink decision. It will also help us build the Tribunal's cultural capability, including by making contributions to the Closing the Gap Priority Reforms 1 to 4 and by raising cultural awareness.

The Tribunal also stood up a working group to develop a Reconciliation Action Plan, which will be launched in 2025–26.

People from culturally and linguistically diverse backgrounds

We ensure our users from culturally and linguistically diverse backgrounds can communicate with us effectively. We also seek to address cultural diversity issues in delivering our services through awareness raising and training activities.

If an interpreter is required for any case event, hearing, telephone call, or other interaction, including Auslan, the Tribunal will provide one free of charge. Our website includes information about what language help is available in 17 community languages, based on those most commonly used by applicants. It also has a tool to help people automatically translate general information on the website into more than 30 languages.

People with disability

We ensure people with disability can participate effectively in the review process by:

- ensuring our website meets Australian Government accessibility guidelines and standards
- having text-to-speech software available on our website
- making documents available in appropriate formats
- using the National Relay Service to facilitate telephone contact for people with a hearing or speech impairment
- undertaking conferences and hearings by telephone or video
- providing hearing augmentation systems in Tribunal premises
- making our premises wheelchair accessible
- providing training to members and staff to improve disability awareness and increase their confidence in delivering appropriate services and supports.

Service charter

We have a service charter which sets out our commitments to Tribunal users, including what they can expect during interactions with our members and staff. The charter also outlines users' responsibilities and how they can help us keep our commitments. It is published on the Tribunal's website.

Feedback from users

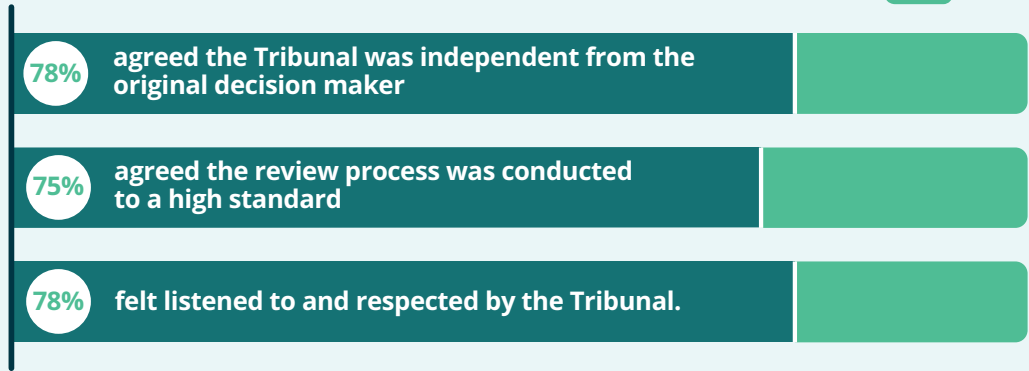
We collate information about Tribunal users in various ways including through our engagement with stakeholders, as explained below, and directly with Tribunal users.

As reported earlier in the chapter, we received more than 3,000 responses to a survey we commissioned for Tribunal users during the reporting period. The findings were used to calculate one of our performance measures, achieving an above-target user satisfaction rating for 2024–25 of 79% (see under ‘Annual performance statements’), up from 75% for the AAT in 2023–24. We also analysed the survey results to gain a detailed understanding about how users experience different aspects of our services. Key findings included that 78% of parties who completed the survey agreed the Tribunal was independent from the original decision-maker, 75% of parties agreed the review process was conducted to a high standard and 78% felt listened to and respected by the Tribunal.

We also encourage feedback from people using our services through a form on our website, including about the information we provide on the site itself, and through our complaints process, which is detailed below.

What our users said

Of the 2,421 parties surveyed during 2024–25:



Information about the review process on our website

The Tribunal launched a new website on commencement. Our website is the entry point for many users and potential applicants, and plays an integral role in shaping their experience with us. It was visited more than 1.5 million times between 14 October 2024 and 30 June 2025.

We designed the new site with a user focus, adhering to the Australian Government's Digital Experience Policy and Web Content Accessibility Guidelines (WCAG). Content is presented in plain English in a way that is easy to navigate, to simplify the process of seeking a review of government decisions and reduce the burden for our users. We also provide a clear link to our online services for people who want to apply for a review or manage their existing case.

As noted above, the website has multiple features to support people with disability and those from culturally and linguistically diverse backgrounds, including text-to-speech functionality, translated material and translation tools, and simple search.

We have published numerous resources on our website to help people understand the review process, how we apply the law, and what information is relevant when we review decisions, as well as to provide greater transparency of the Tribunal's operations.

We also published 2 captioned videos at the time of commencement, to outline the role of the Tribunal and give an overview of the review process, with Auslan interpretation.

Complaints to the Tribunal

Complaints may be made to the Tribunal verbally or in writing, including through our online complaints and feedback form.

The Tribunal has an early resolution process which seeks to respond to issues or concerns close to the time of submission. For example, this may involve providing an explanation or clarification to resolve the matter. Where an early resolution is not successful, the complainant is invited to escalate their issue or concern, at which point it is registered as a formal complaint.

We aim to provide a final response to a formal complaint within 20 working days. If more time is required because of the complexity of the complaint or the need to consult with other people before providing a response, we advise the complainant of its progress.

We treat all complaints seriously and conduct investigations in an impartial manner. Possible responses to complaints include the provision of information or an explanation, an apology, a change to practice or procedure, or consideration of additional training and development for Tribunal personnel.

On 7 November 2024, we published our new Protocol for Complaints on the Tribunal website. The purpose of this protocol is to provide guidance on:

- the matters that fall within the scope of the Protocol and will be investigated as a complaint
- how complaints are to be made to the Tribunal
- the information that should be provided when making a complaint
- the manner in which a complaint will be dealt with.

The Tribunal received 253 complaints in 2024–25, including complaints made to the AAT between 1 July 2024 to 13 October 2024. Of all complaints received, 113 were resolved through the Tribunal's early resolution process. We registered and progressed 140 complaints as formal complaints requiring investigation.

The table below shows the relationship between complaints we received and the volume of applications finalised.

Table 3.11: Complaints made to the Tribunal about our services, 2024–25¹²

	2024–25
Early resolution	113
Formal complaints	140
Total	253
Applications finalised	46,447
Complaints per 1,000 applications finalised	5.44

The table below shows the primary subject matter of formal complaints received in the reporting year.

Table 3.12: Issues raised in formal complaints to the Tribunal in 2024–2025

Subject	2024–25
Members	55
Administrative/procedural issues	21
Delay/timeliness	11
Tribunal decisions	15
Staff	15
Conference/Registrars	7
Fee and/or fee refund	2
Dispute resolution processes	5
Privacy	5
Other	4
Total	140

¹² Includes complaints made to the AAT between 1 July 2024 and 13 October 2024, prior to the commencement of the Tribunal.

The majority of early resolution complaints related to concerns about the correctness of decisions made by members, and concerns about delays in the progress of applications or communication with Tribunal applicants.

During 2024–25, the Tribunal responded to 140 formal complaints (including some complaints made prior to 1 July 2024). We responded to 76 (54%) of these complaints within the time standard of 20 working days. The median number of days from complaint to final response for all complaints was 20 working days. The time taken to handle a complaint depends on its complexity, the volume of issues to be considered and the resources available. We continue to identify strategies to improve our complaints handling processes.

We formed the view that we could have acted more appropriately in relation to 19 complaints in 2024–25. We offered an apology, where appropriate, and raised the matters with the relevant areas and personnel. The issues that arose in these complaints were procedural/administrative issues (9), staff (3), delay/timeliness (3), dispute resolution process (1), decision publication (1), fees (1), and members (1).

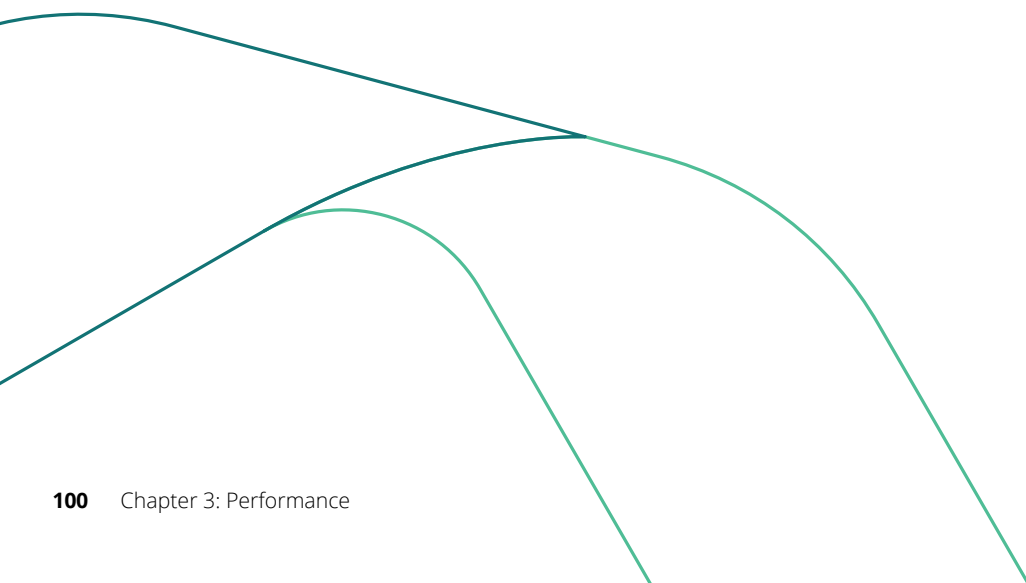
Complaints



140 formal complaints received



resolved within 20 working days



Chapter 4: Management and accountability

An abstract graphic at the bottom of the page consisting of several overlapping, curved shapes in various shades of teal and green, creating a sense of movement and depth.

Corporate governance

The Administrative Review Tribunal's (Tribunal) governance framework comprises arrangements and practices that enable us to set our strategic direction and manage our operations. It supports us to achieve our statutory objective in an effective, ethical, and accountable way.

Key elements of the framework include our management and committee structures, business planning, and risk management as well as our instructions, policies and procedures.

The Tribunal's leadership team and their responsibilities are outlined in Chapter 2: Overview of the Tribunal.

Senior management and committees

The President, and the Chief Executive Officer and Principal Registrar (Principal Registrar), were supported in carrying out their responsibilities in 2024–25 by a number of committees. The primary committees are discussed below.

The Principal Registrar is the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the agency head for the purposes of the *Public Service Act 1999* (PS Act).

Tribunal Advisory Committee

The Tribunal Advisory Committee (TAC) is established under section 236 of the *Administrative Review Tribunal Act 2024* (ART Act) and supports the President and the Principal Registrar to promote the Tribunal's statutory objective, the professional development of members, and to oversee the Tribunal's caseload including identifying trends, patterns and systemic issues. The TAC is chaired by the President and its other members are the Principal Registrar and the jurisdictional area leaders. The TAC usually meets once per month and holds extraordinary meetings as required.

Subcommittees under the TAC are established with the agreement of the TAC. Other Tribunal committees and governance supporting structures are established under the authority of the Senior Management Committee (SMC) as required by legislation or as determined to assist in carrying out the Tribunal's purpose.

Further details about the TAC are provided in the President's report in Chapter 1: The year in review.

Senior Management Committee

The Principal Registrar established the SMC at the commencement of the Tribunal. The SMC assists the Principal Registrar to meet his responsibilities in assisting the President in managing the administrative affairs of the Tribunal and to provide its corporate and registry services. The SMC is chaired by the Principal Registrar and all Tribunal Senior Executive Service (SES) officers are members of the Committee. The SMC usually meets once per month and holds extraordinary meetings as required.

Audit and Risk Committee

The Audit and Risk Committee (ARC) provides independent advice to the Principal Registrar by considering financial reporting, performance reporting and systems of internal control and risk management. The ARC is comprised of an independent chair and 2 other independent members. The ARC met 3 times between the commencement of the Tribunal on 14 October 2024 and 30 June 2025. Further information about the ARC and its membership during the reporting year can be found in Appendix 6: Other mandatory information.

Portfolio Control Group and Portfolio Control Operational Group

The Portfolio Control Group (PCG) has been established to assist the Principal Registrar to coordinate and prioritise strategic activities and resource allocation. At 30 June 2025, PCG membership consisted of the Chief Operating Officer (Chair), the Chief Finance and Analytics Officer, the Chief Information Officer, the Executive Director – Case Management, and the Executive Director – User and Member Services.

The Portfolio Control Operational Group (PCOG) is a subcommittee under the PCG consisting of key internal stakeholders from various business areas. The PCOG is responsible for determining the priority of project work to support the Tribunal's business as usual work and delivery of strategic objectives, and to provide advice and recommendations to the PCG relating to the Tribunal's operational programs, projects, and activities. The PCOG meets monthly and has a standing item at each meeting of the PCG to report on its activities.

Figure 4.1: Tribunal's governance framework

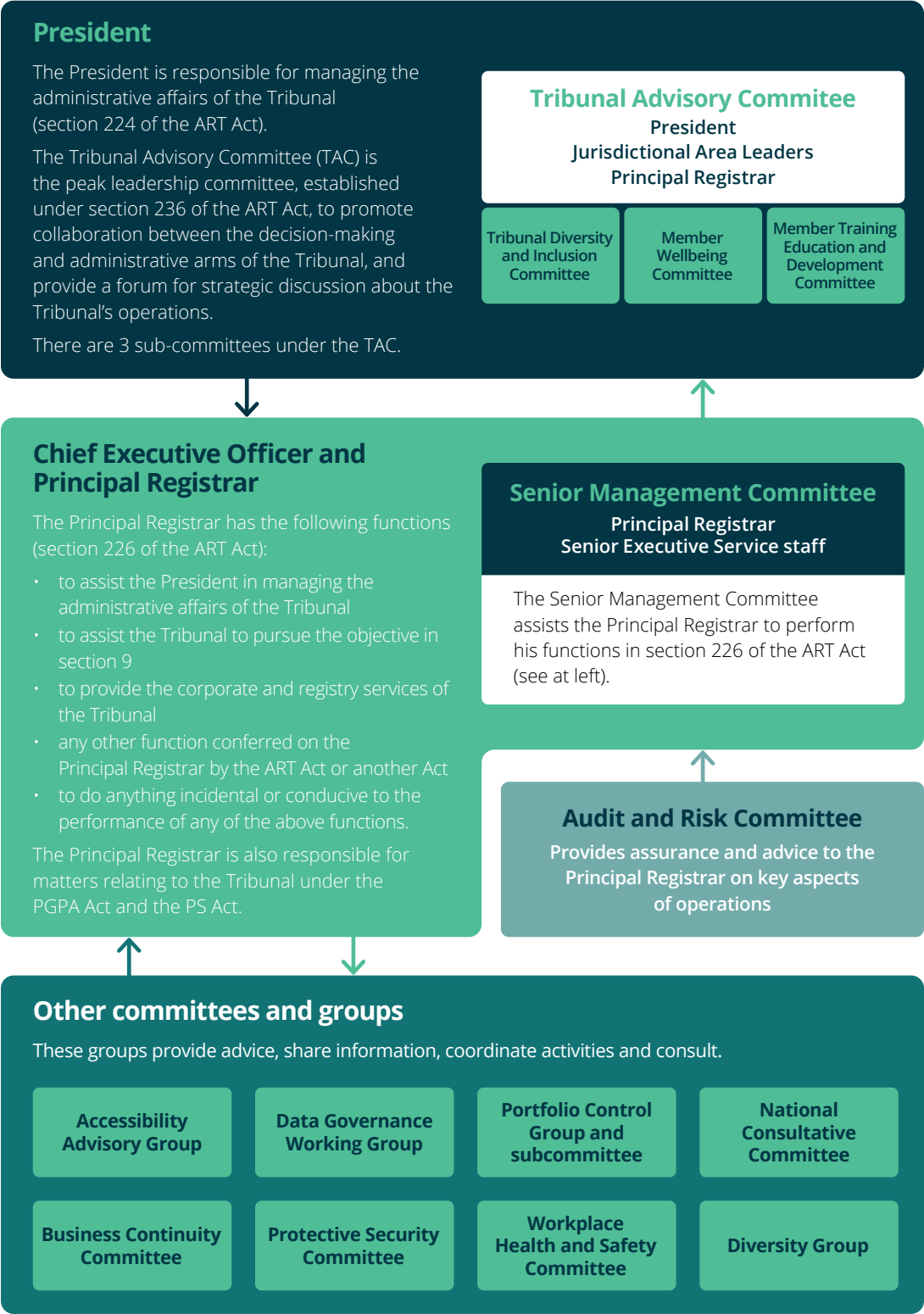
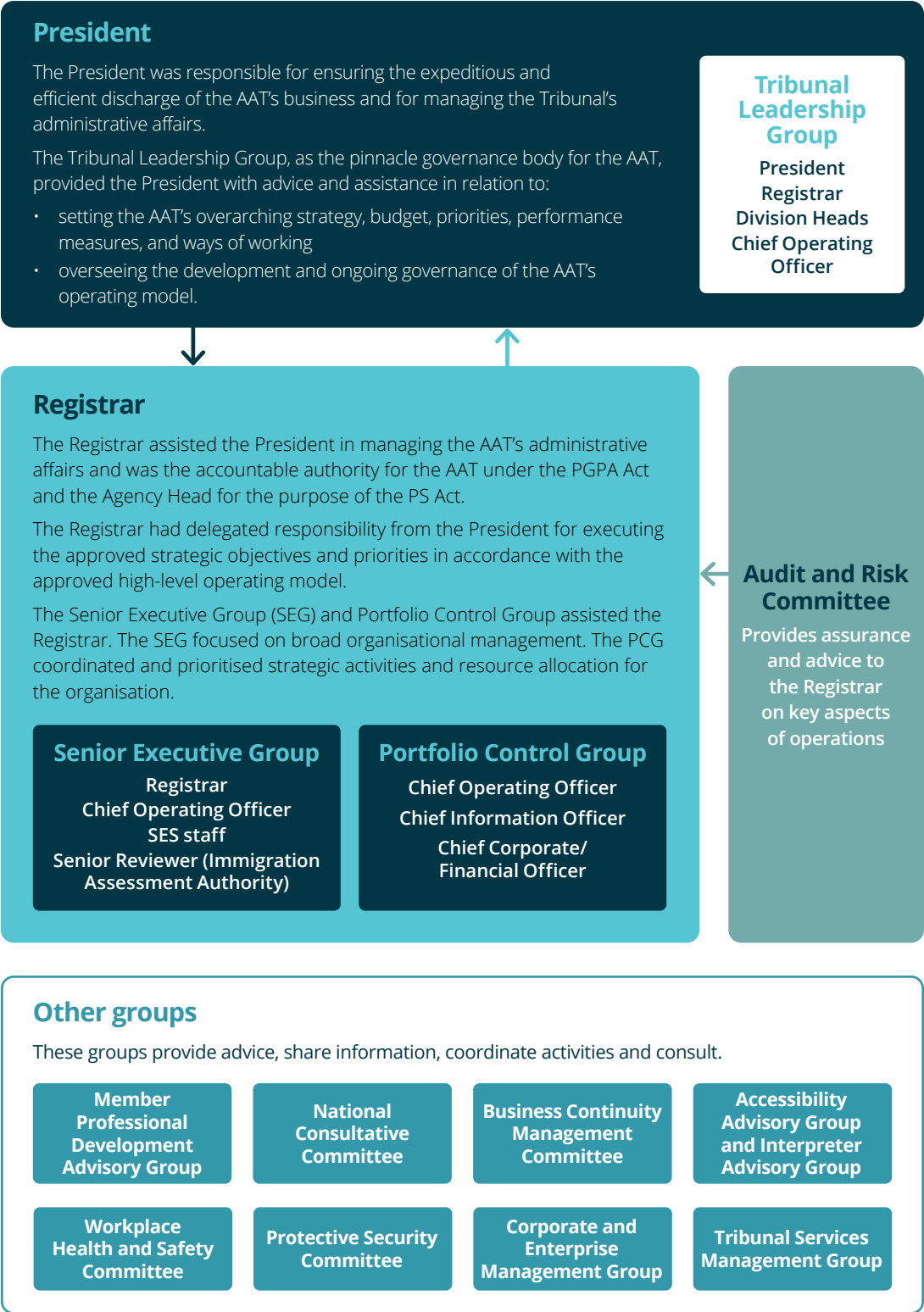


Figure 4.2: Former AAT governance committees



Business planning

We developed and published a corporate plan as required by section 35 of the PGPA Act following the commencement of the Tribunal. The Corporate Plan 2024–25 describes our purpose and key activities, the environment we operate in, the capabilities we need to undertake our key activities, our risk oversight and management systems, and how we measure and assess performance. Performance against the measures in our corporate plan is in the annual performance statements in Chapter 3: Performance. The Corporate Plan is available on our website.

Senior management prepared business plans for 2024–25 with specific priorities in their areas of responsibility to achieve the activities set out in the Corporate Plan. Our key achievements for the reporting year are noted in Chapter 1: The year in review.

Risk management

The management of risk is fundamental to the way we set strategies, make decisions and undertake our daily work. Our approach is outlined in the Tribunal's Risk Management Framework, developed in line with the Commonwealth Risk Management Policy 2023.

In 2024–25, the Audit and Risk Committee reviewed our enterprise risk register, which included key risks identified in our Corporate Plan 2024–25 as well as emerging risks. During the reporting year, we regularly monitored and reviewed risks, with a focus on those associated with the transition from the AAT to the Tribunal and maintaining our legacy case management systems. We also identified emerging risks related to financial funding arrangements, legislative processes, skills retention and psychosocial hazards.

The Comcover Risk Management Benchmarking Program for 2025 rated the Tribunal's overall level of risk management maturity as 'Embedded', the fourth highest result in a five-stage model from 'Simple' to 'Advanced'.

Throughout the reporting year, external and internal audit programs identified opportunities for improvement and provided assurance in relation to our control environment and operations.

As mentioned in Chapter 1: The year in review, KPMG was appointed for an initial 2-year term as the Tribunal's internal auditor in early 2025. The SMC and ARC developed and approved a 2-year internal audit plan that maps out our audit and assurance activities through to the end of 2026–27.

Internal auditors completed the following reviews during the year:

- Transformation Advisory Review (PGPA Act compliance, performance measures, and new annual reporting requirements)
- Remuneration Tribunal Compliance Review.

The following internal audits commenced during 2024–25:

- Fees and waivers
- Work health and safety.

We addressed issues identified in external and internal audits, and our ARC monitored the implementation of audit recommendations.

During the reporting year, no significant non-compliance with finance law was reported to the Minister for Finance under paragraph 19(1)(e) of the PGPA Act.

We strengthened our risk controls through regular nationwide security audits of access control systems, cybersecurity enhancements, and updates to all reporting functions and procedures relating to risk areas. We operate in a flexible hybrid working environment supported by secure online platforms that enable capabilities and continuity across all operational areas.

Fraud control

The Tribunal has a Fraud and Corruption Control Plan that sets out how we prevent, detect and respond to any fraud or corruption in our operations and functions. As part of the transition from the AAT to the Tribunal, we reviewed and updated this Plan and related fraud register to ensure alignment with whole-of-government requirements as well as changes that were endorsed by the ARC.

During the reporting year, we completed several regular and ad-hoc reviews of our physical, information and personnel security processes and operations to detect instances of potential fraud. These included:

- undertaking building access card and key safe audits
- consolidating user access and accounts in our electronic access control system
- conducting security clearance health checks when there are changes in circumstances
- auditing high-security areas to meet the requirements of the Protective Security Policy Framework, the Australian Government's policy for managing physical, information and personnel security.

We also have ongoing mechanisms in place to detect and respond to fraud and corruption at the Tribunal including:

- annual review of the Fraud Risk Register
- maintaining a current Fraud and Corruption Control Plan
- mandatory staff awareness and training
- a confidential reporting channel
- an internal audit program
- participation in the Fraud in Commonwealth Survey
- investigation protocols.

Certification of Tribunal fraud control arrangements



I, Michael Hawkins, certify that the Tribunal:

- has prepared fraud risk assessments and fraud control plans
- has in place appropriate mechanisms for preventing, detecting incidents of, investigating, or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the Tribunal, and
- has taken all reasonable measures to deal appropriately with fraud relating to the Tribunal.

A handwritten signature in blue ink, appearing to read "Michael Hawkins".

Michael Hawkins AM
Chief Executive Officer and Principal Registrar
9 September 2025

Maintaining ethical standards





The Tribunal is committed to ensuring a culture of integrity and ethical behaviour amongst its members and staff. Following the establishment of the Tribunal on 14 October 2024, a new Code of Conduct for Non-Judicial Members (the Code) was implemented. The Code sets out the standards of behaviour that are expected of members of the Tribunal and supports promotion of public trust and confidence in the Tribunal.

To support staff in understanding their obligations, the Tribunal launched a new Performance Development Policy requiring that all staff document expectations relating to key behaviours and values. This initiative complements the implementation of the SES Performance Leadership Framework in which all SES must commit through their performance agreement to promote respectful standards of behaviour and demonstrate how they are contributing to a respectful workplace culture.

All new Tribunal staff must participate in an online staff induction program that includes completing mandatory eLearning modules within their first week of commencing. These modules include the APS Code of Conduct, Cyber Security Awareness, Preventing Fraud and Corruption, Maintaining Integrity in the APS and Sexual and Gender-Based Harassment Awareness.

We have also developed new organisational values that guide our workplace culture.

The Tribunal's values are:

	Respect We recognise our common humanity and value the diversity of perspectives.
	Integrity We build trust through open communication and principled actions.
	Collaboration We are stronger as a team and deliver better outcomes together.
	Fairness We are consistent and unbiased in how we work.

In addition to the new organisational values, the AAT Enterprise Agreement 2024–27, which continues to apply to Tribunal staff following the transition from the AAT to the Tribunal, underscores our commitment to the APS Values, Code of Conduct, and Employment Principles. These are embedded in our induction processes and reinforced through regular communications.

These initiatives reflect our dedication to maintaining high ethical standards and fostering a respectful and responsible organisational culture.

Management of human resources

Our members and staff are integral to the Tribunal's ability to perform its role as an independent merits review body. A range of learning opportunities were provided to support staff and members during the Tribunal's transition in October 2024, including workshops on navigating change, building a positive and collaborative culture, and wellbeing through LinkedIn Learning.

We continue to focus on the needs of our people so they are well-placed to provide high-quality services to the community.

Staffing overview

At 30 June 2025, there were 371 non-judicial members appointed to the Tribunal. More information about members is set out in Chapter 2: Overview of the Tribunal and Appendix 1: Members of the Tribunal.

At 30 June 2025, there were 1,030 staff working at the Tribunal: 965 employed under the PS Act and 65 engaged under labour hire or contract arrangements. Of the 965 APS employees, 830 are ongoing and 135 non-ongoing, with 59 of the non-ongoing staff engaged to undertake duties that were irregular or intermittent.

Appendix 2: Additional staffing statistics provides the number of ongoing and non-ongoing employees at 30 June 2025 for the Tribunal by employment status, classification, gender and location, and includes information on Indigenous staff representation.

Workplace planning and retention

The AAT Workforce Strategy 2022–25 continued to apply to staff during the reporting period. This strategy aims to ensure that we have the capacity and capabilities to support delivery now and into the future by attracting, developing and retaining our staff. Work will commence in 2025–26 to develop an updated Administrative Review Tribunal Workforce Strategy.

During the reporting period, we focused on supporting staff in the transition from the AAT to the Tribunal. Following the establishment of the Tribunal, staffing numbers were increased to ensure appropriate resourcing to support the functions of the Tribunal and increasing caseloads. The staged rollout of a new Case Management Solution also continued in 2024–25 to replace outdated legacy systems.

The Tribunal operates in line with the APS Strategic Commissioning Framework. This is an APS-wide approach that prioritises doing core work in-house in most cases, with outsourcing limited to specific circumstances. We have applied this approach and ensured that any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.

However, as noted earlier in the report, we continue to face challenges with recruiting at the scale needed to meet the increasing demand for our services, particularly for data and technology-related roles. We have introduced a short-term shadow workforce to assist in the management of workload outside of core business hours. This approach aims to support the health and wellbeing of staff, and assist in the reduction of psychosocial risk.

We continue to analyse key workforce data including APS Employee Census results, and gathering feedback through our National Consultative Committee, to inform our future workforce planning activities.

Employment agreements and arrangements for staff

At 30 June 2025, 1,021 non-SES APS staff were covered by the AAT Enterprise Agreement 2024–27, with 29 of those staff also having an individual flexibility arrangement. Nine were covered by determinations under section 24(1) of the PS Act.

Appendix 2: Additional staffing statistics shows the salary ranges available to APS employees in 2024–25 by classification level.

Australian Public Service Census

The final APS Census conducted under the AAT in 2024 indicated that our staff continue to have a strong commitment to the purpose and role of the agency. It also confirmed that we have a strong values-driven workforce with the knowledge and capabilities to undertake their roles.

The Census identified 3 key focus areas for improvement relating to change management, leadership and health and wellbeing. The former AAT developed an action plan to address these focus areas and the Tribunal has continued to implement it.

- Enhance change management practices
 - 68% of respondents indicated that the impacts of change were communicated well within their workgroup. However, 49% of respondents felt consulted about change at work, while 38% indicated that change is managed well in the organisation.

Since the Census, we have increased engagement with our people through providing additional forums and opportunities to provide feedback. In the Tribunal, we remain focused on embedding these changes and finding additional ways to engage.

- Focus on leadership capability and communication
 - 75% of respondents rated their immediate leader positively, and 63% rated the SES leadership positively. These results are similar to 2023 and require improvement based on APS comparisons. Encouragingly, with both sets of results, there is a large portion of neutral responses – offering scope for improvement through better collaboration.
 - Several SES positions have been confirmed since the Tribunal commenced. This provided timely opportunities to have our leadership engage and communicate direction and priorities with staff across the organisation and beyond their work area.

There will be a focus on providing new tools and training to support all managers through the implementation of policies under the Enterprise Agreement, with a focus on performance development and capability building at all levels.

- Promoting health and wellbeing
 - The wellbeing index score was 61%, in line with the 2023 AAT results.
 - A review of the Tribunal's Work Health and Safety Management System is underway to improve how we manage psychosocial hazards, incidents and workload supports.

Executive remuneration

Information relating to the remuneration of the senior leaders of the Tribunal is set out in Appendix 4.

Remuneration for the President, Principal Registrar and Tribunal members is determined by the Remuneration Tribunal.

Remuneration for SES staff in 2024–25 was determined by the Principal Registrar and set out in determinations made under section 24(1) of the PS Act.

Remuneration levels are reviewed annually by the Principal Registrar having regard to:

- the APS Executive Remuneration Management Policy
- the Australian Government Public Sector Workplace Relations Policy 2023
- an assessment of relativities with other APS agencies, as indicated in the annual APS Remuneration Report produced by the Australian Public Service Commission (APSC).

Performance pay

The Tribunal did not have a performance pay or bonus system for any staff in 2024–25 nor did we pay a performance bonus to any staff.

Non-salary benefits

Non-salary benefits available to staff during the reporting period included:

- eighteen weeks paid parental leave for primary caregivers and up to 11 weeks paid leave for secondary carers
- cultural leave available to all staff and increased cultural and ceremonial leave for First Nations employees
- access to our Studies Assistance Scheme and other learning and development opportunities
- contributions to relevant professional memberships and accreditations
- new principles and consultation provisions supporting a safe, respectful and inclusive workplace culture
- ability to participate in a public transport loans scheme
- health and wellbeing benefits such as assistance for individual and/or group participation in health and fitness activities, the Employee Assistance Program, Reach Out Program, eyesight testing and flu vaccinations.

Employees were also able to access salary sacrifice schemes providing benefits in relation to additional superannuation payments, leased motor vehicles, portable electronic devices, and airline lounge memberships.

These benefits are provided by the AAT Enterprise Agreement 2024–27 and other internal policies.

Development of our members and staff

Member professional development

The Tribunal's Member Capability and Professional Development curriculum comprised 5 core streams:

- new member inductions
- monthly all-member training
- targeted training programs to address identified needs during the early operational phase of the transition from the AAT to the Tribunal
- jurisdictional area training programs
- external conferences.

Member inductions

Four new member induction training programs were held during 2024–25. Two large member induction programs were held at external venues in Melbourne in August and October 2024. Two smaller induction programs were held in-house in the Tribunal's Sydney registry in February 2025 and the Melbourne registry in March 2025.

Each new member induction included presentations from:

- the President, on being a good Tribunal member including the Member Code of Conduct and Performance Standard
- the Principal Registrar, on the role and function of the registry and working with Tribunal staff.

Monthly all-member training

The monthly all-member training program commenced in February 2025.

Sessions included:

- Working with interpreters – Professor Sandra Hale, University of New South Wales (February)
- Decision writing for Tribunal members – Acting Justice John Griffiths (March)
- Workplace behaviour – Law Institute of Victoria, delivered as a practical case study (April)
- Trauma-informed practice – Dr Amanda Jane George, Central Queensland University (May)
- Identifying red flag of coercive control and family violence – Professor Heather Douglas, University of Melbourne (May)
- Dispute resolution skills – The Hon Tom Bathurst AC KC (June).

Targeted training programs

There were 2 specific training programs delivered during the reporting year to address identified needs of the Tribunal.

- All-member induction and training (Melbourne), sessions included:
 - the Tribunal's vision and expectations
 - the structure of Tribunal and its leadership teams
 - decision writing
 - conducting remote hearings
 - the new Tribunal legislation
 - statutory interpretation and procedural fairness in reaching adverse findings
 - accessibility
 - member wellbeing.
- Leadership Program (Sydney): jurisdictional area leaders and list leaders participated in a two-day program facilitated by the National Judicial College of Australia.

Jurisdictional area training programs

Each jurisdictional area had a focused program of internally facilitated training and communities of practice. A key objective of these training programs was to support members with skills to work across additional caseloads.

External training and conferences

The Tribunal supported members to attend a number of external training events, including conferences organised by the Council of Australian Tribunals, International Association of Refugee and Migration Judges, Law Council of Australia, and Australian Institute of Administrative Law.

Staff learning and development

During 2024–25, the AAT and the Tribunal provided our staff with a broad range of development opportunities. We maintained our focus on online learning through our learning management system and LinkedIn Learning.

To support staff during the transition from the AAT to the Tribunal in October 2024, various training activities were delivered including workshops on topics relating to navigating change and building a positive and collaborative culture. We delivered specialised training programs to registrars and staff to support them in performing their roles following policy and procedure changes under the ART Act. This training comprised a program of webinars, videos and written support materials, and in-person sessions for supervisors.

Our Studies Assistance Scheme continued to support our staff's vocational and tertiary education with financial support and study leave. The Tribunal is in the process of reviewing the policy for our Studies Assistance Scheme to ensure it remains fit for purpose and can continue to support staff development into the future.

We introduced a new Performance Development Policy and process with an increased focus on wellbeing and learning and development, linking individual training needs with organisational-level training plans. These performance development initiatives were supported by staff and manager training to aid regular role, development and career conversations.

Staff were also supported in accessing professional development opportunities related to tribunal and APS craft, including trauma-informed practice, privacy awareness, use of plain language, the Council of Australasian Tribunals National Conference, the Foundational Government Lawyer training program and the Minds Count annual lecture.

We maintained our commitment to ensuring all substantive, ongoing EL2 employees complete relevant First Nations cultural competency training through the Evolve Communities' 7 Steps to Practical Reconciliation eLearning course. Leadership development will remain a focus in 2025–26.

Workplace diversity

The Tribunal values the diversity of our workforce. At 30 June 2025, women comprised 63.6% of our APS staff, demonstrating strong representation across all classification levels. Additionally, 13.5% of our staff identified as coming from a non-English speaking background. The number of APS staff identifying as Indigenous increased from 8 to 19 employees, and 57 APS staff identified as having a disability.

We are in the process of establishing a Diversity and Inclusion Committee, with SES Champions and staff representatives, to drive the development of a new Workplace Diversity Plan. Our existing Workplace Diversity Plan expires at the end of the 2025 calendar year.

To support members, a Tribunal Diversity and Inclusion Committee has been established as a subcommittee of the TAC. This Committee's role is to promote the diversity of skills, expertise, lived experience and knowledge to advance the Tribunal's objective in section 9 of the ART Act. One aspect of that objective is accessibility and responsiveness to the diverse needs of parties to proceedings.

We recognised, celebrated and promoted learning offerings for key diversity and inclusion events, including International Women's Day, National Reconciliation and NAIDOC Weeks, International Day Against Homophobia, Biphobia, Interphobia and Transphobia, Menopause Awareness Month and Harmony Week. We delivered workshops on Neurodiversity Awareness and Pride in Diversity, and held a Yarning Circle for our SES staff in February 2025. As members of the Diversity Council of Australia and Pride in Diversity, our people have access to their e-learning courses, webinars, and networking events.

We continue to ensure our recruitment practices for staff meet expectations of transparency and merit, and align with relevant legislation and APS guidelines. Our recruitment processes provide an opportunity for applicants to advise of their diverse backgrounds, disability and request any reasonable adjustments required to participate throughout the process through participation in the RecruitAbility scheme.

It is important we attract, retain and support staff from diverse backgrounds, abilities and perspectives that reflect the community we serve.

Work health and safety

The Tribunal is committed to safeguarding the health, safety, and wellbeing of all staff and members by maintaining a proactive, systematic approach to Work Health and Safety (WHS). We recognise that a safe, healthy, and supportive workplace is critical to delivering high-quality services to the public, retaining a skilled workforce, and meeting our obligations under the *Work Health and Safety Act 2011* (WHS Act) and other relevant legislation.

In 2024–25, the Tribunal continued to strengthen its WHS Management System by reviewing and updating policies and procedures – including the Management System policy, the Incident Management procedure and the Consultation, Cooperation and Communication procedure – to reflect the transition from the AAT to the Tribunal. We ensured alignment with our new structure, functions, and operational risks. We focused on embedding a culture of shared responsibility, consultation, and continuous improvement across all levels of the organisation.

Our approach is underpinned by governance structures such as the WHS Committee, proactive risk management practices, health promotion initiatives, and wellbeing supports tailored to member and staff needs. This section outlines the measures taken during the reporting year to maintain compliance, enhance staff wellbeing, respond to identified risks, and strengthen our overall WHS capability in line with the Tribunal's strategic priorities.

The WHS Committee meets quarterly to facilitate collaboration between Health and Safety Representatives, leadership representatives, and WHS staff coordinators. The Committee focuses on identifying, reviewing, and discussing WHS and wellbeing matters, determining health and safety outcomes, implementing corrective actions, and recording recommendations based on incident identification and investigation.

In 2024–25, the Tribunal continued to invest in the health, safety, and wellbeing of members and staff through the implementation of health and wellness programs. Engagement with and effectiveness of these programs is monitored through participation reports, census results, and staff feedback. We remain committed to ensuring these programs are relevant to the needs and risks of our organisation and that they support consistent uptake and usage.

During the reporting year, initiatives included:

- early intervention and rehabilitation support for those with health conditions
- workstation assessments, ergonomic equipment and reasonable adjustments
- appointment of new Wellbeing Support Officers in June 2025 to provide confidential peer support (including mental health first aid)
- launch of the RARE (Recognise, Assist, Refer, Engage) program to upskill staff and managers to recognise and respond to mental health or wellbeing challenges
- annual flu vaccinations (onsite clinics and vouchers)
- introduction of Fitness Passport for subsidised access to gyms and fitness facilities for staff and their families
- renewal and expansion of our Employee Assistance Program (EAP) contract and an enhanced communication strategy to support staff awareness and access
- a range of eLearning and webinars including mental health awareness, psychosocial risk management and our positive duty under the *Sex Discrimination Act 1984*.

Notifiable incidents and investigations

The Tribunal reported one notifiable incident to Comcare in 2024–25 under section 38 of the WHS Act. The incident was notified promptly in accordance with legislative requirements. The inspector was satisfied with the hazard assessment and risk management measures implemented in response to the incident and subsequently released the site without further regulatory action. No notices were issued to the Tribunal under Part 10 of the WHS Act. No investigations were conducted in relation to this incident by Comcare.

In line with legislative duties to ensure, so far as reasonably practicable, the health and safety of workers, the Tribunal undertook a structured incident management process including:

- immediate hazard assessment to identify potential sources and risk factors
- air quality testing conducted by qualified personnel to confirm exposure levels were within safe limits
- implementation of control measures to manage any identified risks, including ventilation checks and isolating the area as required
- consultation and communication with affected staff about the hazard, testing outcomes, and control measures

- provision of reasonable adjustments to support staff wellbeing, including modified duties and alternative work locations where needed
- a post-incident review to identify lessons learned and opportunities to strengthen hazard management processes for similar risks in the future.

These actions reflected the Tribunal’s commitment to maintaining a safe and healthy workplace in compliance with the WHS Act and associated Regulations.

Compensation

During the reporting year, 3 claims for workers compensation were accepted by Comcare. The Tribunal continued to uphold its obligations under the *Safety, Rehabilitation and Compensation Act 1988* by delivering individualised rehabilitation management, advice and support to employees experiencing work-related injuries and illnesses.

We maintained a proactive approach to early intervention, aiming to reduce the severity and duration of injuries and facilitate sustainable return-to-work outcomes. The Tribunal worked closely with Comcare to ensure timely claims management, effective rehabilitation planning, and the wellbeing of our employees.

Table 4.3: Trends in compensation claims, 2023–24 to 2024–25

	2023–24	2024–25
Number of claims accepted	4	3

Workplace harassment

The Tribunal is committed to providing a safe, respectful, inclusive and equitable workplace for all employees, members and contractors. We maintain a zero-tolerance approach to harassment, bullying, sexual harassment and discrimination, consistent with our obligations under the PS Act, the WHS Act, and the Sex Discrimination Act.

In 2024–25, the Tribunal strengthened its framework to prevent and respond to workplace harassment, bullying and sexual harassment by:

- implementing our Respectful Workplace Conduct Policy, which sets out clear behavioural expectations, definitions, reporting mechanisms, and responsibilities for all employees. The policy aligns with the Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces recommendations and the Australian Government's Respect@Work Implementation Plan
- meeting our Positive Duty under the Sex Discrimination Act by taking proactive and reasonable measures to eliminate, as far as possible, sexual harassment, sex discrimination, hostile workplace environments and victimisation
- incorporating the new WHS (Sexual and Gender-based Harassment) Code of Practice 2025, which provides practical guidance for identifying, assessing and controlling risks of sexual and gender-based harassment at work, consistent with the WHS Act and associated Regulations
- ensuring all policies and procedures align with the APS Commissioner's Directions 2022, the APS Values, and the APS Code of Conduct, which require employees to act with respect, courtesy and professionalism, and to uphold the integrity and good reputation of the APS.

The Tribunal recognises that preventing harassment and bullying requires strong leadership, clear policies, regular communication and practical capability-building initiatives. In 2024–25, we delivered and maintained a range of proactive measures, including:

- regular communication with staff and managers to reinforce expectations about respectful workplace behaviour, the Tribunal's zero-tolerance approach, and available reporting mechanisms
- leadership discussions to ensure managers understand their obligations to model respectful behaviour, address issues early, and foster an inclusive culture
- mandatory training and induction modules for all staff and managers, to support them in understanding their responsibilities with regard to bullying, harassment and sexual and gender-based violence
- ongoing guidance and training for managers on how to identify, assess and manage risks of harassment in line with WHS duties and the 2025 Code of Practice.

We respond to all allegations of bullying, harassment and sexual harassment in a supportive, considerate, respectful and confidential manner. In 2024–25, the Tribunal:

- maintained clear channels, supported by policy, for reporting complaints to line managers, People and Culture, Wellbeing Support Officers and other appropriate personnel
- assessed reports promptly and, where appropriate, conducted formal investigations in line with procedural fairness and natural justice, consistent with APS and WHS obligations
- adopted a trauma-informed, victim-centred approach to managing complaints of sexual harassment and gender-based harassment, consistent with best-practice guidelines
- applied robust control measures to prevent recurrence and support safe, respectful working relationships.

The Tribunal recognises the importance of supporting staff wellbeing in preventing and responding to harassment. Our trained Wellbeing Support Officers provided confidential mental health first aid, information about the Tribunal's processes, and connections to internal and external support services.

The Code of Conduct for Non-Judicial Members contains provisions dealing with sexual harassment, bullying and discrimination. During the reporting period, information sessions on the Code were conducted in each of the Tribunal's registries. In addition, as outlined earlier in this chapter, the Law Institute of Victoria delivered a session to members on workplace behaviour. Many of the initiatives referred to above relating to staff also applied to members. As with staff, the Tribunal maintains a zero-tolerance approach to harassment, bullying, sexual harassment and discrimination by members.

Productivity gains

Tribunal registrars

The commencement of the Tribunal provided an opportunity to improve productivity and efficiency. Legislative reforms have given the President powers to authorise Tribunal registrars to perform a broader range of functions that were previously limited to members or authorised staff in specific caseloads.

These changes give the Tribunal greater flexibility in managing and resolving applications for review. This is consistent with our statutory objective to ensure that applications are resolved quickly, and with as little formality and expense, as a proper consideration of the matters before the Tribunal permits.

Under the ART Act, Tribunal registrars can be authorised to perform functions where the issue is uncontested, the parties have agreed on a course of action, or the matter is routine and better handled by a registrar than a member. This includes resolving matters early where possible, or better preparing them for consideration by a member. For example, registrars use directions powers in the student caseload to require information on the criteria that the Tribunal must consider in making a decision.

Empowering registrars to perform a wider range of tasks contributes to the Tribunal's efficiency by enabling members to focus on conducting hearings, making decisions and undertaking other tasks that require more complex analysis or a significant exercise of discretion.

Since the Tribunal's commencement, there has been substantial recruitment of new registrars at various APS levels. At 30 June 2025, the Tribunal employed 55 full-time equivalent registrars.

In 2025–26, the Tribunal will recruit additional registrars and refine case pathways to ensure registrar powers are used in the optimal way consistent with the needs of our users. We will also develop new case pathways and ensure the Tribunal leverages its powers appropriately to meet its statutory objective. This will be an ongoing program of work that achieves greater efficiencies in Tribunal operations over time.

Case Management Solution

The Case Management Solution (CMS) program remains a key pillar to achieving significant productivity gains for the Tribunal over the longer term. Total funding for the CMS program is \$29.64 million from 2022–23 to 2026–27.

In 2024–25, the Tribunal released IRIS (Integrated Reviews Information System). IRIS is our new case management system that will progressively replace existing legacy systems. From 28 March 2025, all new NDIS applications have been processed using IRIS, with other Tribunal caseloads being activated in the new system as quickly as possible.

As the CMS development and integration continues in the coming years, we expect to find efficiencies in how we work, and to deliver an improved user experience for our staff and stakeholders. Importantly, the expectation that the CMS program will deliver efficiencies has been factored into our funding arrangements, which include efficiency savings over the coming years.

Administrative Appeals Tribunal productivity gains

There were no AAT productivity gains reported for 2024–25 as resources were directed at establishing the Tribunal.

Purchasing

The Tribunal's internal procurement policies and procedures reflect the Commonwealth Procurement Framework. These policies support staff to apply the Commonwealth Procurement Rules (CPRs) and Procurement Connected Policies (PCPs) appropriately and effectively.¹

In 2024–25 we enhanced and maintained these policies, procedures, resources and systems. This included:

- developing and maintaining extensive intranet and template resources
- managing registers and record-keeping systems
- promoting best practice procurement and contract management across the Tribunal through regular communications and education strategies.

The procurement team worked with procuring officers to ensure all procurement activities met requirements. This included providing advice on procurement methods, such as whole-of-Australian-Government panels, other panel arrangements, and open or limited tenders.

All procurements were supported by a CPR Division 1 Assessment to ensure:

- value for money
- competition was encouraged
- efficient, effective, economical and ethical use of government resources
- accountability and transparency.

The Tribunal also increased participation of Indigenous businesses, in line with the Indigenous Procurement Policy. We did this by identifying and including at least one Indigenous business, where possible, in panel request for quotes (RFQs), ensuring the requirements of the Indigenous Procurement Policy were observed, and by promoting the use of Supply Nation, the Indigenous business directory.

¹ On 14 October 2024, the AAT transitioned to the Tribunal. All AAT contracts and commercial arrangements automatically transferred to the Tribunal under Item 13 of Schedule 16 to the *Administrative Review Tribunal (Consequential and Transitional Provisions No. 1) Act 2024*. References to the Tribunal in this section include AAT activities from 1 July to 13 October 2024.

The Tribunal supported small business participation in the Commonwealth Government procurement market. We enabled engagement by making ourselves approachable during procurement exercises and using plain English in our RFQs. We also identified and included at least one small and medium enterprise, where possible, in panel RFQs, used the Commonwealth Contracting Suite, and complied with policies to ensure that invoices were paid on time. Small and Medium Enterprises and Small Enterprise participation statistics are available on the Department of Finance’s website.

During the reporting period, the Tribunal maintained records of all contracts valued at \$10,000 (GST inclusive) or more. These included documents relating to the procurement and decision-making process, the contract and purchase order, and ongoing contract management information. Reportable contracts were reported on AusTender accurately, and contract notices were updated in accordance with our obligations under the CPRs.

Consultants

The Tribunal uses consultants where there is a need for independent research, assessment, specialist knowledge or skills. Before engaging a consultant, we assess business requirements, internal capacity and the cost-effectiveness of contracting.

All consultant engagements follow internal procurement policies and procedures reflecting the Commonwealth Procurement Framework.

In 2024–25, the Tribunal engaged consultants specifically to conduct audits and investigations and provide independent advice and solutions to inform our decision-making.

Table 4.4: Actual expenditure on reportable consultancy contracts in 2024–25

Reportable consultancy contracts	Number of contracts	Total expenditure \$'000 (GST inc.)
New contracts entered during the reporting period	2	\$42
Ongoing contracts entered during a previous reporting period	3	\$214
Total	5	\$256

This table contains the actual combined expenditure of the AAT and the Tribunal.

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website: www.tenders.gov.au.

Reportable non-consultancy contracts

Reportable non-consultancy contracts refer to any arrangement published on AusTender which is not a reportable consultancy contract. This means that a contract published on AusTender for anything other than consultancy, is a reportable non-consultancy contract.

Table 4.5: Actual expenditure on reportable non-consultancy contracts in 2024–25

Reportable non-consultancy contracts	Number of contracts	Total expenditure \$'000 (inc. GST)
New contracts entered during the reporting period	112	\$11,025
Ongoing contracts entered during a previous reporting period	80	\$17,556
Total	192	\$28,581

This table contains the actual combined expenditure of the AAT and the Tribunal.

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of individual contracts is available on the AusTender website: www.tenders.gov.au.

Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts

Table 4.6: Organisations receiving a share of reportable consultancy contract expenditure in 2024–25 (top 5 by expenditure)

Name of Organisation	Expenditure \$'000 (GST inc.)
Grindstone Creative Pty Ltd	\$114
RSM Australia Pty Ltd	\$73
KPMG	\$30
ORIMA Research	\$27
Starpoint Group	\$12

This table contains the actual combined expenditure of the AAT and the Tribunal.

Table 4.7: Organisations receiving a share of reportable non-consultancy contract expenditure in 2024–25 (top 5 by expenditure)

Name of Organisation	Expenditure \$'000 (GST inc.)
Translationz	\$4,256
Data#3 Limited	\$2,750
Comcare	\$1,112
Amnesia Pty Ltd	\$1,100
BT Automation Pty Limited	\$1,014

This table contains the actual combined expenditure of the AAT and the Tribunal.

Reporting on purchases

Details of all contracts valued at \$100,000 (GST inclusive) or more that are current in the most recent calendar or financial year are available on the AusTender website in accordance with the Senate order on agency contracts.


Table 4.8: Contracts valued at \$100,000 (GST inclusive) or more that did not include a clause providing for the Auditor-General to have access to the contractor's premises, 2024–25

Name of organisation	Contract value \$'000 (GST inc.)	Purpose	Reason for non-inclusion of clause
Lexis Nexis	\$585	Online and print subscription service	Given the nature of the services, access to LexisNexis' premises, systems and personnel was not required for the purposes of verifying performance. This reflects the standard market position for similar services.
Thomson Reuters	\$601	Online and print subscription service	Given the nature of the services, access to Thomas Reuters' premises, systems and personnel was not required for the purposes of verifying performance. This reflects the standard market position for similar services.

There were no contracts valued at \$10,000 (GST inclusive) or more, or standing offers, exempt from being published on the AusTender website on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982*.

Appendix 1: Members of the Tribunal

This appendix contains:

- a list of the Tribunal's members at 30 June 2025
 - a table showing the number of members assigned to each jurisdictional area at 30 June 2025
 - lists of appointment changes during 2024–25
 - profiles of the President and the jurisdictional area leaders
 - information on the member Code of Conduct
 - information on the member Performance Standard.
- 

Members at 30 June 2025

Table A1.1 contains details of appointment at 30 June 2025 for all officers of the Tribunal made under the *Administrative Review Tribunal Act 2024* (ART Act), as required by paragraph 8(2)(d) of the *Freedom of Information Act 1982*. The table does not include Australian Public Service (APS) employees within the meaning of the *Public Service Act 1999*.

The President, deputy presidents, senior members and general members are appointed under Division 3 of Part 8 of the ART Act.

Details relating to the President appear first. Judicial deputy presidents, non-judicial deputy presidents, senior members and general members are then listed by membership category, salaried/sessional status and then alphabetically.

Each officer's record sets out the following information:

- the date on which their appointment to the Tribunal commenced
- the date on which their current appointment is due to end
- the state or territory in which they are located, and
- for deputy presidents, senior members and general members, the jurisdictional area(s) of the Tribunal to which they are assigned at the date shown above.

The jurisdictional areas are set out with the following abbreviations:

- GEN – General
- I&S – Intelligence and Security
- MIG – Migration
- NDIS – National Disability Insurance Scheme
- PRO – Protection
- SOC – Social Security
- T&B – Taxation and Business
- VWC – Veterans' and Workers' Compensation.

For any member who was, immediately before 14 October 2024, appointed to the AAT and became a member of the Tribunal on 14 October 2024, their appointment to the Tribunal is noted as having commenced on 14 October 2024.

The Tribunal maintains a Table of Statutory Appointments on its website which includes details for all current members of the Tribunal.

Table A1.1: Members of the Tribunal at 30 June 2025

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
President				
Judges of the Federal Court				
The Hon Justice Emilios Kyrou AO	14 October 2024	8 June 2028	VIC	
Deputy president				
Judges of the Federal Court				
The Hon Justice Berna Collier	14 October 2024	9 December 2025	QLD	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Craig Colvin	14 October 2024	19 July 2025	WA	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Lisa Hespe	14 October 2024 Reappointed 25 May 2025	24 May 2027	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Ian Jackman	14 October 2024	6 December 2025	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Geoffrey Kennett	14 October 2024 Reappointed 25 May 2025	24 May 2027	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Timothy McEvoy	14 October 2024	9 December 2025	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Melissa Perry	14 October 2024	19 July 2025	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Thomas Thawley	14 October 2024	19 July 2025	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Judges of the Federal Circuit and Family Court of Australia (Division 1)				
The Hon Justice Victoria Bennett AO	14 October 2024	9 December 2025	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Non-judicial deputy president – salaried				
Peter Britten-Jones	14 October 2024	13 October 2029	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Simone Burford	14 October 2024	21 July 2029	WA	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Kruna Dordevic	14 October 2024	21 July 2029	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Gina Lazanas	14 October 2024	21 July 2029	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Kathryn Millar	14 October 2024	30 June 2029	SA	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Damien O'Donovan	14 October 2024	21 July 2029	QLD	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Shahyar Roushan	14 October 2024	30 June 2029	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Non-judicial deputy president – sessional				
Kathryn McMillan KC	14 October 2024	21 July 2029	QLD	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Clare Thompson SC	14 October 2024	21 July 2029	WA	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Senior members				
Salaried				
Sean Baker	14 October 2024	13 October 2029	VIC	GEN, MIG, NDIS, PRO, SOC
Katherine Bean	14 October 2024	13 October 2029	NSW	GEN, MIG, NDIS, PRO, SOC, VWC
Margret Bourke	14 October 2024	30 June 2029	VIC	MIG, PRO
Nicole Burns	14 October 2024	30 June 2029	VIC	MIG, PRO
Alison Clues	14 October 2024	18 August 2028	TAS	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Glen Cranwell	14 October 2024	18 August 2029	QLD	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Bridget Cullen	14 October 2024	13 October 2027	QLD	GEN, MIG, NDIS, PRO, VWC
Gabrielle Cullen	14 October 2024	30 June 2029	NSW	GEN, MIG, NDIS, PRO
Bertus de Villiers	7 April 2025	6 April 2028	WA	GEN, MIG, NDIS
Denis Dragovic	14 October 2024	13 October 2027	VIC	MIG, PRO
Phillip French	14 October 2024	13 October 2029	NSW	GEN, NDIS
Andrew George	14 October 2024	13 October 2029	NT	GEN, MIG, NDIS, PRO, SOC, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Tamara Hamilton-Noy	14 October 2024	30 June 2029	VIC	GEN, MIG, PRO, SOC
Mark Harrowell	14 October 2024	13 October 2029	NSW	GEN, I&S, MIG, PRO, SOC, T&B, VWC
Michael Ison	14 October 2024	30 June 2028	VIC	GEN, MIG, PRO
Marten Kennedy	14 October 2024	13 October 2029	SA	GEN, MIG, PRO, SOC
Giovanni Longo	14 October 2024	13 October 2028	VIC	GEN, MIG, PRO, SOC
Jane Lye	14 October 2024	13 October 2028	QLD	GEN, I&S, SOC, T&B, VWC
Chelsea Lyford	14 October 2024	13 October 2029	WA	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Nicholas Manetta	14 October 2024	30 June 2028	SA	GEN, MIG, PRO, T&B, VWC
Philip Martin	14 October 2024	13 October 2029	VIC	MIG, PRO
Geoffrey McCarthy	14 October 2024	18 August 2029	ACT	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Alison Mercer	14 October 2024	30 June 2029	VIC	MIG, PRO
Alison Murphy	14 October 2024	13 October 2029	VIC	GEN, MIG, NDIS, PRO, SOC
Andrew Nikolic AM CSC	14 October 2024	30 June 2028	VIC	GEN, I&S, MIG, PRO, T&B, VWC
Irene O'Connell OAM	14 October 2024	29 September 2029	NSW	MIG, NDIS, PRO
Kim Parker	14 October 2024	13 October 2029	VIC	GEN, MIG, NDIS, SOC, T&B, VWC
Kira Raif	14 October 2024	13 October 2029	NSW	GEN, MIG, NDIS, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
John Rau SC	14 October 2024	30 June 2029	SA	GEN, MIG, PRO, SOC, VWC
Kim Rosser	14 October 2024	18 August 2029	NSW	GEN, MIG, NDIS, PRO, SOC, VWC
Cabrini Shepherd	14 October 2024	13 October 2028	SA	GEN, I&S, MIG, NDIS, PRO, SOC, VWC
Theresa Simon	14 October 2024	13 October 2028	NSW	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Meenakshi Sripathy	14 October 2024	30 June 2029	NSW	GEN, MIG, PRO, SOC
Aaron Suthers	14 October 2024	13 October 2029	WA	GEN, MIG, NDIS, SOC, T&B, VWC
Linda Symons	14 October 2024	30 June 2029	NSW	MIG, PRO
Theodore Tavoularis	14 October 2024	13 October 2027	QLD	GEN, MIG, PRO, T&B, VWC
Sabine Thode	14 October 2024	13 October 2029	NSW	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
David Thomae AM	14 October 2024	13 October 2028	QLD	GEN, I&S, MIG, T&B, VWC
Christopher Thwaites	14 October 2024	13 October 2028	VIC	GEN, MIG, NDIS, PRO
Susan Trotter	14 October 2024	13 October 2029	QLD	GEN, MIG, NDIS, PRO, SOC
Sessional				
Joanne Collins	14 October 2024	13 October 2029	QLD	NDIS
Louise Nicholls	14 October 2024	30 June 2028	NSW	GEN, MIG, NDIS, PRO
Robert Olding	14 October 2024	30 June 2027	QLD	GEN, T&B
Peta Spender	2 December 2024	1 December 2028	ACT	GEN, MIG, NDIS, SOC, T&B, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Penelope Thew	7 April 2025	6 April 2028	NSW	GEN, MIG, T&B, VWC
Robert Titterton OAM	14 October 2024	13 October 2028	NSW	GEN, MIG, NDIS, PRO, T&B, VWC
James Walsh	14 October 2024	13 October 2029	QLD	GEN, SOC
Alexander Ward AM	14 October 2024	30 June 2028	SA	GEN, VWC
Simon Webb	14 October 2024	13 October 2029	ACT	GEN, I&S, MIG, NDIS, SOC, T&B, VWC
General members				
Salaried				
Michael Abood	14 October 2024	13 October 2029	NSW	GEN, T&B, VWC
Kylie Allen	14 October 2024	8 October 2025	NSW	MIG, PRO
Adrienne Anderson	14 October 2024	7 November 2025	VIC	MIG, PRO
Robyn Anderson	14 October 2024	30 June 2029	VIC	GEN, MIG, PRO, SOC
Mark Ascione	14 October 2024	29 September 2029	ACT	GEN, MIG, NDIS, PRO, VWC
Sheridan Aster	14 October 2024	13 October 2029	VIC	MIG, PRO
Nicolas Augoustinos	14 October 2024	13 October 2028	NSW	GEN, PRO, T&B
Thuy Huong Baggiano	14 October 2024	13 October 2029	QLD	MIG, PRO
Mia Bailey	14 October 2024	8 October 2025	QLD	MIG, PRO
Joanne Bakas	14 October 2024	24 September 2025	SA	GEN, MIG, NDIS, PRO, SOC
Wendy Banfield	14 October 2024	30 June 2028	ACT	MIG, PRO
David Barker	14 October 2024	30 June 2027	NSW	MIG, NDIS, PRO, VWC
Glynis Bartley	14 October 2024	8 October 2025	NSW	MIG, PRO
Troy Barty	14 October 2024	4 February 2026	VIC	GEN, MIG, NDIS, PRO, SOC
Kim Boyd	14 October 2024	29 September 2028	VIC	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Fiona Brady	14 October 2024	18 August 2029	SA	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Melissa Bray	14 October 2024	7 November 2025	VIC	MIG, PRO
Michael Brereton	14 October 2024	7 November 2025	VIC	I&S, MIG, PRO
Max Bruce	14 October 2024	13 October 2029	SA	GEN, MIG, PRO, T&B
Naomi Bryant	14 October 2024	13 October 2028	TAS	GEN, MIG, NDIS, PRO, SOC, VWC
Micah Burch	14 October 2024	29 September 2029	NSW	GEN, MIG, PRO, T&B, VWC
Anna Burke AO	14 October 2024	30 June 2029	VIC	GEN, MIG, SOC, VWC
Rosalind Burke	14 October 2024	13 October 2029	SA	GEN, MIG, PRO, VWC
Bryn Butler	14 October 2024	7 November 2025	VIC	MIG, PRO
Jason Cabarrús	14 October 2024	8 October 2025	NSW	MIG, NDIS, PRO, VWC
Jodie Camden	14 October 2024	10 October 2029	NSW	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Robert Cameron	14 October 2024	13 October 2029	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Mark Carey	14 October 2024	18 August 2029	VIC	GEN, MIG, SOC, VWC
Christian Carney	14 October 2024	13 October 2029	VIC	GEN, MIG, PRO
Holly Casey	17 March 2025	16 March 2027	TAS	GEN, PRO, SOC
Elim Chan	14 October 2024	18 August 2029	SA	GEN, I&S, MIG, PRO, SOC
Arti Chetty	14 October 2024	29 September 2029	VIC	MIG, PRO
Richard Chia	14 October 2024	18 August 2028	NSW	GEN, MIG, PRO, SOC, T&B

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Daniela Chiew	10 March 2025	9 March 2028	NSW	MIG, PRO, T&B
Andrew Cichy	14 October 2024	18 August 2028	WA	GEN, MIG, PRO, SOC
John Cipolla	14 October 2024	13 October 2027	NSW	GEN, MIG, NDIS, PRO, SOC
Catherine Clarke	13 January 2025	12 January 2028	VIC	GEN, MIG, PRO, SOC
Justine Clarke	14 October 2024	30 June 2027	VIC	MIG, PRO
Richard Coates	13 January 2025	12 January 2027	SA	GEN, MIG, PRO, SOC, VWC
Alison Colvin	14 October 2024	18 August 2029	QLD	GEN, MIG, NDIS, PRO, SOC, VWC
Mary-Ann Cooper	14 October 2024	15 October 2025	VIC	MIG, PRO
Clyde Cosentino	14 October 2024	29 October 2025	QLD	MIG, PRO
David Cosgrave	14 October 2024	13 October 2027	QLD	GEN, MIG, VWC
Angela Cranston	14 October 2024	13 October 2027	NSW	MIG, PRO
Matthew Currie	14 October 2024	13 October 2029	NSW	MIG, PRO, VWC
Gabrielle Curtis	14 October 2024	29 September 2029	NSW	PRO
Rachel Da Costa	14 October 2024	30 June 2029	NSW	MIG, PRO
Mark Darian-Smith	14 October 2024	13 October 2029	NSW	GEN, MIG, T&B
Susan De Bono	14 October 2024	13 October 2029	VIC	GEN, NDIS, SOC
Gabrielle Deal	14 October 2024	8 October 2025	VIC	MIG, PRO
Kelvin Defranciscis	14 October 2024	13 October 2029	QLD	GEN, MIG, PRO, SOC, VWC
Alicia Devitt-Bills	14 October 2024	15 October 2025	SA	GEN, MIG, NDIS, PRO, SOC
Sandeep Dhillon	2 December 2024	1 December 2029	NSW	MIG, PRO
Dione Dimitriadis	14 October 2024	13 October 2028	NSW	MIG, PRO
Tegen Downes	14 October 2024	13 October 2028	QLD	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Antonio Dronjic	14 October 2024	30 June 2029	VIC	MIG, PRO
Clair Duffy	14 October 2024	18 August 2029	QLD	GEN, MIG, NDIS, PRO, SOC
Joanne Dunne	14 October 2024	13 October 2029	VIC	GEN, T&B
Suseela Durvasula	14 October 2024	29 October 2025	NSW	MIG, PRO
Casey Dutkowski	14 October 2024	13 October 2029	NSW	MIG, PRO
Suhad Dutra	14 October 2024	8 October 2025	NSW	MIG, PRO
Jessica Edis	14 October 2024	7 November 2025	WA	MIG, PRO
Maritsa Eftimiou	14 October 2024	10 October 2029	NSW	GEN, MIG, NDIS, PRO, SOC
Thomas Ellison	14 October 2024	29 September 2029	SA	GEN, I&S, MIG, NDIS, PRO, T&B, VWC
Xanthe Emery	14 October 2024	29 October 2025	NSW	MIG, PRO
Peter Emmerton	14 October 2024	30 June 2029	SA	MIG, PRO
Jennifer Ermert	14 October 2024	15 October 2025	VIC	MIG, PRO
Tigiilagi Eteuati	14 October 2024	10 October 2028	QLD	GEN, MIG, NDIS, PRO, SOC, VWC
Shane Evans	14 October 2024	13 October 2027	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, VWC
Felicity Eylward	2 December 2024	1 December 2028	ACT	GEN, MIG, T&B, VWC
Amy Faram	14 October 2024	7 November 2025	VIC	MIG, PRO
Paul Favell	14 October 2024	13 October 2029	QLD	GEN, MIG, SOC, VWC
Stewart Fenwick	14 October 2024	30 June 2028	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Garry Fitzgerald	14 October 2024	15 October 2025	VIC	GEN, MIG, PRO, T&B
Samantha Fitzsimons	14 October 2024	29 September 2029	VIC	MIG, PRO
Tania Flood	14 October 2024	30 June 2028	NSW	MIG, PRO
Neil Foster	14 October 2024	30 September 2029	QLD	NDIS, SOC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Brendan Fox	17 March 2025	16 March 2027	TAS	GEN, MIG, PRO
Maria Gagliardi	14 October 2024	8 October 2025	ACT	MIG, PRO
Lana Gallagher	14 October 2024	30 June 2028	WA	GEN, MIG, PRO, SOC, T&B, VWC
Rosaline Germov	14 October 2024	29 September 2029	VIC	GEN, MIG, PRO, T&B
Bill Gerogiannis	14 October 2024	29 September 2029	NSW	GEN, MIG, NDIS, PRO, SOC
Kathryn Gillingham	14 October 2024	29 September 2029	NSW	GEN, MIG, PRO
Helen Glass	14 October 2024	15 October 2025	VIC	MIG, PRO
Nathan Goetz	14 October 2024	30 June 2027	VIC	MIG, PRO
Brendan Gogarty	14 October 2024	29 September 2029	TAS	GEN, MIG, NDIS, PRO, T&B
Anita Goldsworthy	14 October 2024	29 September 2029	WA	MIG, PRO
Sally Gooch	14 October 2024	18 August 2029	SA	GEN, MIG, NDIS, PRO, SOC
Amanda Goodier	14 October 2024	29 October 2025	WA	MIG, PRO
Donald Gordon	14 October 2024	7 November 2025	VIC	MIG, PRO
Benjamin Goulding	14 October 2024	7 November 2025	VIC	MIG, PRO
Meredith Graham	14 October 2024	18 August 2028	ACT	GEN, MIG, NDIS, PRO, SOC, VWC
Anne Grant	14 October 2024	30 June 2028	VIC	MIG, NDIS, PRO, SOC
Carolyn Graydon	14 October 2024	25 February 2026	VIC	MIG, PRO
Timothy Griffiths	13 January 2025	12 January 2028	NSW	GEN, PRO, T&B
Richard Guemy	14 October 2024	29 October 2025	NSW	GEN, MIG, PRO
Melissa Haag	14 October 2024	15 October 2025	VIC	MIG, PRO
Peter Haag	14 October 2024	30 June 2027	VIC	MIG, PRO
George Hallwood	14 October 2024	30 June 2027	SA	GEN, MIG, NDIS, PRO, SOC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Genevieve Hamilton	14 October 2024	30 June 2028	VIC	I&S, MIG, PRO
Karen Hamilton	14 October 2024	4 February 2026	QLD	GEN, MIG, NDIS, SOC
Rachelle Hampson	14 October 2024	18 August 2028	QLD	GEN, MIG, NDIS, PRO, SOC, VWC
Mary Hanna	14 October 2024	15 October 2025	VIC	MIG, PRO
Gregory Hanson	14 October 2024	15 October 2025	VIC	MIG, PRO
Lisa Harris	13 January 2025	12 January 2028	QLD	GEN, NDIS, PRO, T&B
Katherine Harvey	14 October 2024	13 October 2029	SA	MIG, PRO
Jessica Henderson	14 October 2024	30 June 2029	WA	GEN, MIG, PRO, T&B
Deborah Heron	14 October 2024	13 October 2029	QLD	NDIS, SOC
Virajith Hewaarachchi	2 December 2024	1 December 2029	VIC	MIG, PRO
Lorraine Hill	14 October 2024	29 September 2029	QLD	GEN, I&S, MIG, PRO, SOC
Asher Hirsch	14 October 2024	13 October 2029	VIC	MIG, PRO
Khanh Hoang	14 October 2024	8 October 2025	QLD	MIG, PRO
Susan Hoffman	14 October 2024	30 June 2028	WA	GEN, MIG, PRO, SOC
Richard Hooker	14 October 2024	13 October 2029	WA	GEN, MIG, PRO, SOC, VWC
James Horsley	14 October 2024	7 November 2025	VIC	MIG, PRO
Noelle Hossen	14 October 2024	3 December 2025	WA	MIG, PRO
Edward Howard	14 October 2024	13 October 2028	QLD	MIG, PRO
Denny Hughes	14 October 2024	29 October 2025	VIC	MIG, PRO
Penelope Hunter	14 October 2024	30 June 2029	NSW	GEN, MIG, NDIS, PRO
Sarah Irvine	14 October 2024	15 October 2025	TAS	GEN, SOC
Ivan (Len) Jaffit	17 March 2025	16 March 2028	QLD	GEN, MIG, PRO, SOC
David James	14 October 2024	13 October 2027	QLD	GEN, MIG, PRO
Peter Jensen	14 October 2024	30 September 2029	QLD	GEN, SOC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Rachelle Johnston	14 October 2024	3 December 2025	NSW	MIG, NDIS, PRO, SOC
Sophie Jones	14 October 2024	29 September 2029	NSW	GEN, MIG, PRO, SOC, VWC
Michael Judd	14 October 2024	18 August 2028	WA	MIG, PRO
Samira Kamandi	14 October 2024	8 October 2025	WA	MIG, PRO
Christine Kannis	14 October 2024	30 June 2028	WA	MIG, PRO, SOC
Deborah Keenan	14 October 2024	29 September 2028	QLD	GEN, MIG, PRO, SOC
Hollie Kerwin	14 October 2024	3 December 2025	VIC	GEN, MIG, NDIS, PRO, SOC
Elisa Kidston	14 October 2024	30 September 2028	QLD	GEN, MIG, PRO, SOC
Hee-Jung Kim	14 October 2024	29 October 2025	NSW	MIG, PRO
Anita King	14 October 2024	18 August 2029	VIC	GEN, MIG, NDIS, PRO, SOC
Matthew King	14 October 2024	8 October 2025	QLD	GEN, NDIS, SOC
Sandra Koller	17 March 2025	16 March 2027	NSW	GEN, NDIS, PRO, SOC, T&B, VWC
John Kotsifas	14 October 2024	3 December 2025	VIC	MIG, PRO
Donna Lambden	14 October 2024	30 September 2028	SA	GEN, MIG, NDIS, PRO, SOC, VWC
Nora Lamont	14 October 2024	30 June 2029	VIC	MIG, PRO
Deborah Laver	14 October 2024	4 February 2026	NSW	GEN, MIG, PRO, SOC
Joshua Le Vay	14 October 2024	29 October 2025	NSW	MIG, PRO
Gary Ledson	14 October 2024	7 November 2025	VIC	MIG, PRO
Rebecca Lee	14 October 2024	29 October 2025	WA	MIG, PRO, T&B
Simon Letch	14 October 2024	30 June 2029	QLD	GEN, MIG, NDIS, PRO, SOC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Lisa Maree Lo Piccolo	14 October 2024	15 October 2025	VIC	MIG, PRO
Jennifer Lock	14 October 2024	18 August 2028	SA	GEN, MIG, NDIS, PRO, SOC, VWC
Ben Lumsdaine	14 October 2024	3 December 2025	NSW	MIG, PRO
Li Ting Luo	14 October 2024	13 October 2028	VIC	GEN, MIG, PRO, T&B
Jennifer Maclean	14 October 2024	18 August 2028	NSW	GEN, MIG, NDIS, PRO, SOC
Brygyda Maiden	14 October 2024	13 October 2027	VIC	MIG, PRO
Paul Maishman	14 October 2024	13 October 2028	WA	GEN, MIG, NDIS, PRO, SOC
Kate Malyon	14 October 2024	30 June 2028	NSW	MIG, PRO
Sophie Manera	14 October 2024	3 December 2025	NSW	MIG, PRO
Laura-Leigh Manville	14 October 2024	18 August 2029	QLD	GEN, SOC
Maxina Martellotta	14 October 2024	4 February 2026	WA	GEN, MIG, NDIS, PRO, SOC
Andrew Maryniak KC	14 October 2024	30 September 2029	VIC	GEN, MIG, NDIS, SOC, T&B, VWC
Christopher Matthies	14 October 2024	13 October 2028	NSW	GEN, MIG, NDIS, PRO, SOC, VWC
Melissa McAdam	14 October 2024	30 June 2028	NSW	MIG, PRO
Carolyn McAnally	14 October 2024	13 October 2029	QLD	GEN, I&S, MIG, T&B
Louise McBride	14 October 2024	29 September 2029	NSW	GEN, I&S, T&B
Maralean McCalman	14 October 2024	4 February 2026	NSW	MIG, NDIS, PRO
David McCulloch	14 October 2024	30 June 2027	NSW	MIG, PRO
Louise McDonald	14 October 2024	18 August 2028	QLD	GEN, MIG, NDIS, PRO, SOC, VWC
Kylie McGrath	2 December 2024	1 December 2028	QLD	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Aneita McGregor	14 October 2024	16 March 2028	TAS	GEN, NDIS, PRO, SOC, T&B, VWC
Robert McLaughlin	14 October 2024	4 February 2026	ACT	I&S, MIG, PRO, VWC
Jessica McLeod	14 October 2024	15 October 2025	VIC	MIG, PRO
Stefanie Memmott	14 October 2024	3 December 2025	NSW	MIG, PRO
Belinda Mericourt	14 October 2024	3 December 2025	NSW	MIG, PRO
Justin Meyer	14 October 2024	13 October 2028	VIC	MIG, PRO
Rebecca Mikhail	14 October 2024	29 October 2025	NSW	MIG, PRO
Paul Millar	14 October 2024	18 August 2028	NSW	GEN, I&S, MIG, NDIS, PRO, VWC
Sydelle Muling	14 October 2024	7 November 2025	VIC	MIG, PRO, SOC
Dominique Murphy	14 October 2024	18 August 2029	QLD	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Jade Murphy	14 October 2024	30 June 2027	VIC	MIG, PRO
Paul Noonan	14 October 2024	30 June 2029	VIC	GEN, MIG, PRO, SOC
Siran Nyabally	14 October 2024	7 November 2025	VIC	MIG, PRO
Mark O'Loughlin	14 October 2024	13 October 2027	SA	GEN, MIG, NDIS, PRO, VWC
Justin Owen	14 October 2024	13 October 2028	NSW	MIG, PRO
Jonathon Papalia	14 October 2024	18 August 2029	WA	GEN, I&S, MIG, NDIS, PRO, SOC, VWC
Linda Pearson	14 October 2024	3 December 2025	NSW	GEN, MIG, PRO, T&B
Jason Pennell	14 October 2024	30 June 2028	VIC	GEN, MIG, PRO
Franca Petrone	14 October 2024	8 October 2025	SA	GEN, MIG, PRO, SOC
Myra Poon	14 October 2024	13 October 2029	QLD	GEN, MIG, PRO, T&B
Damien Power	14 October 2024	29 October 2025	NSW	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Radhika Prasad	14 October 2024	29 October 2025	NSW	GEN, MIG, PRO, SOC, VWC
Victoria Price	14 October 2024	15 October 2025	VIC	MIG, PRO
Lara Proske	14 October 2024	8 October 2025	SA	GEN, MIG, NDIS, PRO, SOC
Natalie Purcell	14 October 2024	25 February 2026	NSW	MIG, NDIS, PRO
Fraser Robertson	14 October 2024	8 October 2025	WA	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Justine Ross	2 December 2024	1 December 2029	ACT	GEN, MIG, T&B, VWC
Andrew Rozdilsky	14 October 2024	29 September 2029	NSW	MIG, PRO
Frank Russo	14 October 2024	30 June 2028	NSW	MIG, PRO
Emily Rutherford	14 October 2024	29 September 2028	SA	MIG, PRO
Alison Ryan	14 October 2024	4 February 2026	NSW	MIG, PRO
Amanda Ryding	14 October 2024	4 February 2026	NSW	GEN, MIG, NDIS, SOC
Gerard Sammon	14 October 2024	13 October 2029	NSW	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Sharon Sangha	14 October 2024	18 August 2028	NSW	GEN, MIG, NDIS, PRO, SOC
Olympia Sarrinikolaou	14 October 2024	18 August 2029	VIC	GEN, NDIS, SOC
Katharine Scarlett	13 January 2025	12 January 2028	VIC	GEN, MIG, PRO, T&B
Naomi Schmitz	14 October 2024	21 February 2026	VIC	MIG, PRO
Frank Schoneveld	17 February 2025	16 February 2027	NSW	GEN, PRO, T&B
Grant Schubert	13 January 2025	12 January 2028	VIC	GEN, I&S, MIG, PRO, SOC, T&B

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Imogen Selley	14 October 2024	29 September 2029	SA	NDIS, PRO, T&B
Mary Sheargold	14 October 2024	13 October 2029	VIC	MIG, PRO
Inge Sheck	14 October 2024	15 October 2025	VIC	GEN, MIG, PRO, SOC
Andrew Shelley	14 October 2024	18 August 2029	ACT	GEN, MIG, NDIS, PRO, SOC, VWC
Wan Shum	14 October 2024	30 June 2029	NSW	MIG, PRO
Gabrielle Simm	14 October 2024	17 December 2025	VIC	MIG, PRO
Frances Simmons	14 October 2024	4 February 2026	NSW	GEN, MIG, PRO
Michael Simmons	14 October 2024	8 October 2025	NSW	MIG, PRO
Raymond Smith	14 October 2024	4 February 2026	WA	GEN, I&S, MIG, NDIS, PRO, SOC, VWC
Rebecca Smith	14 October 2024	13 October 2029	SA	GEN, T&B
Shellee Smith	14 October 2024	4 February 2026	QLD	NDIS, PRO
Fiona Sneath	14 October 2024	29 September 2028	ACT	GEN, I&S, MIG, PRO, VWC
Tania Sourdin	14 October 2024	13 October 2029	VIC	GEN, I&S, MIG, PRO, SOC, T&B, VWC
David Stevens	14 October 2024	18 August 2029	NSW	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Daniel Stewart	14 October 2024	29 September 2028	ACT	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Claire Stokes	14 October 2024	29 September 2028	SA	GEN, MIG, PRO, T&B
Warren Strange	14 October 2024	13 October 2028	QLD	GEN, NDIS, SOC
Alexandra Stratigos	14 October 2024	29 September 2029	QLD	MIG, PRO
Mersina Stratos	14 October 2024	18 August 2029	VIC	GEN, MIG, NDIS, PRO, SOC, T&B, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Fraser Syme	14 October 2024	13 October 2029	VIC	MIG, PRO
David Thompson	14 October 2024	30 June 2028	WA	MIG, PRO
Kathryn Thornton	14 October 2024	18 August 2029	VIC	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Sarah Thrift	14 October 2024	29 September 2028	VIC	GEN, MIG, PRO, T&B
Kathleen Timbs	14 October 2024	4 February 2026	NSW	GEN, MIG, PRO, SOC
Rupert Timms	14 October 2024	15 October 2025	VIC	MIG, PRO
Justin Toohey	14 October 2024	4 February 2026	QLD	GEN, NDIS, SOC
Matthew Tubridy	14 October 2024	8 October 2025	NSW	MIG, PRO
Patricia Tyson	14 October 2024	8 October 2025	NSW	MIG, PRO
Andrew Verduci	14 October 2024	7 November 2025	VIC	MIG, PRO
Shyla Vohra	14 October 2024	29 September 2029	VIC	MIG, PRO
Julie von Doussa	14 October 2024	18 August 2029	SA	GEN, I&S, MIG, PRO, SOC, VWC
Catherine Wall	14 October 2024	15 October 2025	VIC	MIG, PRO
Bryony Walters	14 October 2024	13 October 2029	NSW	SOC
Susan Waring	14 October 2024	18 August 2028	QLD	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Phillippa Wearne	14 October 2024	4 February 2026	NSW	MIG, PRO
Gregory Weeks	14 October 2024	29 October 2025	NSW	GEN, MIG, PRO, SOC
Bruce Wells	14 October 2024	13 October 2029	QLD	MIG, PRO
Paul White	14 October 2024	8 October 2025	NSW	MIG, PRO
Adrian Williams	14 October 2024	4 February 2026	TAS	GEN, MIG, NDIS, PRO, SOC, VWC
Catherine Willis	14 October 2024	18 August 2029	VIC	GEN, T&B
Carolyn Wilson	14 October 2024	15 October 2025	SA	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Jennifer Wilson	14 October 2024	13 October 2029	ACT	GEN, MIG, NDIS, PRO, VWC
Paul Windsor	14 October 2024	30 June 2029	VIC	MIG, PRO
Susan Woodford	14 October 2024	13 October 2029	VIC	GEN, MIG, NDIS, PRO, SOC, VWC
Danae Younger	14 October 2024	13 October 2028	QLD	GEN, MIG, NDIS, PRO, T&B
Sue Zelinka	14 October 2024	29 October 2025	NSW	MIG, PRO
Sophia Ziebell-Barnes	14 October 2024	7 November 2025	VIC	GEN, MIG, PRO, SOC
Malek Zraika	13 January 2025	12 January 2028	NSW	GEN, NDIS, PRO, T&B
Sessional				
William Appleton	14 October 2024	30 June 2027	VIC	GEN, SOC, VWC
Michelle Baulch	14 October 2024	13 October 2027	TAS	GEN, SOC
Jennifer Beard	14 October 2024	13 October 2029	VIC	GEN, MIG, PRO, T&B
Angela Beckett	14 October 2024	30 June 2028	NSW	GEN, SOC
Adam Booker	14 October 2024	29 September 2027	NSW	GEN, MIG, PRO
Alexandra Bordujenko	14 October 2024	30 June 2027	QLD	GEN, NDIS, SOC, VWC
John Boulton AM	14 October 2024	29 September 2027	NSW	GEN, MIG, PRO, T&B
Christhilde Breheny	14 October 2024	30 June 2028	TAS	GEN, SOC
Maira Brophy	14 October 2024	30 June 2029	NSW	GEN, MIG, PRO, SOC, VWC
Alexander Byers	14 October 2024	30 June 2027	QLD	GEN, SOC
Jennifer Cavanagh	14 October 2024	30 June 2027	QLD	SOC, VWC
Sevda Clark	14 October 2024	29 September 2027	NSW	GEN, MIG, NDIS
Erika Cornwell	17 March 2025	16 February 2027	NSW	GEN, NDIS, PRO, SOC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Damian Creedon	14 October 2024	30 June 2027	WA	MIG, PRO
Bernadette Day	14 October 2024	29 September 2027	SA	GEN, MIG, PRO
John Devereux	14 October 2024	30 June 2029	QLD	GEN, SOC
Deborah Dinnen	14 October 2024	10 October 2029	NSW	GEN, MIG, PRO, T&B, VWC
Patrick Gardner	14 October 2024	13 October 2027	NSW	GEN, MIG, PRO, T&B
Nicholas Gaudion	14 October 2024	30 June 2027	NSW	GEN, T&B
Jocelyn Green	14 October 2024	30 September 2028	QLD	SOC
Michael Griffin AM	14 October 2024	29 September 2027	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Timothy Griffin	17 March 2025	16 March 2027	VIC	GEN, I&S, PRO, T&B, VWC
Helen Grutzner	14 October 2024	13 October 2027	VIC	GEN, SOC, VWC
Jonathan Hanton	14 October 2024	29 September 2027	ACT	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Susan Harris Rimmer	17 March 2025	16 March 2027	ACT	I&S, MIG, NDIS, PRO
Adrian Ho	14 October 2024	29 September 2027	VIC	MIG, PRO
Linda Holub	14 October 2024	30 June 2027	NSW	MIG, PRO
Michael Horsburgh AM	14 October 2024	30 September 2027	NSW	SOC
Michael Jones	14 October 2024	1 October 2027	WA	SOC, VWC
Robert King	14 October 2024	30 September 2027	QLD	GEN, NDIS, SOC
Suzanne Leal	14 October 2024	29 September 2027	NSW	GEN, MIG, NDIS, PRO, SOC
Julia Leonard	14 October 2024	30 June 2027	NSW	GEN, NDIS, SOC
Stephen Lewinsky	14 October 2024	30 September 2027	VIC	GEN, SOC, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Geoffrey Markov	14 October 2024	30 June 2027	VIC	GEN, SOC, VWC
Rosemary Mathlin	2 December 2024	1 December 2027	NSW	MIG, PRO
John McAteer	14 October 2024	13 October 2027	NSW	GEN, NDIS, PRO
Roderick McRae	14 October 2024	13 October 2027	VIC	GEN, NDIS, SOC, VWC
Jillian Moir	14 October 2024	13 October 2027	NSW	GEN, SOC, VWC
Lilly Mojsin	14 October 2024	30 June 2028	NSW	MIG, PRO
Marianna Moustafine	14 October 2024	30 June 2027	NSW	I&S, MIG, PRO
Craig Mulvey	14 October 2024	10 October 2029	NSW	GEN, NDIS, PRO, SOC, T&B, VWC
Kyriakos Nalpantidis	14 October 2024	13 October 2027	VIC	GEN, MIG, NDIS, SOC, VWC
Steven Norman	14 October 2024	30 June 2029	NSW	MIG, PRO
Robert Ormston	14 October 2024	30 September 2027	SA	GEN, I&S, VWC
Julie Quinlivan	14 October 2024	30 June 2028	ACT	GEN, SOC, VWC
Tamara Quinn	14 October 2024	30 June 2027	VIC	GEN, MIG, PRO
Felicity Rogers	14 October 2024	13 October 2027	NSW	I&S, PRO, VWC
Tracey Summerfield	14 October 2024	13 October 2027	WA	GEN, MIG, PRO, SOC
Andrea Treble	14 October 2024	29 September 2027	VIC	GEN, MIG, NDIS, PRO, SOC, VWC
Anne Trengove	17 March 2025	16 March 2027	SA	PRO, SOC, VWC
Richard West	14 October 2024	30 June 2028	VIC	GEN, MIG, PRO, VWC
Magdalena Wysocka	14 October 2024	29 September 2027	VIC	GEN, MIG, NDIS, PRO, SOC
Deborah Ziegler	14 October 2024	10 October 2029	NSW	GEN, MIG, NDIS, PRO, T&B, VWC

The table below shows the number of members assigned to each jurisdictional area at 30 June 2025. Members are assigned either:

- by the President under section 199(3) of the ART Act
- by operation of section 199(1) of the ART Act for deputy president
- under section 199(2) for the ART Act for a senior member who is a list leader.

The list also identifies the senior members assigned to lead a list at 30 June 2025.

Table A1.2: Number of members assigned to each jurisdictional area at 30 June 2025

Jurisdictional area	Deputy president (salaried)	Deputy president (sessional)	Senior member (salaried)	Senior member (sessional)	General member (salaried)	General member (sessional)	Total
General	7	11	33	8	130	38	227
Intelligence and Security	7	11	6	1	18	5	48
Migration	7	11	38	5	222	26	309
National Disability and Insurance Scheme	7	11	22	5	74	16	135
Protection	7	11	34	2	222	30	306
Social Security	7	11	22	3	94	30	167
Taxation and Business	7	11	14	5	50	10	97
Veterans' and Workers' Compensation	7	11	20	5	57	22	122

Appointment changes during the reporting period

President

Name	Appointment changes during reporting period	Type	Category
The Hon Justice Emilios Kyrrou AO	Transitioned to the Tribunal	Salaried	President

Judicial deputy presidents

Name	Appointment changes during reporting period	Type	Category
The Hon Justice Victoria Bennett AO	Transitioned to the Tribunal	Sessional	Judicial deputy president
The Hon Justice David Berman	Transitioned to the Tribunal Term ended during the Tribunal	Sessional	Judicial deputy president
The Hon Justice Berna Collier	Transitioned to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Craig Colvin	Transitioned to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Lisa Hespe	Transitioned to the Tribunal Reappointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Ian Jackman	Transitioned to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Geoffrey Kennett	Transitioned to the Tribunal Reappointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Timothy McEvoy	Transitioned to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Melissa Perry	Transitioned to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Thomas Thawley	Transitioned to the Tribunal	Sessional	Judicial deputy president

Non-judicial deputy presidents

Name	Appointment changes during reporting period	Type	Category
Peter Britten-Jones	Reappointed to the Tribunal	Salaried	Non-judicial deputy president
Simone Burford	Reappointed to AAT Transitioned to the Tribunal	Salaried	Non-judicial deputy president
Dennis Cowdroy AO KC	Term ended during AAT	Part-time	Deputy president
Kruna Dordevic	Reappointed to AAT Transitioned to the Tribunal	Salaried	Non-judicial deputy president
Richard Ian Hanger AM KC	Term ended during AAT	Part-time	Deputy president
Gina Lazanas	Reappointed to AAT Transitioned to the Tribunal	Salaried	Non-judicial deputy president
Bernard McCabe	Term ended during AAT	Full-time	Deputy president
Kathryn McMillan KC	Appointed to AAT Transitioned to the Tribunal	Sessional	Non-judicial deputy president
Aziz Gregory Melick AO RFD SC	Term ended during AAT	Part-time	Deputy president
Kathryn Millar	Reappointed to AAT Transitioned to the Tribunal	Salaried	Non-judicial deputy president
Michael Mischin	Term ended during AAT	Full-time	Deputy president
Damien O'Donovan	Reappointed to AAT Transitioned to the Tribunal	Salaried	Non-judicial deputy president
Shahyar Roushan	Reappointed to AAT Transitioned to the Tribunal	Salaried	Non-judicial deputy president
Karen Synon	Term ended during AAT	Full-time	Deputy president
Clare Thompson SC	Appointed to AAT Transitioned to the Tribunal	Sessional	Non-judicial deputy president
Antoinette Younes	Term ended during AAT	Full-time	Deputy president

Senior members

Name	Appointment changes during reporting period	Type	Category
Ion Alexander	Term ended during AAT	Part-time	Senior member
Sean Baker	Reappointed to the Tribunal	Salaried	Senior member
Katherine Bean	Reappointed to the Tribunal	Salaried	Senior member
Rebecca Bellamy	Term ended during AAT	Full-time	Senior member
Diana Benk	Term ended during AAT	Full-time	Senior member
Margret Bourke	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Nicole Burns	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Kate Buxton	Term ended during AAT	Full-time	Senior member
Grant Chapman	Term ended during AAT	Part-time	Senior member
Alison Clues	Appointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Joanne Collins	Reappointed to the Tribunal	Sessional	Senior member
Denise Connolly	Term ended during AAT	Full-time	Senior member
Graham Connolly	Term ended during AAT	Part-time	Senior member
Glen Cranwell	Appointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Damien Cremean	Term ended during AAT	Part-time	Senior member
Jennifer Cripps Watts	Term ended during AAT	Full-time	Senior member
Gabrielle Cullen	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Bridget Cullen	Reappointed to the Tribunal	Salaried	Senior member
Bertus de Villiers	Appointed to the Tribunal	Salaried	Senior member
Denis Dragovic	Reappointed to the Tribunal	Salaried	Senior member
Ann Duffield	Term ended during AAT	Part-time	Senior member
Richard Ellis	Term ended during AAT	Full-time	Senior member
Paul Fairall	Term ended during AAT	Full-time	Senior member
Phillip French	Reappointed to the Tribunal	Salaried	Senior member
Andrew George	Reappointed to the Tribunal	Salaried	Senior member
Prudence Goward	Term ended during AAT	Full-time	Senior member
Dominique Grigg	Term ended during AAT	Part-time	Senior member

Name	Appointment changes during reporting period	Type	Category
Tamara Hamilton-Noy	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Mark Harrowell	Appointed to the Tribunal	Salaried	Senior member
Brenton Illingworth	Term ended during AAT	Full-time	Senior member
Michael Ison	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Dominic Katter	Term ended during AAT	Part-time	Senior member
Marten Kennedy	Reappointed to the Tribunal	Salaried	Senior member
Linda Kirk	Term ended during AAT	Full-time	Senior member
James Lambie	Term ended during AAT	Full-time	Senior member
Giovanni Longo	Reappointed to the Tribunal	Salaried	Senior member
Jane Lye	Appointed to the Tribunal	Salaried	Senior member
Chelsea Lyford	Appointed to the Tribunal	Salaried	Senior member
Nicholas Manetta	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Jane Marquard	Reappointed to the Tribunal Term ended during the Tribunal	Salaried	Senior member
Philip Martin	Appointed to the Tribunal	Salaried	Senior member
Geoffrey McCarthy	Appointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Alison Mercer	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Donald Morris	Term ended during AAT	Full-time	Senior member
Alison Murphy	Reappointed to the Tribunal	Salaried	Senior member
Louise Nicholls	Reappointed to AAT Transitioned to the Tribunal	Sessional	Senior member
Teresa Nicoletti	Term ended during AAT	Part-time	Senior member
Andrew Nikolic AM CSC	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Irene O'Connell OAM	Appointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Robert Olding	Reappointed to AAT Transitioned to the Tribunal	Sessional	Senior member
Kim Parker	Reappointed to the Tribunal	Salaried	Senior member
Belinda Pola	Term ended during AAT	Full-time	Senior member

Name	Appointment changes during reporting period	Type	Category
Adria Poljak	Term ended during AAT	Full-time	Senior member
Kira Raif	Reappointed to the Tribunal	Salaried	Senior member
John Rau SC	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Kim Rosser	Appointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Virginia Ryan	Appointed to the Tribunal Term ended during the Tribunal	Sessional	Senior member
Cabrini Shepherd	Appointed to the Tribunal	Salaried	Senior member
Theresa Simon	Appointed to the Tribunal	Salaried	Senior member
Peta Spender	Appointed to the Tribunal	Sessional	Senior member
Meenakshi Sripathy	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Aaron Suthers	Appointed to the Tribunal	Salaried	Senior member
Linda Symons	Reappointed to AAT Transitioned to the Tribunal	Salaried	Senior member
Theodore Tavoularis	Reappointed to the Tribunal	Salaried	Senior member
Peter Taylor SC	Term ended during AAT	Part-time	Senior member
Penelope Thew	Appointed to the Tribunal	Sessional	Senior member
Sabine Thode	Appointed to the Tribunal	Salaried	Senior member
David Thomaes AM	Appointed to the Tribunal	Salaried	Senior member
Christopher Thwaites	Appointed to the Tribunal	Salaried	Senior member
Robert Titterton OAM	Appointed to the Tribunal	Sessional	Senior member
Susan Trotter	Reappointed to the Tribunal	Salaried	Senior member
James Walsh	Appointed to the Tribunal	Sessional	Senior member
Alexander Ward AM	Reappointed to AAT Transitioned to the Tribunal	Sessional	Senior member
Simon Webb	Reappointed to the Tribunal	Sessional	Senior member
Rachel Westaway	Term ended during AAT	Full-time	Senior member

General members

Name	Appointment changes during reporting period	Type	Category
Michael Abood	Appointed to the Tribunal	Salaried	General member
Kylie Allen	Transitioned to the Tribunal	Salaried	General member
Robyn Anderson	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Adrienne Anderson	Transitioned to the Tribunal	Salaried	General member
William Appleton	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Mark Ascione	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Sheridan Aster	Reappointed to the Tribunal	Salaried	General member
Nicolas Augoustinos	Appointed to the Tribunal	Salaried	General member
Thuy Huong Baggiano	Appointed to the Tribunal	Salaried	General member
Mia Bailey	Transitioned to the Tribunal	Salaried	General member
Joanne Bakas	Transitioned to the Tribunal	Salaried	General member
Wendy Banfield	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
David Barker	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Dawn Barker	Transitioned to the Tribunal Term ended during the Tribunal	Sessional	General member
Daniel Bartlett	Appointed to the Tribunal Term ended during the Tribunal	Salaried	General member
Glynis Bartley	Transitioned to the Tribunal	Salaried	General member
Troy Barty	Transitioned to the Tribunal	Salaried	General member
Michelle Baulch	Appointed to the Tribunal	Sessional	General member
Jennifer Beard	Appointed to the Tribunal	Sessional	General member
Angela Beckett	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Lee Benjamin	Term ended during AAT	Full-time	Member
David Ben-Tovim	Term ended during AAT	Part-time	Member
Adam Booker	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Alexandra Bordujenko	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member

Name	Appointment changes during reporting period	Type	Category
John Boulton AM	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Suzanne Boyce	Term ended during AAT	Part-time	Member
Kim Boyd	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Fiona Brady	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Melissa Bray	Transitioned to the Tribunal	Salaried	General member
Christhilde Breheny	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Michael Brereton	Transitioned to the Tribunal	Salaried	General member
Maira Brophy	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Max Bruce	Appointed to the Tribunal	Salaried	General member
Naomi Bryant	Appointed to the Tribunal	Salaried	General member
Tina Bubutievski	Reappointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Sessional	General member
Geoffrey Bull	Appointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Micah Burch	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Rosalind Burke	Appointed to the Tribunal	Salaried	General member
Anna Burke AO	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Bryn Butler	Transitioned to the Tribunal	Salaried	General member
Alexander Byers	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Jason Cabarrús	Transitioned to the Tribunal	Salaried	General member
Jodie Camden	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Robert Cameron	Reappointed to the Tribunal	Salaried	General member
Tony Caravella	Term ended during AAT	Full-time	Member
Mark Carey	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Christian Carney	Appointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Cheryl Cartwright	Term ended during AAT	Full-time	Member
Holly Casey	Appointed to the Tribunal	Salaried	General member
Jennifer Cavanagh	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Elim Chan	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Kate Chapple	Term ended during AAT	Full-time	Member
Arti Chetty	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Richard Chia	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Daniela Chiew	Appointed to the Tribunal	Salaried	General member
Andrew Cichy	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
John Cipolla	Reappointed to the Tribunal	Salaried	General member
Sevda Clark	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Catherine Clarke	Appointed to the Tribunal	Salaried	General member
Justine Clarke	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Richard Coates	Appointed to the Tribunal	Salaried	General member
Christine Cody	Reappointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Scott Collins	Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Alison Colvin	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Mary-Ann Cooper	Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Erika Cornwell	Appointed to the Tribunal	Sessional	General member
Clyde Cosentino	Transitioned to the Tribunal	Salaried	General member
David Cosgrave	Reappointed to the Tribunal	Salaried	General member
Angela Cranston	Reappointed to the Tribunal	Salaried	General member
Damian Creedon	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member

Name	Appointment changes during reporting period	Type	Category
Matthew Currie	Appointed to the Tribunal	Salaried	General member
Gabrielle Curtis	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Rachel Da Costa	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Mark Darian-Smith	Appointed to the Tribunal	Salaried	General member
Bernadette Day	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Susan De Bono	Reappointed to the Tribunal	Salaried	General member
Gabrielle Deal	Transitioned to the Tribunal	Salaried	General member
Kelvin Defranciscis	Appointed to the Tribunal	Salaried	General member
John Devereux	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Alicia Devitt-Bills	Transitioned to the Tribunal	Salaried	General member
Sandeep Dhillon	Appointed to the Tribunal	Salaried	General member
Dione Dimitriadis	Appointed to the Tribunal	Salaried	General member
Deborah Dinnen	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
David Dobell	Appointed to the Tribunal Term ended during the Tribunal	Salaried	General member
Kevin Dodd	Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Jason Donnelly	Appointed to the Tribunal Term ended during the Tribunal	Salaried	General member
Tegen Downes	Reappointed to the Tribunal	Salaried	General member
Antonio Dronjic	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Clair Duffy	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Joanne Dunne	Appointed to the Tribunal	Salaried	General member
Suseela Durvasula	Transitioned to the Tribunal	Salaried	General member
Casey Dutkowski	Appointed to the Tribunal	Salaried	General member
Suhad Dutra	Transitioned to the Tribunal	Salaried	General member
Michael Edgoose	Term ended during AAT	Full-time	Member
Jessica Edis	Transitioned to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Maritsa Eftimiou	Appointed to the Tribunal	Salaried	General member
Thomas Ellison	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Xanthe Emery	Transitioned to the Tribunal	Salaried	General member
Peter Emmerton	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Jennifer Ermert	Transitioned to the Tribunal	Salaried	General member
Tigiilagi Eteuati	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Shane Evans	Reappointed to the Tribunal	Salaried	General member
Felicity Eylward	Appointed to the Tribunal	Salaried	General member
Amy Faram	Transitioned to the Tribunal	Salaried	General member
Paul Favell	Appointed to the Tribunal	Salaried	General member
Stewart Fenwick	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Garry Fitzgerald	Transitioned to the Tribunal	Salaried	General member
Samantha Fitzsimons	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Tania Flood	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Neil Foster	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Brendan Fox	Appointed to the Tribunal	Salaried	General member
Joseph Francis	Term ended during AAT	Full-time	Member
Patrick Francis	Term ended during AAT	Full-time	Member
William Frost	Term ended during AAT	Full-time	Member
Maria Gagliardi	Transitioned to the Tribunal	Salaried	General member
Lana Gallagher	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Patrick Gardner	Appointed to the Tribunal	Sessional	General member
Nicholas Gaudion	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Rosaline Germov	Appointed to AAT Transitioned to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Bill Gerogiannis	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Kathryn Gillingham	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Helen Glass	Transitioned to the Tribunal	Salaried	General member
Nathan Goetz	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Brendan Gogarty	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Anita Goldsworthy	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Sally Gooch	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Amanda Goodier	Transitioned to the Tribunal	Salaried	General member
Donald Gordon	Transitioned to the Tribunal	Salaried	General member
Benjamin Goulding	Transitioned to the Tribunal	Salaried	General member
Meredith Graham	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Anne Grant	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Carolyn Graydon	Transitioned to the Tribunal	Salaried	General member
Jocelyn Green	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Michael Griffin AM	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Timothy Griffin	Appointed to the Tribunal	Sessional	General member
Timothy Griffiths	Appointed to the Tribunal	Salaried	General member
Helen Grutzner	Appointed to the Tribunal	Sessional	General member
Richard Guemy	Transitioned to the Tribunal	Salaried	General member
Tina Guthrie	Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Peter Haag	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Melissa Haag	Transitioned to the Tribunal	Salaried	General member
George Hallwood	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Genevieve Hamilton	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Karen Hamilton	Transitioned to the Tribunal	Salaried	General member
Rachelle Hampson	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Mary Hanna	Transitioned to the Tribunal	Salaried	General member
Gregory Hanson	Transitioned to the Tribunal	Salaried	General member
Jonathan Hanton	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Lisa Harris	Appointed to the Tribunal	Salaried	General member
Susan Harris Rimmer	Appointed to the Tribunal	Sessional	General member
Katherine Harvey	Reappointed to the Tribunal	Salaried	General member
Jessica Henderson	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Deborah Heron	Appointed to the Tribunal	Salaried	General member
Virajith Hewaarachchi	Appointed to the Tribunal	Salaried	General member
Lorraine Hill	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Asher Hirsch	Appointed to the Tribunal	Salaried	General member
Adrian Ho	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Khanh Hoang	Transitioned to the Tribunal	Salaried	General member
Susan Hoffman	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Linda Holub	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Richard Hooker	Appointed to the Tribunal	Salaried	General member
Michael Horsburgh AM	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
James Horsley	Transitioned to the Tribunal	Salaried	General member
Noelle Hossen	Transitioned to the Tribunal	Salaried	General member
Edward Howard	Reappointed to the Tribunal	Salaried	General member
Denny Hughes	Transitioned to the Tribunal	Salaried	General member
Penelope Hunter	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Sarah Irvine	Transitioned to the Tribunal	Salaried	General member
Ivan Jaffit	Appointed to the Tribunal	Salaried	General member
David James	Reappointed to the Tribunal	Salaried	General member
Peter Jensen	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Adam Johnson	Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Rachelle Johnston	Transitioned to the Tribunal	Salaried	General member
Sophie Jones	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Michael Jones	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Michael Judd	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Samira Kamandi	Transitioned to the Tribunal	Salaried	General member
Christine Kannis	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Peter Katsambanis	Term ended during AAT	Full-time	Member
Deborah Keenan	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Hollie Kerwin	Transitioned to the Tribunal	Salaried	General member
Elisa Kidston	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Hee-Jung Kim	Transitioned to the Tribunal	Salaried	General member
Anita King	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Robert King	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Matthew King	Transitioned to the Tribunal	Salaried	General member
Sandra Koller	Appointed to the Tribunal	Salaried	General member
John Kotsifas	Transitioned to the Tribunal	Salaried	General member
Donna Lambden	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Nora Lamont	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Deborah Laver	Transitioned to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Joshua Le Vay	Transitioned to the Tribunal	Salaried	General member
Suzanne Leal	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Gary Ledson	Transitioned to the Tribunal	Salaried	General member
Rebecca Lee	Transitioned to the Tribunal	Salaried	General member
Julia Leonard	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Simon Letch	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Stephen Lewinsky	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Lisa Maree Lo Piccolo	Transitioned to the Tribunal	Salaried	General member
Jennifer Lock	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Ben Lumsdaine	Transitioned to the Tribunal	Salaried	General member
Li Ting Luo	Appointed to the Tribunal	Salaried	General member
Jennifer Maclean	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Brygyda Maiden	Reappointed to the Tribunal	Salaried	General member
Paul Maishman	Reappointed to the Tribunal	Salaried	General member
Kate Malyon	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Sophie Manera	Transitioned to the Tribunal	Salaried	General member
Michael Manetta	Term ended during AAT	Part-time	Member
Laura-Leigh Manville	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Geoffrey Markov	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Shane Marshall	Term ended during AAT	Full-time	Member
Maxina Martellotta	Transitioned to the Tribunal	Salaried	General member
Andrew Maryniak KC	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Rosemary Mathlin	Appointed to the Tribunal	Sessional	General member
Christopher Matthies	Appointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Melissa McAdam	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Carolyn McAnally	Appointed to the Tribunal	Salaried	General member
John McAteer	Appointed to the Tribunal	Sessional	General member
Louise McBride	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Janette McCahon	Term ended during AAT	Full-time	Member
Maralean McCalman	Transitioned to the Tribunal	Salaried	General member
David McCulloch	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Louise McDonald	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Kylie McGrath	Appointed to the Tribunal	Salaried	General member
Aneita McGregor	Appointed to the Tribunal	Salaried	General member
David McKelvey	Term ended during AAT	Part-time	Member
Robert McLaughlin	Transitioned to the Tribunal	Salaried	General member
Andrew McLean-Williams	Reappointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Jessica McLeod	Transitioned to the Tribunal	Salaried	General member
Alan McMurran	Reappointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Karen McNamara	Term ended during AAT	Full-time	Member
Roderick McRae	Appointed to the Tribunal	Sessional	General member
Stefanie Memmott	Transitioned to the Tribunal	Salaried	General member
Amanda Mendes Da Costa	Term ended during AAT	Full-time	Member
Belinda Mericourt	Transitioned to the Tribunal	Salaried	General member
Justin Meyer	Reappointed to the Tribunal	Salaried	General member
Rebecca Mikhail	Transitioned to the Tribunal	Salaried	General member
Paul Millar	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Jillian Moir	Appointed to the Tribunal	Sessional	General member
Lilly Mojsin	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member

Name	Appointment changes during reporting period	Type	Category
Marianna Moustafine	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Sydelle Muling	Transitioned to the Tribunal	Salaried	General member
Craig Mulvey	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Dominique Murphy	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Jade Murphy	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Kyriakos Nalpantidis	Reappointed to the Tribunal	Sessional	General member
Paul Noonan	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Steven Norman	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Siran Nyabally	Transitioned to the Tribunal	Salaried	General member
Mark Oakman	Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Mark O'Loughlin	Reappointed to the Tribunal	Salaried	General member
Robert Ormston	Reappointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Sessional	General member
Justin Owen	Reappointed to the Tribunal	Salaried	General member
Sophia Panagiotidis	Term ended during AAT	Full-time	Member
Peter Papadopoulos	Term ended during AAT	Full-time	Member
Jonathon Papalia	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Linda Pearson	Transitioned to the Tribunal	Salaried	General member
Jason Pennell	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Wayne Pennell	Reappointed to the Tribunal Term ended during the Tribunal	Salaried	General member
Franca Petrone	Transitioned to the Tribunal	Salaried	General member
Donna Petrovich	Term ended during AAT	Full-time	Member
Myra Poon	Appointed to the Tribunal	Salaried	General member
Damien Power	Transitioned to the Tribunal	Salaried	General member
Radhika Prasad	Transitioned to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Victoria Price	Transitioned to the Tribunal	Salaried	General member
Lara Proske	Transitioned to the Tribunal	Salaried	General member
Louise Prychidczuk	Appointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Sessional	General member
Natalie Purcell	Transitioned to the Tribunal	Salaried	General member
Julie Quinlivan	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Tamara Quinn	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Peter Ranson	Reappointed to AAT Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Alexander Reilly	Transitioned to the Tribunal Term ended during the Tribunal	Salaried	General member
Fraser Robertson	Transitioned to the Tribunal	Salaried	General member
Felicity Rogers	Appointed to the Tribunal	Sessional	General member
Justine Ross	Appointed to the Tribunal	Salaried	General member
Andrew Rozdilsky	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Frank Russo	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Emily Rutherford	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Alison Ryan	Transitioned to the Tribunal	Salaried	General member
Amanda Ryding	Transitioned to the Tribunal	Salaried	General member
Gerard Sammon	Appointed to the Tribunal	Salaried	General member
Sharon Sangha	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Olympia Sarrinikolaou	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Katharine Scarlett	Appointed to the Tribunal	Salaried	General member
Naomi Schmitz	Transitioned to the Tribunal	Salaried	General member
Frank Schoneveld	Appointed to the Tribunal	Salaried	General member
Grant Schubert	Appointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Imogen Selley	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Mary Sheargold	Reappointed to the Tribunal	Salaried	General member
Inge Sheck	Transitioned to the Tribunal	Salaried	General member
Andrew Shelley	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Wan Shum	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
James Silva	Term ended during AAT	Part-time	Member
Gabrielle Simm	Transitioned to the Tribunal	Salaried	General member
Frances Simmons	Transitioned to the Tribunal	Salaried	General member
Michael Simmons	Transitioned to the Tribunal	Salaried	General member
Rebecca Smith	Appointed to the Tribunal	Salaried	General member
Raymond Smith	Transitioned to the Tribunal	Salaried	General member
Shellee Smith	Transitioned to the Tribunal	Salaried	General member
Donald Smyth	Term ended during AAT	Full-time	Member
Fiona Sneath	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Tania Sourdin	Appointed to the Tribunal	Salaried	General member
Frances Staden	Term ended during AAT	Part-time	Member
David Stevens	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Daniel Stewart	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Claire Stokes	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Warren Strange	Appointed to the Tribunal	Salaried	General member
Alexandra Stratigos	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Mersina Stratos	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Tracey Summerfield	Appointed to the Tribunal	Sessional	General member
Fraser Syme	Appointed to the Tribunal	Salaried	General member
David Thompson	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Jeffrey Thomson	Term ended during AAT	Full-time	Member

Name	Appointment changes during reporting period	Type	Category
Kathryn Thornton	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Sarah Thrift	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Kathleen Timbs	Transitioned to the Tribunal	Salaried	General member
Rupert Timms	Transitioned to the Tribunal	Salaried	General member
Justin Toohey	Transitioned to the Tribunal	Salaried	General member
Andrea Treble	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Anne Trengove	Appointed to the Tribunal	Sessional	General member
Matthew Tubridy	Transitioned to the Tribunal	Salaried	General member
Patricia Tyson	Transitioned to the Tribunal	Salaried	General member
Andrew Verduci	Transitioned to the Tribunal	Salaried	General member
Shyla Vohra	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Julie von Doussa	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Catherine Wall	Transitioned to the Tribunal	Salaried	General member
Margaret Walter	Appointed to the Tribunal Term ended during the Tribunal	Sessional	General member
Bryony Walters	Appointed to the Tribunal	Salaried	General member
Robert Walters RFD	Term ended during AAT	Part-time	Member
Susan Waring	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Phillippa Wearne	Transitioned to the Tribunal	Salaried	General member
Gregory Weeks	Transitioned to the Tribunal	Salaried	General member
Bruce Wells	Appointed to the Tribunal	Salaried	General member
Richard West	Reappointed to AAT Transitioned to the Tribunal	Sessional	General member
Paul White	Transitioned to the Tribunal	Salaried	General member
Adrian Williams	Transitioned to the Tribunal	Salaried	General member
Catherine Willis	Appointed to AAT Transitioned to the Tribunal	Salaried	General member
Jennifer Wilson	Appointed to the Tribunal	Salaried	General member
Carolyn Wilson	Transitioned to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Paul Windsor	Reappointed to AAT Transitioned to the Tribunal	Salaried	General member
Allison Windsor	Term ended during AAT	Part-time	Member
Stephen Witts	Term ended during AAT	Full-time	Member
Susan Woodford	Appointed to the Tribunal	Salaried	General member
Magdalena Wysocka	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Danae Younger	Appointed to the Tribunal	Salaried	General member
Sue Zelinka	Transitioned to the Tribunal	Salaried	General member
Sophia Ziebell-Barnes	Transitioned to the Tribunal	Salaried	General member
Deborah Ziegler	Appointed to AAT Transitioned to the Tribunal	Sessional	General member
Malek Zraika	Appointed to the Tribunal	Salaried	General member

Profiles

The President and the jurisdictional area leaders have defined functions under the ART Act in addition to their function as members of the Tribunal Advisory Committee under section 236(4). These are set out at section 193 of the ART Act for the President and section 197(5) for the jurisdictional area leaders.

President

The Hon Justice Emilios Kyrou AO was appointed the inaugural President of the Tribunal on 14 October 2024. He was appointed as a Judge of the Federal Court of Australia on 8 June 2023 and as President of the former AAT on 9 June 2023.

Justice Kyrou is a member of the Administrative Review Council, which focuses on promoting the integrity of the Commonwealth administrative law system and better administrative decision-making across government. He is also assigned as the jurisdictional area leader for the Intelligence and Security jurisdictional area.

From 2014 to 2023, Justice Kyrou was a Judge of Appeal of the Victorian Court of Appeal. From 2008 to 2014, he was a Trial Judge of the Supreme Court of Victoria. From 1990 until 2008, Justice Kyrou was a senior litigation partner in the international legal firm that is now known as King & Wood Mallesons.

Pictured from left: Deputy President Kate Millar; Justice Kyrou, President; Deputy President Kruna Dordevic; Deputy President Gina Lazanas; Michael Hawkins, Chief Executive Officer and Principal Registrar; and Deputy President Simone Burford



Jurisdictional area leaders

Deputy President Simone Burford

Simone Burford was assigned as the jurisdictional area leader for the Protection jurisdictional area from 14 October 2024. She was appointed as a deputy president on 22 July 2024 and assigned as the Division Head for the former Migration and Refugee Division of the AAT on 15 August 2024.

Deputy President Burford was first appointed to the AAT as a member in 2017 and then a senior member in February 2022. She was the practice leader for the Migration and Refugee Division in the Perth Registry prior to her appointment as a deputy president.

Deputy President Burford spent a significant period working for the Federal Government including as Senior Adviser (National Security, Legal Affairs and Communications) to the Prime Minister of Australia and as the Chief of Staff to the Attorney-General of Australia. She previously worked as a solicitor at Allen, Allen and Hemsley, and as a Federal Court Associate to the Hon Justice Ronald Sackville.

Deputy President Kruna Dordevic

Kruna Dordevic was assigned as the jurisdictional area leader for the Social Security and the National Disability Insurance Scheme jurisdictional areas from 14 October 2024. She was appointed as a deputy president on 22 July 2024.

Deputy President Dordevic was first appointed as a member of the Social Security Appeals Tribunal in 2006 and was appointed as a senior member of the AAT in 2022. She served as a practice leader in the AAT's Social Services and Child Support Division prior to her appointment as a deputy president.

Previously, Deputy President Dordevic has undertaken various roles in the social services sector for government and charitable organisations, including the Service for Treatment and Rehabilitation of Torture and Trauma Survivors, child protection and with women and children fleeing family violence.

Deputy President Gina Lazanas

Gina Lazanas was assigned as the jurisdictional area leader for the Taxation and Business, Veterans' and Workers' Compensation, and General jurisdictional areas from 14 October 2024. She was appointed as a deputy president on 22 July 2024 and assigned as the Division Head for the former Taxation and Commercial, and Small Business Taxation Divisions of the AAT on 22 August 2024.

Deputy President Lazanas was first appointed to the AAT as a sessional senior member in 2012. She undertook a variety of complex cases and dispute resolution events, and assisted in case management across various areas of the AAT's jurisdiction. She also had responsibility for mentoring members in relation to persona designata work such as proceeds of crime compulsory examinations.

Previously, Deputy President Lazanas practised at a number of leading firms, including as a partner of an international law firm and one of the big four accounting firms, before establishing a specialist tax law firm. She has over 35 years' experience as a lawyer, including in the carriage of tax and related tax administration litigation on behalf of diverse clients in the Federal Court and High Court of Australia.

Deputy President Kate Millar

Kathryn (Kate) Millar was assigned as the jurisdictional area leader for the Migration jurisdictional area from 14 October 2024. She was appointed as a deputy president on 1 July 2024.

Deputy President Millar was appointed as a member of the Social Security Appeals Tribunal in 2008 and as a member of the Migration Review Tribunal and the Refugee Review Tribunal in 2012. She was appointed as a senior member of the AAT in 2019. She was the practice leader for the Migration and Refugee Division in the Adelaide Registry and for the Social Security second review caseload prior to her appointment as a deputy president.

Previously, Deputy President Millar has been a member of the Public and Community Housing Appeals Panel, Deputy President of the Guardianship Board in South Australia and a member of the South Australia Civil and Administrative Tribunal. She has worked as a manager in the Office of the Equal Opportunity Commissioner (South Australia) and undertook training as a mediator.

Member Code of Conduct

Section 201 of the ART Act requires the President to determine a code of conduct for non-judicial members. The President determined and published the Code of Conduct for Non-judicial Members (Code) on 14 October 2024.

The Code is an important document as it sets out the normative standard of behaviour that is expected of Tribunal members. Compliance with the Code assists in promoting public trust and confidence in the Tribunal.

In November 2024, the President attended each Tribunal registry and conducted information sessions which explained the provisions of the Code. During the reporting period, the President and General Counsel have responded to questions from members about aspects of the Code, including about the scope of some provisions and their application to particular circumstances.

The Code provides information on the procedures to follow when the President becomes aware of circumstances which may constitute possible breaches of the Code, including through complaints against members. The Code also provides information about measures undertaken by the Tribunal to assist members to uphold the Code, such as mentoring, education, training and professional development.

During the reporting period, the President initiated investigations into possible breaches of the Code by 2 members. Those investigations were ongoing at 30 June 2025. In addition, a sessional member resigned after the President wrote to them about their unavailability, without an approved leave of absence, to perform the duties of their office for more than 3 months.

Member Performance Standard

Section 202 of the ART Act requires the President to determine a performance standard for non-judicial members. The President determined and published the Performance Standard for Non-Judicial Members (Performance Standard) on 14 October 2024.

Due to the need to develop accurate and reliable reports about member performance, the commencement of key provisions of the Performance Standard was deferred to 3 February 2025 and 1 July 2025.

The Performance Standard is an important document because it sets out the minimum standards of performance that is expected of Tribunal members. Compliance with the Performance Standard assists in promoting public trust and confidence in the Tribunal.

During the reporting period, the Tribunal conducted several information sessions to explain the provisions of the Performance Standard and the reports that were being developed to provide data to assess the performance of members. Processes were also established for members to apply for adjustments to aspects of the Performance Standard where applying it strictly could cause anomalies or unfairness.

The Performance Standard outlines procedures to follow when the President becomes aware of circumstances which may constitute possible breaches of the Performance Standard. It also sets out the measures undertaken by the Tribunal to assist members in meeting the Performance Standard, including mentoring, education, training and professional development, as well as the circumstances in which adjustments may be appropriate.

During the reporting period, no action was taken by the President under section 203 of the ART Act in relation to members meeting the Performance Standard.

Appendix 2: Additional staffing statistics

This appendix contains:


- details of the accountable authority during 2024–25
 - statistics on the employees of the Tribunal (which does not include members of the Tribunal) during 2024–25
 - statistics on Australian Public Service (APS) employees of the Tribunal at 30 June 2025
 - information about the employment arrangements of APS employees
 - details of the salary ranges available for APS employees during 2024–25.
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Table A2.1: Details of the accountable authority, during 2024–25

Name	Position title / Position held	Period as the accountable authority or member within the reporting period	
		Start date (1 July 2024 or after)	End date (30 June 2025 or before)
Michael Hawkins	Registrar ¹	1 July 2024	13 October 2024
Michael Hawkins	Chief Executive Officer (CEO) and Principal Registrar	14 October 2024	30 June 2025
Jamie Crew	Acting CEO and Principal Registrar	29 January 2025 3 March 2025	10 February 2025 7 March 2025

Table A2.2: All ongoing employees – work status and gender by location, 2024–25

At 30 June 2025	Man/Male			Woman/ Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	86	5	91	137	40	177	1	0	1	0	0	0	0	0	0	269
Qld	40	5	45	50	16	66	0	0	0	0	0	0	0	0	0	111
SA	16	3	19	36	12	48	0	0	0	0	0	0	0	0	0	67
Tas	2	0	2	5	5	10	0	0	0	0	0	0	0	0	0	12
Vic	86	3	89	133	23	156	1	0	1	0	0	0	0	0	0	246
WA	16	3	19	41	15	56	0	0	0	0	0	0	0	0	0	75
ACT	16	0	16	26	8	34	0	0	0	0	0	0	0	0	0	50
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	262	19	281	428	119	547	2	0	2	0	0	0	0	0	0	830

Note: These figures do not include members of the Tribunal (see Chapter 2 and Appendix 1 for more information on members).

¹ Michael Hawkins was Registrar for the Administrative Appeals Tribunal (AAT).

Table A2.3: All non-ongoing employees – work status and gender by location, 2024–25

At 30 June 2025	Man/Male			Woman/ Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	5	23	28	8	22	30	0	1	1	0	0	0	0	0	0	59
Qld	2	8	10	12	2	14	0	0	0	0	0	0	0	0	0	24
SA	2	2	4	3	1	4	0	0	0	0	0	0	0	0	0	8
Tas	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Vic	15	19	34	7	21	28	0	1	1	0	0	0	0	0	0	63
WA	0	7	7	4	14	18	0	0	0	0	0	0	0	0	0	25
ACT	0	5	5	6	6	12	0	0	0	0	0	0	0	0	0	17
NT	1	1	2	0	1	1	0	0	0	0	0	0	0	0	0	3
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	25	65	90	41	67	108	0	2	2	0	0	0	0	0	0	200

Note: These figures do not include members of the Tribunal (see Chapter 2 and Appendix 1 for more information on members).

These figures include non-ongoing APS employees and staff engaged under labour hire or contractor arrangements. Staff engaged under labour hire or contractor arrangements and APS casual employees are classified as non-ongoing, part-time for the purpose of this report.

Table A2.4: APS ongoing employees – employment status and gender by classification, 30 June 2025

Classification	Man/Male			Woman/ Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
SES 1	2	0	2	5	0	5	0	0	0	0	0	0	0	0	0	7
EL 2	22	1	23	23	7	30	0	0	0	0	0	0	0	0	0	53
EL 1	38	3	41	64	13	77	0	0	0	0	0	0	0	0	0	118
APS 6	47	0	47	63	15	78	0	0	0	0	0	0	0	0	0	125
APS 5	44	0	44	64	9	73	0	0	0	0	0	0	0	0	0	117
APS 4	88	7	95	171	48	219	2	0	2	0	0	0	0	0	0	316
APS 3	19	7	26	38	23	61	0	0	0	0	0	0	0	0	0	87
APS 2	1	1	2	0	4	4	0	0	0	0	0	0	0	0	0	6
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	262	19	281	428	119	547	2	0	2	0	0	0	0	0	0	830

Table A2.5: APS non-ongoing employees – employment status and gender by classification, 30 June 2025

Classification	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
EL 2	4	1	5	1	0	1	0	0	0	0	0	0	0	0	0	6
EL 1	2	0	2	4	2	6	0	0	0	0	0	0	0	0	0	8
APS 6	2	0	2	5	0	5	0	0	0	0	0	0	0	0	0	7
APS 5	2	1	3	6	0	6	0	0	0	0	0	0	0	0	0	9
APS 4	12	5	17	18	4	22	0	0	0	0	0	0	0	0	0	39
APS 3	2	7	9	7	11	18	0	0	0	0	0	0	0	0	0	27
APS 2	0	13	13	0	23	23	0	2	2	0	0	0	0	0	0	38
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	25	27	52	41	40	81	0	2	2	0	0	0	0	0	0	135

Table A2.6: APS employees by full time and part time status, 2024–25

At 30 June 2024	Ongoing			Non-ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non-ongoing	
SES 3	0	0	0	0	0	0	0
SES 2	1	0	1	0	0	0	1
SES 1	7	0	7	1	0	1	8
EL 2	45	8	53	5	1	6	59
EL 1	102	16	118	6	2	8	126
APS 6	110	15	125	7	0	7	132
APS 5	108	9	117	8	1	9	126
APS 4	261	55	316	30	9	39	355
APS 3	57	30	87	9	18	27	114
APS 2	1	5	6	–	38	38	44
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	692	138	830	66	69	135	965

Table A2.7: APS employees by location, 2024–25

Location	Ongoing	Non-ongoing	Total
NSW	269	40	309
Qld	111	24	135
SA	67	5	72
Tas	12	1	13
Vic	246	44	290
WA	75	6	81
ACT	50	14	64
NT	0	1	1
External Territories	0	0	0
Overseas	0	0	0
Total	830	135	965

Table A2.8: APS Indigenous employees, 2024–25

Employees	Total
Ongoing	14
Non-ongoing	5
Total	19

Table A2.9: APS employee arrangements, 2024–25

Arrangement	SES	Non-SES	Total
Enterprise Agreement	–	927	927
Individual Flexibility Arrangement	–	29	29
<i>Public Service Act 1999</i> section 24(1) determination	9	–	9
Total	9	956	965

Table A2.10: Salary ranges for APS employees, 2024–25

Classification	Minimum salary	Maximum salary
SES 2	329,173	329,173
SES 1	230,000	265,165
EL 2	140,890	160,176
EL 1	117,665	138,493
APS 6	94,563	106,394
APS 5	85,755	91,809
APS 4	76,887	83,480
APS 3	71,720	74,460
APS 2	60,567	68,135
APS 1	54,516	59,148
Other	–	–
Minimum / maximum range	54,516	329,173

Appendix 3: Resourcing tables

This appendix contains:

- a table summarising the total resources of the Administrative Review Tribunal (Tribunal) between 14 October 2024 and 30 June 2025 and the Administrative Appeals Tribunal (AAT) between 1 July and 13 October 2024
- a table showing the total expenses for the Tribunal's and the AAT's outcomes.

Resource statements

Table A3.1: Resource statement, 2024–25

	Current available appropriation \$'000	Payments made \$'000	Balance remaining \$'000
	(a)	(b)	(a) - (b)
Departmental			
Annual appropriations – ordinary annual services ¹	258,961	166,374	92,587
Prior year appropriations available – ordinary annual services	68,674	68,674	–
Annual appropriations – other services – non-operating ²	6,742	6,742	–
Prior year appropriations available – other services – non-operating	4,396	4,396	–
Total departmental annual appropriations (a)³	338,773	246,186	92,587
less departmental appropriations drawn from annual/special appropriations and credited to special accounts (b)	–	–	–
Total departmental resourcing (c+d+e-f)	338,773	246,186	92,587
Administered			
Total administered annual appropriations (c)	–	–	–
Total administered special appropriations (d) ⁴	10,810	10,810	–
Total administered resourcing (c+d)	10,810	10,810	–
Total resourcing and payments for the Tribunal	349,583	256,996	92,587

¹ Appropriation Act (No. 1) and Appropriation Act (No. 3).

² Appropriation Act (No. 4). This includes Equity Injection.

³ Departmental capital budgets are not separately identified in Appropriation Bill (No.1, 3, 5) and form part of ordinary annual services items. For accounting purposes, this amount has been designated as a 'contribution by owner'.

⁴ Estimated External Revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

Expenses by outcomes

Table A3.2: Expenses by outcome, 2024–25

Outcome 1: Administrative Review Tribunal	Budget* 2024–25 \$'000	Actual expenses 2024–25 \$'000	Variation 2024–25 \$'000
	(a)	(b)	(a) - (b)
Program 1.1: Administrative Review Tribunal			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	–	–	–
Other services (Appropriation Act Nos. 2, 4 and 6)	–	–	–
s74 External Revenue ⁵	–	–	–
Special appropriations	7,500	11,478	3,978
Special accounts	–	–	–
Payments to corporate entities	–	–	–
Expenses not requiring appropriation in the Budget year ⁶	5,000	17,494	12,494
Administered total	12,500	28,972	16,472
Departmental expenses			
Departmental appropriation	257,737	257,737	0
s74 External Revenue ⁵	250	1,354	1,104
Special appropriations	–	–	–
Special accounts	–	–	–
Expenses not requiring appropriation in the Budget year ⁶	26,100	28,911	2,811
Departmental total	284,087	288,002	3,915
Total expenses for Program 1.1	296,587	316,974	20,387

Outcome 1: Administrative Review Tribunal	Budget* 2024-25 \$'000	Actual expenses 2024-25 \$'000	Variation 2024-25 \$'000
Outcome 1 totals by appropriation type			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	–	–	–
Other services (Appropriation Bill Nos. 2, 4 and 6)	–	–	–
s74 External Revenue ⁵	–	–	–
Special appropriations	7,500	11,478	3,978
Special accounts	–	–	–
Payments to corporate entities	–	–	–
Expenses not requiring appropriation in the Budget year ⁶	5,000	17,494	12,494
Administered total	12,500	28,972	16,472
Departmental expenses			
Departmental appropriation	257,737	257,737	0
s74 External Revenue ⁵	250	1,354	1,104
Special appropriations	–	–	–
Special accounts	–	–	–
Expenses not requiring appropriation in the budget year ⁶	26,100	28,911	2,811
Departmental total	284,087	288,002	3,915
Total expenses for Outcome 1	296,587	316,974	20,387
Average staffing level (number)⁷	927	760	167

* Full-year budget, including any subsequent adjustment made to the 2024-25 budget at Additional Estimates.

⁵ Estimated expenses incurred in relation to receipts retained under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

⁶ Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses, audit fees.

⁷ Average staffing level numbers exclude Tribunal members.

Appendix 4: Executive remuneration

This appendix contains information about executive remuneration in 2024-25 for:


- key management personnel
 - senior executives
 - other highly paid staff.
- 

Table A4.1: Information about remuneration for key management personnel, 2024–25

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Emilios Kyrou AO	President ^a	0	0	0	0	0	0	0	0
Michael Hawkins AM	Chief Executive Officer and Principal Registrar	458,833	0	1,077	31,999	11,086	0	0	501,918
Jamie Crew	Chief Operating Officer	325,928	0	2,094	59,619	8,138	0	0	395,779

^a The President's salary is paid by the Federal Court of Australia rather than by the Tribunal.

Table A4.2: Information about remuneration for senior executives, 2024–25*

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$0 - \$220,000	3	143,080	0	0	26,377	3,787	0	0	173,243
\$220,001 - \$245,000	1	221,024	0	0	34,727	5,686	0	0	261,437
\$245,001 - \$270,000	1	244,922	0	0	38,854	6,428	0	0	290,204
\$270,001 - \$295,000	2	259,105	0	0	43,629	6,427	0	0	309,161
\$295,001 - \$320,000	2	270,424	0	0	47,255	6,492	0	0	324,171


* Some of the individuals in this remuneration band have been in these roles for only a portion of the reporting period and/or accessed long service leave during the period.

Table A4.3: Information about remuneration for other highly paid staff, 2024–25

Total remuneration bands	Number of other highly paid staff	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	
\$270,001 - \$295,000	1	243,155	0	0	33,967	5,571	0	0	282,693

Appendix 5: Additional caseload statistics

This appendix contains:

- an overview of applications statistics
 - General jurisdictional area statistics
 - Intelligence and Security jurisdictional area statistics
 - Migration jurisdictional area statistics
 - National Disability Insurance Scheme jurisdictional area statistics
 - Protection jurisdictional area statistics
 - Social Security jurisdictional area statistics
 - Taxation and Business jurisdictional areas statistics
 - Veterans' and Workers' Compensation jurisdictional area statistics.
- 
- A decorative graphic at the bottom of the page consisting of several overlapping, wavy, curved shapes in various shades of teal and dark blue, creating a modern, abstract design.

Note about decisions made by consent:

In the following tables, where a jurisdictional area outcome of review is identified as by 'consent', this relates to decisions made by:

- the Administrative Review Tribunal (Tribunal), between 14 October 2024 and 30 June 2025, in accordance with terms of agreement reached by the parties under section 103 of the *Administrative Review Tribunal Act 2024* (ART Act) or
- the Administrative Appeals Tribunal (AAT), between 1 July and 13 October 2024, in accordance with terms of agreement reached by the parties under sections 34D and 42C of the *Administrative Appeals Tribunal 1975* (AAT Act).

Overview of applications statistics

Table A5.1: Applications lodged, finalised and on-hand by jurisdictional area, 2024–25

Jurisdictional area	Lodged		Finalised		On hand at year end	
	No.	% of Total	No.	% of Total	No.	% of Total
General	2,797	3.3%	2,329	5.0%	1,480	1.3%
Intelligence and Security	9	<1%	4	<1%	7	<1%
Migration	46,651	54%	12,954	28%	56,698	50%
NDIS	7,935	9.2%	5,014	11%	5,839	5.2%
Protection	19,147	22%	17,022	37%	42,764	38%
Social Security	6,516	7.6%	6,682	14%	1,804	1.6%
Taxation and Business	1,318	1.5%	1,055	2.3%	2,413	2.1%
Veterans' and Workers' Compensation	1,472	1.7%	1,346	2.9%	1,586	1.4%
Total*	85,845	100%	46,406	100%	112,591	100%

* Total does not include Guidance and Appeals Panel or Immigration Assessment Authority (IAA) lodgements/finalisations.

General jurisdictional area statistics

Table A5.2: Caseload overview – General jurisdictional area, 2024–25

Jurisdictional area / Jurisdictional list	Lodged	Finalisations	On hand at year end	Proportion of applications finalised within 12 months of lodgement	Median time to finalise (weeks)
General	2,797	2,329	1,480	94.2%	17
Child support	1,952	1,706	859	97.4%	17
Information and other	845	623	621	85.3%	18

Table A5.3: Outcome of reviews – General jurisdictional area*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
General	429	575	138	97	380	575	2,193
Child support	391	554	34	73	229	328	1,609
Information and other	38	21	104	24	151	247	585

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

Table A5.4: Child support first review cases lodged, finalised and on hand by payment type, 2024–25

Decision type	Lodged	Finalised	On hand at year end
Care percentage decision	543	508	189
Change of assessment	749	633	385
Non agency payment	108	84	44
Particulars of the assessment	160	132	63
Refusal of extension of time to object	106	74	42
Other	157	152	45
Total	1,823	1,583	768

Intelligence and Security jurisdictional area statistics

Table A5.5: Caseload overview – Intelligence and Security jurisdictional area, 2024–25

Jurisdictional area / Jurisdictional list	Lodged	Finalisations	On hand at year end	Proportion of applications finalised within 12 months of lodgement	Median time to finalise (weeks)
Intelligence and Security	9	4	7	50.0%	34

Table A5.6: Outcome of reviews – Intelligence and Security jurisdictional area*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Intelligence and Security	1	–	–	–	2	–	3

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

Migration jurisdictional area statistics

Table A5.7: Caseload overview – Migration jurisdictional area, 2024–25

Jurisdictional area / Jurisdictional list	Lodged	Finalisations	On hand at year end	Proportion of applications finalised within 12 months of lodgement	Median time to finalise (weeks)
Migration	46,651	12,954	56,698	48.5%	55
Character and citizenship	912	765	576	84.5%	13
Family and partner visas	2,293	1,704	5,321	22.8%	147
Study visas	32,198	5,639	38,066	43.8%	59
Visitor, bridging and other visas	4,323	2,219	4,125	69.3%	23
Working, skilled and investment visas	6,925	2,627	8,610	47.2%	61

Table A5.8: Outcome of reviews – Migration jurisdictional area*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Migration	2,540	5,345	96	452	3,337	1,182	12,952
Character and citizenship	267	153	96	36	143	68	763
Family and partner visas	463	874	–	56	224	87	1,704
Study visas	1,036	2,562	–	225	1,577	239	5,639
Visitor, bridging and other visas	356	569	–	50	618	626	2,219
Working, skilled and investment visas	418	1,187	–	85	775	162	2,627

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

National Disability Insurance Scheme jurisdictional area statistics

Table A5.9: Caseload overview – National Disability Insurance Scheme jurisdictional area, 2024–25

Jurisdictional area / Jurisdictional list	Lodged	Finalisations	On hand at year end	Proportion of applications finalised within 12 months of lodgement	Median time to finalise (weeks)
National Disability Insurance Scheme	7,935	5,014	5,839	78.7%	27
Plans	6,141	3,831	4,366	82.5%	25
Access	1,794	1,183	1,473	66.4%	35

Table A5.10: Outcome of reviews – National Disability Insurance Scheme jurisdictional area*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
National Disability Insurance Scheme	106	93	3,563	94	944	206	5,006
Access	67	16	785	31	230	52	1,181
Plans	39	77	2,778	63	714	154	3,825

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

Protection jurisdictional area statistics

Table A5.11: Protection cases lodged by country of reference, 2024–25

Country of reference	Number of cases lodged
China	3,231
Fiji	801
India	3,794
Indonesia	992
Malaysia	953
Nepal	642
Philippines	1,477
Sri Lanka	637
Vietnam	2,014
Other	4,606
Total	19,147

Table A5.12: Protection cases finalised by country of reference, 2024–25

Country of reference	Number of cases finalised
China	3,918
Fiji	506
India	629
Indonesia	555
Malaysia	6,475
Pakistan	251
Taiwan	317
Thailand	654
Vietnam	1,312
Other	2,405
Total	17,022

Table A5.13: Protection cases on hand by country of reference, 30 June 25

Country of reference	Number of cases on hand
China	8,042
East Timor	1,075
Fiji	1,542
India	5,928
Indonesia	2,830
Malaysia	5,615
Philippines	2,226
Thailand	1,817
Vietnam	4,834
Other	8,855
Total	42,764

Table A5.14: Outcome of reviews – Protection jurisdictional area*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Protection	6,872	1,845	–	5,200	1,856	1,249	17,022
Malaysia	3,286	682	–	1,861	338	308	6,475
China	1,182	90	–	2,176	305	165	3,918
Vietnam	363	90	–	403	294	162	1,312
Thailand	254	13	–	224	76	87	654
India	234	25	–	80	214	76	629
Indonesia	223	28	–	156	57	91	555
Fiji	294	51	–	51	57	53	506
Taiwan	152	–	–	103	46	16	317
Pakistan	108	100	–	11	29	3	251
Other	776	766	–	135	440	288	2,405

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

Social Security jurisdictional area statistics

Table A5.15: Caseload overview – Social Security jurisdictional area, 2024–25

Jurisdictional area / Jurisdictional list	Lodged	Finalisations	On hand at year end	Proportion of applications finalised within 12 months of lodgement	Median time to finalise (weeks)
Social Security	6,516	6,682	1,804	96.3%	12
Centrelink	6,351	6,516	1,768	96.2%	12
Paid parental leave	165	166	36	100.0%	15

Table A5.16: Outcomes of reviews – Social Security jurisdictional area*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Social Security	2,328	1,434	405	196	529	1,776	6,668
Centrelink	2,227	1,409	404	196	522	1,744	6,502
Paid parental leave	101	25	1	–	7	32	166

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

Table A5.17: Centrelink first review cases lodged, finalised and on hand by payment type, 2024–25

Payment Type	Lodged	Finalised	On hand at year end
Age pension	669	638	179
Austudy payment	93	100	14
Carer allowance	129	136	21
Carer payment	216	232	41
Disability support pension	1,333	1,265	297
Family tax benefit	1,025	1,121	208
Jobseeker payment	503	520	105
Newstart allowance	110	119	21
Parenting payment	259	275	55
Youth allowance	308	321	60
Other	983	983	191
Total	5,628	5,710	1,192

Table A5.18: Centrelink second review cases lodged, finalised and on hand by payment type, 2024–25

Payment Type	Lodged	Finalised	On hand at year end
Age pension	95	112	70
Austudy payment	9	11	6
Carer allowance	14	11	10
Carer payment	21	33	21
Disability support pension	200	216	147
Jobseeker payment	57	39	46
Newstart allowance	10	28	12
Parenting payment	40	37	46
Youth allowance	24	24	19
Other	253	295	199
Total	723	806	576

Table A5.19: Centrelink first review lodgements by decision type*, 2024–25

Decision type	Number	% of total
Cancellation of payment	445	8%
Debt	2,098	37%
Rate of payment	353	6%
Start date of payment	447	8%
Other	2,285	41%
Total	5,628	100%

* A single application may relate to more than one type of reviewable decision. These figures relate to the primary decision type recorded by the AAT and the Tribunal for each application.

Table A5.20: Centrelink second review lodgements by decision type*, 2024–25

Decision type	Number	% of total
Cancellation of payment	44	6%
Debt	329	46%
Rate of payment	52	7%
Start date of payment	51	7%
Other	247	34%
Total	723	100%

* A single application may relate to more than one type of reviewable decision. These figures relate to the primary decision type recorded by the AAT and the Tribunal for each application.

Table A5.21: Paid parental leave first review lodgements by decision type*, 2024–25

Decision type	Number	% of total
Debt	33	21%
Not Payable	114	71%
Payment	7	4%
Start date of payment	6	4%
Total	160	100%

* A single application may relate to more than one type of reviewable decision. These figures relate to the primary decision type recorded by the AAT and the Tribunal for each application.

Table A5.22: Applications lodged by the Secretary* for second review of Centrelink decision, 2024–25

Decision	Number	% of total
Lodged	36	–
Finalised	72	–
Decision affirmed by consent ^a	1	1.4%
Decision affirmed by Tribunal ^b	1	1.4%
Decision varied or set aside by consent ^a	29	40.3%
Decision varied or set aside by Tribunal ^b	28	38.9%
Dismissed by operation of law ^c	1	1.4%

* The Secretary of the Department responsible for administering the relevant legislation.

^a From 1 July 2024 to 13 October 2024: Applications finalised by the AAT in accordance with terms of agreement reached by the parties under section 34D or 42C of the AAT Act.
From 14 October 2024 to 30 June 2025: Applications finalised by the ART in accordance with terms of agreement reached by the parties under section 103 of the ART Act.

^b From 1 July 2024 to 13 October 2024: Applications finalised by a decision of the AAT under section 43 of the AAT Act. From 14 October 2024 to 30 June 2025: Applications finalised by a decision of the ART under section 105 of the ART Act.

^c If an application for a review of a Centrelink decision relates to the recovery of a debt, the parties may agree in writing to settle the proceedings. On receipt of the agreement, the application is taken to have been dismissed.

Note: Percentages may not total 100% due to rounding.

Taxation and Business jurisdictional area statistics

Table A5.23: Caseload overview – Taxation and Business jurisdictional areas, 2024–25

Jurisdictional area / Jurisdictional list	Lodged	Finalisations	On hand at year end	Proportion of applications finalised within 12 months of lodgement	Median time to finalise (weeks)
Taxation and Business	1,318	1,055	2,413	66.6%	33
Regulation and discipline	238	166	231	77.3%	29
Taxation	1,080	889	2,182	62.5%	34

Table A5.24: Outcomes of reviews – Taxation and Business jurisdictional areas*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Taxation and Business	106	93	338	88	249	166	1,040
Regulation and discipline	19	10	30	6	65	36	166
Taxation	87	83	308	82	184	130	874

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

Veterans' and Workers' Compensation jurisdictional area statistics

Table A5.25: Caseload overview – Veterans' and Workers' Compensation jurisdictional area, 2024–25

Jurisdictional area / Jurisdictional list	Lodged	Finalisations	On hand at year end	Proportion of applications finalised within 12 months of lodgement	Median time to finalise (weeks)
Veterans' and Workers' Compensation	1,472	1,346	1,586	55.4%	46
Veterans'	203	161	206	57.1%	43
Workers' compensation	1,269	1,185	1,380	55.2%	47


Table A5.26: Outcomes of reviews – Veterans' and Workers' Compensation jurisdictional area*, 2024–25

Jurisdictional area / Jurisdictional list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Veterans' and Workers' Compensation	88	33	978	25	184	29	1,337
Veterans'	36	3	47	3	60	12	161
Workers' Compensation	52	30	931	22	124	17	1,176

* Figures exclude miscellaneous outcome types. Totals may not match other finalisation counts.

Appendix 6: Other mandatory information

This appendix contains:

- a table setting out how Administrative Review Tribunal (Tribunal) and Administrative Appeals Tribunal (AAT) performance measures are mapped and reported
 - details about advertising and market research expenditure
 - information about the Tribunal's Audit and Risk Committee.
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Mapping for annual performance statements

Table A6.1: Mapping of Tribunal and AAT performance measures from the 2024–25 corporate plans

Performance measures		
AAT Corporate Plan 2024–25 ¹	Tribunal Corporate Plan 2024–25 ²	Mapping and reporting
Number of applications and referrals finalised	Finalisation of 100% of applications for which the Tribunal has been funded to finalise in the financial year	These measures share the same methodology and have been combined to report as one measure for 2024–25. The Tribunal's target and the AAT's target are different. The Tribunal's target has been used for 2024–25 reporting.
Target: 50,300	Target: At least 52,623 finalised	Performance Measure 1 in the annual performance statements includes data for the AAT and Immigration Assessment Authority (IAA) (for the period 1 July 2024 to 13 October 2024) and the Tribunal (for the period 14 October 2024 to 30 June 2025).
Clearance ratio: AAT applications and IAA referrals finalised to applications and referrals received	Not applicable	This AAT measure was not carried over to the Tribunal. The performance measure cannot be measured for the reporting period due to the AAT's abolition in October 2024. For the period 1 July 2024 to 13 October 2024, the AAT had a clearance ratio of 56% for AAT applications and IAA referrals finalised to applications and referrals received.
Target: At least 100%		
Proportion of applications and referrals finalised within 12 months of lodgement or receipt	Proportion of applications finalised within a time standard	These measures share the same methodology and have been combined to report as one measure for 2024–25. Performance Measure 2 in the annual performance statements includes data for the AAT and IAA (for the period 1 July 2024 to 13 October 2024) and the Tribunal (for the period 14 October 2024 to 30 June 2025).
Target: 75% of applications are finalised within 12 months of lodgement	Target: 75% within 12 months	

¹ Also included in the AAT Portfolio Budget Statement (PBS) 2024–25

² Also included in the Tribunal PBS 2025–26 under Current Year 2024–25

Performance measures		
AAT Corporate Plan 2024–25 ¹	Tribunal Corporate Plan 2024–25 ²	Mapping and reporting
Number of decisions published Target: At least 5,000	Not applicable	<p>This measure was not carried over to the Tribunal because the Tribunal's Publication of Decisions Policy does not include a target number of decisions for publication. The Policy prioritises the publication of certain types of decision, including those considered to be of potential interest to the public.</p> <p>For the period 1 July 2024 to 13 October 2024, a total of 1,600 AAT and IAA decisions were published (1,596 AAT decisions and 4 IAA decisions).</p>
AAT user experience rating Target: At least 70%	User experience rating Target: At least 70%	<p>These measures share the same methodology and have been combined to report as one measure for 2024–25.</p> <p>Performance Measure 6 in the annual performance statements includes feedback from users who had a decision finalised between 1 December 2024 and 31 March 2025. While these decisions were finalised by the Tribunal, the feedback provided encompasses users' experiences with both the AAT and the Tribunal.</p>
Proportion of AAT and IAA decisions set aside by the courts on appeal Target: Less than 5%	Proportion of decisions set aside by the courts on appeal Target: Less than 5%	<p>These measures share the same methodology and have been combined to report as one measure for 2024–25.</p> <p>Performance Measure 3 in the annual performance statements includes data for the AAT and IAA (for the period 1 July 2024 to 13 October 2024) and the Tribunal (for the period 14 October 2024 to 30 June 2025).</p>
Not applicable	Proportion of decisions set aside by the Guidance and Appeals Panel Target: Less than 5%	This is a new performance measure for the Tribunal only. See Performance Measure 4 in the annual performance statements.
Not applicable	Proportion of substantive decisions delivered within applicable decision delivery benchmark Target: at least 85%	This is a new performance measure for the Tribunal only. See Performance Measure 5 in the annual performance statements.

Advertising and market research

Under section 311A of the *Commonwealth Electoral Act 1918*, the Tribunal is required to set out particulars of any payments above the applicable threshold paid to advertising agencies, market research organisations, polling organisations, direct mail organisations or media advertising organisations.

We did not undertake any advertising campaigns in 2024–25. Non-campaign advertising expenditure of \$128,642 (including GST) was paid to Universal McCann to advertise employment vacancies.

We paid \$26,700 (including GST) to ORIMA Research in relation to the conduct of surveys of users of the Tribunal's services.

There were no other reportable payments made during the reporting year.

Audit and Risk Committee

The Audit and Risk Committee provides independent advice to the Chief Executive Officer and Principal Registrar on the appropriateness of the Tribunal’s performance reporting, financial reporting, and risk and control systems. It also provides advice on the adequacy of our financial and performance statements. The Committee engages with our internal and external audit service providers as required.

The Audit and Risk Committee Charter is on the Tribunal’s website.

Mr Shannon Buckley completed his term on the Audit and Risk Committee in 2024–25. Ms Jenet Connell was appointed as a member of the Committee on 12 March 2025 following a procurement process conducted through a standing panel arrangement managed by the Attorney-General’s Department.

Table A6.2: Audit and risk committee members, 2024–25

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information (including role on committee)
Maria Storti	Fellow of Chartered Accountants Australia & New Zealand Fellow of the Australian Institute of Company Directors Member of the Institute of Internal Audit Master of Business Administration and Bachelor of Economics Former Ernst & Young partner and previous experience with PricewaterhouseCoopers in audit, financial reporting, and risk	4	4	\$15,400	Chair

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information (including role on committee)
Penny McKay	Deputy CEO Australian Skills Quality Authority Former Deputy Commonwealth Ombudsman Former Member of the Open Government Partnership Forum Former acting First Assistant Secretary, Integrity, Security and Assurance Division, Department of Home Affairs Former Assistant Secretary Audit and Assurance, Department of Home Affairs Former General Counsel Australian Commission for Law Enforcement Integrity Bachelor of Laws and Bachelor of Business (Management) Extensive experience in senior government executive and legal roles	4	4	\$0 ³	Member
Jenet Connell	21 years Australian Public Service (APS) experience, including SES Band 3 level, private sector and state government experience Former Deputy Australian Statistician, Australian Bureau of Statistics Former Chief Operating Officer, Department of Immigration and Border Protection Former Deputy Secretary and Chief Operating Officer, Department of Finance Former Deputy Secretary, Detention Capability Review Taskforce Numerous external board positions	2	2	\$4,968	Member
Shannon Buckley	Member of Institute of Internal Auditors Australia Member of Information System Audit Control Association Member of Association of Fraud Investigators, and the Australian Computing Society Certified Practicing Accountant (CPA) Bachelor of Accounting and Computing Assurance professional with experience across internal and external audit, risk management and cybersecurity	2	2	\$3,520	Member

³ Penny McKay is a member of the Australian Public Service (APS) and provided her services in kind.

Grants

The AAT and the Tribunal did not administer any grants programs in 2024–25.

Disability reporting mechanism

The Australian Public Service Disability Employment Strategy 2020–25 is an important part of the Australian Government's ongoing commitment to improving the employment outcomes for people with disability. It supports the APS reform agenda and sets out a change in culture and mindset for the APS by encouraging more inclusive recruitment and workplace practices. This employment strategy also supports Australia's Disability Strategy 2021–2031, the national disability policy framework agreed by all governments.

The disability strategy includes reporting requirements for agencies, including the Tribunal, highlighting our dedication to supporting disability employment.

Disability reporting is also integrated into the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports can be accessed on the Australian Public Service Commission's website at www.apsc.gov.au.

The Tribunal has developed numerous resources to support members of Selection Advisory Committees, which are panels that assess candidates during recruitment, in applying the RecruitAbility scheme. This scheme encourages the employment of people with disability in the APS.

In 2025–26, we will focus on keeping these resources updated and fit for purpose, and able to:

- support our continued commitment to manage unconscious bias
- meet our RecruitAbility requirements
- inform best practice in disability recruitment.

Ecologically sustainable development and environmental performance

While the Tribunal does not develop or administer legislation or policy relating to the environment, we are committed to ensuring our operations are environmentally sustainable.

We support environmental sustainability by taking practical actions like switching off unused devices, promoting double-sided printing, recycling waste, and providing facilities for walking or cycling to work. As part of new fit-out work, we install light-emitting diode (LED) lights equipped with sensors and timers.

During the reporting year, we implemented additional measures to improve our environmental performance. These included:

- installing battery recycling bins at some of our locations
- introducing a secure destruction recycling program
- increasing the proportion of sustainable products purchased through our contracted stationery suppliers.

When arranging new leases and fit-outs, we consider the principles of ecologically sustainable development to align with principles and requirements of the Net Zero in Government Operations Strategy.

Table A6.3: Sustainable and environmental performance

Theme	Steps taken to reduce effect	Measures to review and improve reducing the effect
Energy efficiency	Sensor-controlled lighting installed in new fit-outs and refurbishments to tenancies Energy ratings considered when replacing office equipment.	Brisbane and Sydney tenancies have National Australian Built Environment Rating System (NABERS) energy tenancy ratings. A third tenancy has undergone metering correction to enable future ratings. New leases to comply with the principles and requirements of the Net Zero in Government Operations Strategy with regard to NABERS rating targets.
Electrification	Gas is not procured directly and the Tribunal has committed to not procuring any new equipment that requires gas.	The Tribunal works with existing landlords to understand existing gas use and explore plans for electrification. There is a preference for leasing fully electric buildings when making new leasing decisions.
Waste	The Tribunal participates in building-wide waste and recycling schemes. All registries recycled paper and cardboard. Most registries also recycled other materials, including glass, plastics, metals, toner cartridges, and e-waste such as batteries and equipment. One registry recycled organic material and another recycled coffee pods. Battery recycling bins and Simply Cups stands, which stop plastic lids being put into mixed recycling and landfill, were installed at selected tenancies. There is also a secure destruction recycling program.	The Tribunal continues to explore recycling opportunities, usually through whole-of-building schemes. We participate in whole-of-building recycling schemes with other tenants. Separate data on recycling quantities is not currently available.
Water	Water-saving fixtures, such as dual-flush cisterns and low-water or waterless urinals, have been installed in all new fit-outs and refurbishments to support water conservation.	The Tribunal is not able to access data on water consumption in each of its tenancies.
Office purchases	Preference is given to sustainable office and stationery products that are either biodegradable or made from recycled materials, where possible.	-

APS Net Zero 2030 reporting

APS Net Zero 2030 is the Government’s policy for the APS to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of this, non-corporate and corporate Commonwealth entities are required to report on their operational greenhouse gas emissions. Our organisation’s approach is to minimise the greenhouse gas emissions that are within our control.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2024–25 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO₂-e) emissions.

Table A6.4: Greenhouse gas emissions inventory (location based), 2024–25

Emission source	Scope 1 kg CO ₂ -e	Scope 2 kg CO ₂ -e	Scope 3 kg CO ₂ -e	Total kg CO ₂ -e
Electricity (by location)	N/A	976.33	92.81	1,069.14
Natural gas	–	n/a	–	–
Solid waste*	–	n/a	–	–
Refrigerants**	–	n/a	n/a	–
Fleet and other vehicles	3.18	n/a	0.81	3.99
Domestic commercial flights	n/a	n/a	237.36	237.36
Domestic hire car*	n/a	n/a	0.94	0.94
Domestic travel accommodation*	n/a	n/a	66.77	66.77
Other energy	–	n/a	–	–
Total kg CO₂-e	3.18	976.33	398.69	1,378.20

Note: The table above presents emissions related to electricity usage using the location-based accounting method.

CO₂-e = Carbon dioxide equivalent.

n/a = not applicable

* indicates emission sources collected for the first time in 2024–25. The quality of data is expected to improve over time as emissions reporting matures.

^ indicates optional emission source for 2024–25 emissions reporting.

Table A6.5: Electricity greenhouse gas emissions, 2024–25

Emission source	Scope 2t CO2-e	Scope 3t CO2-e	Total t CO2-e	Percentage of electricity use
Electricity (location-based approach)	976.33	92.81	1,069.14	1,481,560.80
Market-based electricity emissions	902.80	122.60	1,025.40	1,114,562.26
Total renewable electricity consumed	n/a	n/a	n/a	366,998.54
Renewable Power Percentage ⁴	n/a	n/a	n/a	269,569.99
Jurisdictional Renewable Power Percentage ^{5,3}	n/a	n/a	n/a	97,428.56
GreenPower ⁶	n/a	n/a	n/a	–
Large-scale generation certificates ²	n/a	n/a	n/a	–
Behind the meter solar ⁷	n/a	n/a	n/a	–
Total renewable electricity produced	n/a	n/a	n/a	–
Large-scale generation certificates ²	n/a	n/a	n/a	–
Behind the meter solar ⁴	n/a	n/a	n/a	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods.

CO2-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

Emissions inventory tables – caveats

This report includes emissions data for both the former AAT and the Tribunal for the reporting year.

⁴ Listed as mandatory renewables in the AAT's Annual Report 2023–24. The Renewable Power Percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

⁵ Listed as voluntary renewables in the AAT's Annual Report 2023–24.

⁶ The Australian Capital Territory is currently the only jurisdiction with a Jurisdictional Renewable Power Percentage (JRPP).

⁷ Reporting behind the meter solar consumption and/or production is optional. Data quality is expected to improve over time as emissions reporting matures.

A portion of electricity data was unable to be sourced and has not been included.

Solid waste data was unavailable and is not included.

The transition of property service providers under Whole-of-Australian-Government arrangements during the reporting period may result in incomplete property data. Any such incomplete data and resulting changes to emissions calculations will be addressed within the Amendments Process in the first half of 2026.

The Tribunal is reporting accommodation emissions for the first time in 2024–25 due to improved quality and completeness of data and calculation methodology.

Emissions from hire cars for the reporting year have been sourced from third-party providers and may be incomplete.

The quality of data is expected to improve over time as emissions reporting matures.

Greenhouse gas emissions reporting has been developed with methodology that is consistent with the Whole-of-Australian-Government approach under the APS Net Zero 2030 policy. Not all data sources were available at the time of the report and adjustments to baseline data may be required in future reports.

Energy saving initiatives

The Tribunal undertakes the following energy saving techniques in its tenancies:

- Offices are fitted with sensor lighting systems that turn off automatically when no movement is captured.
- Block-out blinds are drawn on external windows during warmer months to reduce cooling needs in offices and general open plan areas.
- Air conditioning is set at 24°C and shuts down at 6.00 pm.
- Most of our computers and monitors are powered through soft wiring connectors and cannot be switched off at the source. All our equipment operates on power-saver mode when not in use.
- New fit-outs include energy-efficient light fittings.
- NABERS ratings have been undertaken in Brisbane, Canberra, and Sydney. The Tribunal received certificates and reports for these locations. Sydney was a co-assessment with building management.

Corrections of errors in previous annual report

The AAT's Annual Report 2023–24 contained the following errors:

On page 29, in Table 3.9, it was incorrectly reported that:

- the count of applications lodged for the Freedom of Information Division was 135. The correct figure was 132
- the count of applications finalised for the Freedom of Information Division was 126. The correct figure was 124
- the count of applications on hand at year end for the Freedom of Information Division was 175. The correct figure was 174
- the count of applications lodged for the General Division was 4,021. The correct figure was 4,024
- the count of applications finalised for the General Division was 3,966. The correct figure was 3,968
- the count of applications on hand at year end for the General Division was 2,721. The correct figure was 2,722.

On page 49, in Table 3.23, it was incorrectly reported that:

- the count of applications finalised in 2023–24 for the Freedom of Information Division was 126. The correct figure was 124.
- On page 50, in Table 3.24, it was incorrectly reported that:
- the total outcomes in 2023–24 for the Freedom of Information Division was 126. The correct figure was 124.

Appendix 7: List of requirements

This appendix contains:

- a list of requirements in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

PGPA Rule Reference	Part of report	Description	Requirement
17AD(g)	Letter of transmittal		
17AI	Letter of transmittal	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the PGPA Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
17AD(h)	Aids to access		
17AJ(a)	Contents	Table of contents (print only).	Mandatory
17AJ(b)	End matter: Index	Alphabetical index (print only).	Mandatory
17AJ(c)	End matter: Glossary	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	Appendix 7: List of requirements	List of requirements.	Mandatory
17AJ(e)	This report	Details of contact officer.	Mandatory
17AJ(f)	This report	Entity's website address.	Mandatory
17AJ(g)	This report	Electronic address of report.	Mandatory
17AD(a)	Review by accountable authority		
17AD(a)	Chapter 1: The year in review	A review by the accountable authority of the entity.	Mandatory
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	Chapter 2: Overview of the Tribunal, 'Functions and purpose'	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	Chapter 2: Overview of the Tribunal, 'Structure'	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	Chapter 2: Overview of the Tribunal, 'Outcome and program'	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)	Chapter 2: Overview of the Tribunal, 'Functions and purpose'	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)	Chapter 2: Overview of the Tribunal, 'Staff of the Tribunal'	Name of the accountable authority or each member of the accountable authority	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17AE(1)(aa)(ii)	Appendix 2: Additional staffing statistics	Position title of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(iii)	Appendix 2: Additional staffing statistics	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, mandatory
17AD(c)	Report on the performance of the entity		
	Annual performance statements		
17AD(c)(i); 16F	Chapter 3 Performance, 'Annual performance statements'	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	Report on financial performance		
17AF(1)(a)	Chapter 3: Performance, 'Financial performance'	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	Appendix 3: Resourcing tables	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17AD(d)	Management and accountability		
	Corporate governance		
17AG(2)(a)	Chapter 4: Management and accountability, 'Fraud control'	Information on compliance with section 10 (fraud and corruption systems).	Mandatory
17AG(2)(b)(i)	Chapter 4: Management and accountability, 'Fraud control'	A certification by accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared.	Mandatory
17AG(2)(b)(ii)	Chapter 4: Management and accountability, 'Fraud control'	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)	Chapter 4: Management and accountability, 'Fraud control'	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory
17AG(2)(c)	Chapter 4: Management and accountability, 'Corporate governance'	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
Audit committee			
17AG(2A)(a)	Appendix 6: Other mandatory information, 'Audit and Risk Committee'	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	Appendix 6: Other mandatory information, 'Audit and Risk Committee'	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	Appendix 6: Other mandatory information, 'Audit and Risk Committee'	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG(2A)(d)	Appendix 6: Other mandatory information, 'Audit and Risk Committee'	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	Appendix 6: Other mandatory information, 'Audit and Risk Committee'	The remuneration of each member of the entity's audit committee.	Mandatory
External scrutiny			
17AG(3)	Chapter 3: Performance, 'External scrutiny'	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	Chapter 3: Performance, 'Appeals'	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, mandatory
17AG(3)(b)	N/A	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, mandatory
17AG(3)(c)	N/A	Information on any capability reviews on the entity that were released during the period.	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
Management of human resources			
17AG(4)(a)	Chapter 4: Management and accountability, Management of human resources	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	Appendix 2: Additional staffing statistics	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees (b) statistics on part-time employees (c) statistics on gender (d) statistics on staff location.	Mandatory
17AG(4)(b)	Appendix 2: Additional staffing statistics	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: <ul style="list-style-type: none"> • statistics on staffing classification level • statistics on full-time employees • statistics on part-time employees • statistics on gender • statistics on staff location • statistics on employees who identify as Indigenous. 	Mandatory
17AG(4)(c)	Chapter 4: Management and accountability, 'Employment agreements and arrangements for staff'	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory
17AG(4)(c)(i)	Chapter 4: Management and accountability, 'Employment agreements and arrangements for staff'	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17AG(4)(c)(ii)	Appendix 2: Additional staffing statistics	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	Chapter 4: Management and accountability, 'Non-salary benefits'	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	Chapter 4: Management and accountability, 'Performance pay'	Information on the number of employees at each classification level who received performance pay.	If applicable, mandatory
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, mandatory
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, mandatory
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, mandatory
Assets management			
17AG(5)	N/A	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory
Purchasing			
17AG(6)	Chapter 4: Management and accountability, 'Purchasing'	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
Reportable consultancy contracts			
17AG(7)(a)	Chapter 4: Management and accountability, 'Consultants'	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7)(b)	Chapter 4: Management and accountability, 'Consultants'	A statement that 'During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]'.	Mandatory
17AG(7)(c)	Chapter 4: Management and accountability, 'Consultants'	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	Chapter 4: Management and accountability, 'Consultants'	A statement that 'Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website'.	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
Reportable non-consultancy contracts			
17AG(7A) (a)	Chapter 4: Management and accountability, 'Reportable non-consultancy contracts'	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A) (b)	Chapter 4: Management and accountability, 'Reportable non-consultancy contracts'	A statement that 'Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website'.	Mandatory
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	Chapter 4: Management and accountability, 'Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts'	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
Australian National Audit Office access clauses			
17AG(8)	Chapter 4: Management and accountability, 'Reporting on purchases'	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
Exempt contracts			
17AG(9)	N/A	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory
Small business			
17AG(10)(a)	Chapter 4: Management and accountability, 'Purchasing'	A statement that '[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website'.	Mandatory
17AG(10)(b)	Chapter 4: Management and accountability, 'Purchasing'	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	N/A	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that '[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website'.	If applicable, mandatory
Financial statements			
17AD(e)	Financial statements	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
Executive remuneration			
17AD(da)	Appendix 4: Executive remuneration	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17AD(f)	Other mandatory information		
17AH(1)(a)(i)	N/A	If the entity conducted advertising campaigns, a statement that 'During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website'.	If applicable, mandatory
17AH(1)(a)(ii)	Appendix 6: Other mandatory information, 'Advertising and market research'	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, mandatory
17AH(1)(b)	N/A	A statement that 'Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]'.	If applicable, mandatory
17AH(1)(c)	Appendix 6: Other mandatory information, 'Disability reporting mechanism'	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	Chapter 3 Performance, 'Information Publication Scheme'	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	Appendix 6: Other mandatory information, 'Corrections of errors in previous annual report'	Correction of material errors in previous annual report	If applicable, mandatory
17AH(2)	Appendix 6: Other mandatory information	Information required by other legislation	Mandatory

Appendix 8: List of the President's reporting obligations

This appendix contains:

- a list of the President's reporting obligations in accordance with section 242 of the *Administrative Review Tribunal Act 2024 (ART Act)*.

Note: In addition to the specific parts of the report referred to in the following table, the 'Report by President' section in Chapter 1: The year in review discusses some of the requirements of section 242 of the ART Act.


Section of the ART Act	Part of report	Description	Sub-categories
242(2)(a)	Chapter 2: Overview of the Tribunal, 'Measures to achieve statutory objective'	Description of measures taken to pursue objective (also Corporate plan)	Fair and just Applications resolved quickly Accessible and responsive Improve transparency and quality of decision-making Promote public trust and confidence
242(2)(b)	Chapter 3: Performance, 'Jurisdictional area caseload'	Assessment of the operation of each jurisdictional area	General Intelligence and security Migration National Disability Insurance scheme Protection Social Security Taxation and Business Veterans' and Workers' Compensation
242(2)(c)	Chapter 3: Performance, 'Guidance and Appeals Panel caseload'	Assessment of the operation of the Guidance and Appeals Panel	Section 122 first instance referrals Section 123 second instance referrals
242(2)(d)	Chapter 3: Performance, 'External scrutiny'	Number of applications made for review of decisions	Break down by jurisdictional area and list
242(2)(e)	Chapter 3: Performance, 'External scrutiny'	Particulars of the results of reviews of decisions by the Tribunal	Break down by jurisdictional area and list

Section of the ART Act	Part of report	Description	Sub-categories
242(2)(f)	Chapter 3: Performance, 'Guidance and Appeals Panel caseload'	Number of applications made to the Guidance and Appeals Panel and particulars of results	
242(2)(g)	Chapter 3: Performance, 'Non-participating parties'	Number of proceedings in the Tribunal involving non-participating parties	
242(2)(h)	Chapter 2: Overview of the Tribunal, 'Systemic and significant issues'	Section 185 referrals	
242(2)(ha)	Chapter 3: Performance, 'Jurisdictional area caseload' Appendix 5: Additional caseload statistics	Section 103 (consent) decisions	Break down by jurisdictional area and list
242(2)(hb)	Chapter 3: Performance, 'External scrutiny'	Decision affirmed by a federal court	Break down by jurisdictional area and list
242(2)(hc)	Chapter 3: Performance, 'External scrutiny'	Decisions overturned by a federal court	Break down by jurisdictional area and list
242(2)(i)	Chapter 2: Overview of the Tribunal, 'Systemic and significant issues'	Summary of actions taken by President and jurisdictional area leaders	Identify systematic issues Inform Ministers, entities and Administrative Review Council of systematic issues
242(2)(j)	Appendix 1: Members of the Tribunal, 'Member Code of Conduct'		Code of Conduct
	Appendix 1: Members of the Tribunal, 'Member Performance Standard'	Overview of actions	Performance Standard
	Chapter 4: Management and accountability, 'Member professional development'		Training, education and professional development

Section of the ART Act	Part of report	Description	Sub-categories
242(2)(k)	Chapter 1: The year in review, 'Report by the President'	Descriptions of measures to engage with	Civil society
	Chapter 3: Performance, 'Engagement'		Persons whose interests are affected by reviewable decisions

Appendix 9: Financial statements

This appendix contains:

- an independent auditor's report
 - certification in the form of a statement by the accountable authority and Chief Finance and Analytics Officer
 - primary financial statements including statements of comprehensive income, financial position, changes in equity and cash flow; administered schedules of comprehensive income, assets and liabilities, and reconciliation; and an administered cash flow statement
 - an overview
 - notes to the financial statements.
- 
- A decorative graphic at the bottom of the page consisting of several overlapping, wavy, curved shapes in various shades of teal and dark blue, creating a modern, abstract design.



INDEPENDENT AUDITOR'S REPORT

To the Attorney-General

Opinion

In my opinion, the financial statements of the Administrative Review Tribunal (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority and Chief Finance and Analytics Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other 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.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive Officer and Principal Registrar is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chief Executive Officer and Principal Registrar is also responsible for such internal control as the Chief Executive Officer and Principal Registrar determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer and Principal Registrar is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer and Principal Registrar is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are 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 the Australian National Audit Office 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 statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Australian National Audit Office



Shane Svoboda
Audit Principal

Delegate of the Auditor-General

Canberra
11 September 2025



Australian Government
Department of Finance



Financial Statements 2024 - 2025

Administrative Review Tribunal

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STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCE AND ANALYTICS OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that Administrative Review Tribunal will be able to pay its debts as and when they fall due.



Michael Hawkins AM
Accountable Authority
09 September 2025



Dobe Temelkovski
Chief Finance and Analytics Officer (a/g)
09 September 2025

Statement of Comprehensive Income

for the period ended 30 June 2025

	Notes	2025 \$'000	AAT 2024 \$'000	Original Budget \$'000	
NET COST OF SERVICES					
Expenses					
Employee benefits	1.1A	182,914	150,779	211,068	1
Suppliers	1.1B	32,382	28,650	29,709	
Depreciation and amortisation	3.2A	28,317	32,025	25,500	
Finance costs	1.1C	3,188	3,465	3,410	
Impairment loss on financial instruments	1.1D	4	-	-	
Losses from asset sales/disposal	1.1E	3	136	-	
Total expenses		246,808	215,055	269,687	
Own-source income					
Own-source revenue					
Revenue from contracts with customers	1.2A	1,354	818	250	2
Other revenue	1.2B	594	542	-	
Total own-source revenue		1,948	1,360	250	
Gains					
Other gains	1.2C	-	4	600	
Total gains		-	4	600	
Total own-source income		1,948	1,364	850	
Net (cost of) services		(244,860)	(213,691)	(268,837)	3
Revenue from Government	1.2D	257,737	222,674	257,737	
Surplus/(Deficit) on continuing operations		12,877	8,983	(11,100)	
OTHER COMPREHENSIVE INCOME					
Items not subject to subsequent reclassification to net cost of services					
Changes in asset revaluation reserve		-	6,577	-	
Total other comprehensive income		-	6,577	-	
Total comprehensive income/(loss)		12,877	15,560	(11,100)	4

The above statement should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Variances are considered to be 'major' based on the following criteria:

- variance between budget and actual is greater than 10% at item level, and
- variance is greater than 2% of the relevant categories. In the case of the statement of comprehensive income, they are total expenses or total revenue.

1. Employee benefits

The lower-than-expected employee benefits resulted from lengthy recruitment processes and delays in onboarding members and staff.

2. Revenue from contracts with customers

The variance in revenue was due to higher than anticipated Section 74 receipts of leave entitlement transfers and increased Comcare receipts.

3. Net (cost of) services

The lower Net (cost of) services results from lower employee benefits caused by delays in onboarding additional members and staff, additionally no other gains were recorded.

4. Total comprehensive income/(loss)

The variance in comprehensive income for the period was primarily due to lower employee benefits caused by delays in onboarding additional members and staff.

Statement of Financial Position

as at 30 June 2025

		2025	AAT 2024	Original Budget	
	Notes	\$'000	\$'000	\$'000	
ASSETS					
Financial assets					
Cash and cash equivalents	3.1A	4,519	4,931	4,758	
Trade and other receivables	3.1B	94,346	76,583	43,542	1
Total financial assets		98,865	81,514	48,300	
Non-financial assets¹					
Buildings	3.2A	167,264	191,071	172,816	
Plant and equipment	3.2A	9,208	7,429	3,377	2
Computer software	3.2A	20,666	14,966	24,724	3
Other non-financial assets	3.2B	6,948	5,243	3,940	4
Total non-financial assets		204,086	218,709	204,857	
Total assets		302,951	300,223	253,157	
LIABILITIES					
Payables					
Suppliers	3.3A	2,674	4,909	8,951	5
Other payables	3.3B	6,092	8,045	2,961	
Total payables		8,766	12,954	11,912	
Interest bearing liabilities					
Leases	3.4A	173,059	190,098	177,091	
Total interest bearing liabilities		173,059	190,098	177,091	
Provisions					
Employee provisions	6.1A	33,732	29,331	27,344	6
Other provisions	3.5A	1,125	1,190	1,238	7
Total provisions		34,857	30,521	28,582	
Total liabilities		216,682	233,573	217,585	
Net assets		86,269	66,650	35,572	
EQUITY					
Contributed equity		132,359	125,617	132,359	
Reserves		12,893	12,893	6,316	8
Retained surplus/(Accumulated deficit)		(58,983)	(71,860)	(103,103)	
Total equity		86,269	66,650	35,572	

The above statement should be read in conjunction with the accompanying notes.

1. Right-of use assets are included in the Buildings.

Statement of Financial Position continued

Budget Variances Commentary

Variances are considered to be 'major' based on the following criteria:

- variance between budget and actual is greater than 10% at item level, and
- variance is greater than 2% of the relevant categories.

1. Trade and other receivables

The variance in the trade and other receivables was substantially attributable to the delay in actual appropriation drawdown and consistent with lower cash requirements resulting from lower staff and member salaries.

2. Plant and equipment

The increase in plant and equipment was a result of upgrade of hearing room facilities, ICT upgrade and lease improvements.

3. Computer software

The reduction in computer software was attributable to development delay in Case Management System.

4. Other non-financial assets

There has been an increase in Other non-financial assets reflecting increased activities supporting the ART.

5. Suppliers

The variance in suppliers was mainly due to improved payment processes resulting in a lower balance.

6. Employee provisions

ART engaged the services of an actuary to review employee provisions and the balances have been aligned with recommendations.

7. Other provisions

Consists of ART lease makegood provision which are valued on the latest advice of WOAG property managers.

8. Reserves

No asset revaluations were required.

Statement of Changes in Equity

for the period ended 30 June 2025

	Notes	2025 \$'000	AAT 2024 \$'000	Original Budget \$'000
CONTRIBUTED EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		125,617	118,421	125,617
Transactions with owners				
Distributions to owners				
Equity injection - Appropriations		2,316	3,135	2,316
Departmental capital budget		4,426	4,061	4,426
Total transactions with owners		6,742	7,196	6,742
Closing balance as at 30 June		132,359	125,617	132,359
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		(71,860)	(80,843)	(92,003)
Comprehensive income				
Surplus/(Deficit) for the period		12,877	8,983	(11,110)
Total comprehensive income		12,877	8,983	(11,110)
Closing balance as at 30 June		(58,983)	(71,860)	(103,113)
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		12,893	6,316	6,316
Comprehensive income				
Other comprehensive income		-	6,577	-
Total comprehensive income		-	6,577	-
Closing balance as at 30 June		12,893	12,893	6,316

The above statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity continued

	2025	AAT 2024	Original	
Notes	\$'000	\$'000	Budget	
			\$'000	
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period	66,650	43,894	39,930	
Comprehensive income				
Surplus/(Deficit) for the period	12,877	8,983	(11,110)	1
Other comprehensive income	-	6,577	-	
Total comprehensive income	12,877	15,560	(11,110)	
Transactions with owners				
Contributions by owners				
Equity injection - Appropriations	2,316	3,135	2,316	
Departmental capital budget	4,426	4,061	4,426	
Total transactions with owners	6,742	7,196	6,742	
Closing balance as at 30 June	86,269	66,650	35,562	

The above statement should be read in conjunction with the accompanying notes.

Accounting Policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

Budget Variances Commentary

Variances are considered to be 'major' based on the following criteria:

- variance between budget and actual is greater than 10% at item level, and
- variance is greater than 2% of the relevant categories. In the case of the statement of changes in equity, it is total equity.

1. (Deficit) for the period

The variance against deficit for the period was due to increased appropriation and delays in onboarding members and staff to manage the growing caseload.

Cash Flow Statement
for the period ended 30 June 2025

	Notes	2025 \$'000	AAT 2024 \$'000	Original Budget \$'000	
OPERATING ACTIVITIES					
Cash received					
Appropriations		238,220	191,852	258,732	
Sale of goods and rendering of services		1,293	795	250	1
Net GST refund		5,415	4,977	5,700	
Total cash received		244,928	197,624	264,682	
Cash used					
Employees		(177,422)	(145,780)	(211,068)	2
Suppliers		(42,441)	(34,378)	(34,809)	3
Interest payments on lease liabilities		(3,188)	(3,465)	(3,410)	4
Total cash used		(223,051)	(183,623)	(249,287)	
Net cash from operating activities		21,877	14,001	15,395	
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment		(11,772)	(7,855)	(6,742)	5
Total cash used		(11,772)	(7,855)	(6,742)	
Net cash (used by) investing activities		(11,772)	(7,855)	(6,742)	
FINANCING ACTIVITIES					
Cash received					
Contributed equity		6,742	10,163	5,747	6
Total cash received		6,742	10,163	5,747	
Cash used					
Principal payments of lease liabilities		(17,259)	(16,136)	(14,400)	7
Total cash used		(17,259)	(16,136)	(14,400)	
Net cash (used by) financing activities		(10,517)	(5,973)	(8,653)	
Net (decrease) increase in cash held		(412)	173	-	
Cash and cash equivalents at the beginning of the reporting period		4,931	4,758	4,758	
Cash and cash equivalents at the end of the reporting period	3.1A	4,519	4,931	4,758	

The above statement should be read in conjunction with the accompanying notes.

Cash Flow Statement continued

Budget Variances Commentary

Variances are considered to be 'major' based on the following criteria:

- variance between budget and actual is greater than 10% at item level, and
- variance is greater than 2% of the relevant categories.

1. Operating activities - cash received- sale of goods and rendering of services

The variance against operating activities - cash received - The variance in revenue was due to higher than anticipated Section 74 receipt of Comcare reimbursements and leave entitlement transfers.

2. Operating activities - cash used - employees

The variance against operating activities - cash used - employees was due to lower than budgeted member appointments and staff engagements resulting from recruitment delays.

3. Operating activities - cash used - suppliers

The variance against operating activities - cash used - suppliers resulted from an increase in the ART operating activities and transition related expenditure.

4. Interest payments on lease liabilities

Interest payments and lease liabilities capture changes in ART footprint and compliance with accounting standards.

5. Investing activities - cash used - purchase of property, plant and equipment

The increase in investing activities - cash used - purchase of property, plant and equipment was mainly due to upgrade of hearing room facilities and ICT.

6. Financing activities - cash received - contributed equity

The variance against financing activities - contributed equity was due to the drawdown of unspent prior year equity injections to develop systems to support ART transition.

7. Financing activities - cash used - principal payments of lease liabilities

The increase in financing activities - principal payments of lease liabilities resulted from rental increases and a new lease.

Administered Schedule of Comprehensive Income

for the period ended 30 June 2025

	Notes	2025 \$'000	AAT 2024 \$'000	Original Budget \$'000	
NET COST OF SERVICES					
Expenses					
Impairment loss on financial instruments	2.1A	17,494	10,697	5,000	1
Refund of application fees	2.1B	11,478	8,571	7,500	2
Total expenses		28,972	19,268	12,500	
Income					
Revenue					
Non-taxation revenue					
Revenue from contracts with customers	2.2A	57,671	43,211	45,209	3
Total non-taxation revenue		57,671	43,211	45,209	
Total revenue		57,671	43,211	45,209	
Surplus		28,699	23,943	32,709	

The above schedule should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Variances are considered to be 'major' based on the following criteria:

- variance between budget and actual is greater than 10% at item level, and
- variance is greater than 2% of the relevant categories.

1. Impairment loss on financial instruments

The impairment loss on financial instruments resulted from expected credit losses associated with protection visa review post decision fees receivable. The finalisation number of protection visa reviews was significantly higher than budget.

2. Refund of Application fees

The variance against refund of application fees was due to large increased in finalisations and subsequent increase in refunds.

3. Revenue from contracts with customers

The increase is mainly due to the increase in finalisations of protection visa and general & migration cases. In addition, the application fees in 2024/25 have increased from the prior year.

Administered Schedule of Assets and Liabilities

as at 30 June 2025

	Notes	2025 \$'000	AAT 2024 \$'000	Original Budget \$'000	
ASSETS					
Financial assets					
Cash and cash equivalents	4.1A	1,554	773	422	1
Trade and other receivables	4.1B	1,921	2,395	354	2
Total financial assets		3,475	3,168	776	
Total assets administered on behalf of Government		3,475	3,168	776	
LIABILITIES					
Payables					
Trade creditors and accruals	4.2A	7,747	6,477	4,208	3
Contract liabilities	4.2A	189,280	73,425	39,590	4
Total payables		197,027	79,902	43,798	
Total liabilities administered on behalf of Government		197,027	79,902	43,798	
Net (liabilities)		(193,552)	(76,734)	(43,022)	

The above schedule should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Variances are considered to be 'major' based on the following criteria:

- variance between budget and actual is greater than 10% at item level, and
- variance is greater than 2% of the relevant categories.

1. Cash and cash equivalents

The variance against cash and cash equivalents was due to a higher than anticipated number of migration related applications received on the 30 June 2025.

2. Trade and other receivables

Trade and other receivables relate to invoices raised in relation to post-decision fees for the review of protection visas. The variance against trade and other receivables budget was due to an increase in invoicing for finalised protection visa review cases.

3. Trade creditors and accruals

Trade creditors and accruals relate to the refund of application fees payable as at 30 June 2025. The variance to budget was due to the increased lodgements, fee collections and applicants failing to provide their bank details to facilitate payment of their refund.

4. Contract liabilities

The contract liabilities relate to the application of AASB15 *Revenue from Contracts with Customers* where upfront fees received by the ART are recognised as contract liabilities until their performance obligation are finalised. The variance to budget was due to a higher number of applications received during the year than originally budgeted for.

Administered Reconciliation Schedule

for the period ended 30 June 2025

	Notes	2025 \$'000	AAT 2024 \$'000
Opening assets less liabilities as at 1 July		(76,734)	(43,022)
Net (cost of) services			
Income		57,671	43,211
Expenses			
Impairment loss on financial instruments		(17,494)	(10,697)
Refund of application fees		(11,478)	(8,571)
Transfers (to)/from the Australian Government			
Appropriation transfers from Official Public Account		10,810	7,500
Appropriation transfers to OPA			
Transfers to OPA		(156,327)	(65,155)
Closing assets less liabilities as at 30 June		(193,552)	(76,734)

The above schedule should be read in conjunction with the accompanying notes.

Accounting Policy

Administered Cash Transfers to and from the Official Public Account

Revenue collected by the entity for use by the Government rather than the entity is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the entity on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

Administered Cash Flow Statement

for the period ended 30 June 2025

	Notes	2025 \$'000	AAT 2024 \$'000	Original Budget \$'000	
OPERATING ACTIVITIES					
Cash received					
Sale of goods and rendering of services		156,505	65,401	40,209	1
Total cash received		156,505	65,401	40,209	
Cash used					
Other - Refund of application fees		(10,207)	(7,395)	(7,500)	2
Total cash used		(10,207)	(7,395)	(7,500)	
Net cash from operating activities		146,298	58,006	32,709	
Cash from Official Public Account					
Appropriations		10,810	7,500	7,500	
Total cash from official public account		10,810	7,500	7,500	
Cash to Official Public Account					
Appropriations		(156,327)	(65,155)	(40,209)	3
Total cash to official public account		(156,327)	(65,155)	(40,209)	
Net increase in cash held		781	351	-	
Cash and cash equivalents at the beginning of the reporting period		773	422	422	
Cash and cash equivalents at the end of the reporting period	4.1A	1,554	773	422	

This schedule should be read in conjunction with the accompanying notes.

Budget Variances Commentary

Variances are considered to be 'major' based on the following criteria:

- variance between budget and actual is greater than 10% at item level, and
- variance is greater than 2% of the relevant categories.

1. Sale of goods and rendering of services

The variance against the sale of goods and rendering of services - cash received was due to a higher than anticipated number of migration and protection visa applications during the year.

2. Refund of application fees

The variance against refund of application fees was due to higher than expected finalisation of migration visa applications during the year.

3. Cash to Official Public Account - Appropriations

The variance against cash to Official Public Account - Appropriations was due to a higher than anticipated number of applications, which attract a fee, during the year.

Overview

In accordance with the *Administrative Review Tribunal Act 2024* and the *Administrative Review Tribunal (Consequential and Transitional Provisions No.1) Act 2024*, the Administrative Review Tribunal (ART) was established on 14 October 2024, and consequently replaced the Administrative Appeals Tribunal (AAT). The ART is an Australian Government controlled, not-for-profit entity. The objective of the ART is to provide independent merits review of a wide range of administrative decisions made under Commonwealth laws so as to ensure that the correct or preferable decision is made in each case.

The ART's activities that contribute toward this objective are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the ART in its own right. Administered activities involve the management or oversight by the ART, on behalf of the Government, of items controlled or incurred by the Government.

The ART's administered activities on behalf of the Government are generally limited to the collection and refund of application fees as prescribed by the *Administrative Review Tribunal Act 2024*, the *Administrative Review Tribunal Regulations 2024*, the *Migration Act 1958* and the *Migration Regulations 1994*.

Restructuring

In accordance with the *Administrative Review Tribunal Act 2024* and the *Administrative Review Tribunal (Consequential and Transitional Provisions No.1) Act 2024*, the AAT ceased to exist and the Administrative Review Tribunal (ART) was established on 14 October 2024.

In accordance with PGPA Rule section 17J(5), the ART reports on the function of the AAT as if the AAT has been part of the ART for the entire reporting period from 1 July 2024 to 30 June 2025.

AAT net assets transferred as at 14 October 2024 are reported in Note 8.2

The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

New Accounting Standards

All new/revised/amended accounting standards or interpretations that were issued prior to the signing of the statement by the Accountable Authority and Chief Finance and Analytics Officer and are applicable to the current reporting period were considered and did not have a material effect on the ART's financial statements.

Taxation

The ART is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Reporting of Administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Events After the Reporting Period

Departmental

There were no events after the reporting period that had the potential to significantly affect the ongoing structure and financial activities of the Administrative Review Tribunal.

Administered

There were no events after the reporting period that had the potential to significantly affect the ongoing structure and financial activities of the Administrative Review Tribunal.

Financial Performance

This section analyses the financial performance of the ART for the year ended 2025.

1.1 Expenses

	2025 \$'000	AAT 2024 \$'000
1.1A: Employee benefits		
Wages and salaries	137,456	118,189
Superannuation		
Defined contribution plans	16,478	13,444
Defined benefit plans	5,752	6,917
Leave and other entitlements	19,762	12,218
Separation and redundancies	3,466	11
Total employee benefits	182,914	150,779

Accounting Policy

Accounting policies for employee related expenses is contained in the People and relationships section.

1.1B: Suppliers

Goods and services supplied or rendered

Consultants	309	395
Contractors	1,157	897
Travel	1,289	605
IT services	8,948	8,568
Hearing and related expenses	5,724	4,292
Properties operation expenses	5,438	6,019
Office support & Internet services	1,223	551
Training and staff development	1,098	426
Outsourced services	2,335	3,012
Subscription fees	1,518	1,382
Other	2,065	1,209
Total goods and services supplied or rendered	31,104	27,356

Goods supplied	809	734
Services rendered	30,295	26,622
Total goods and services supplied or rendered	31,104	27,356

Other suppliers

Workers compensation expenses	1,278	1,294
Total other suppliers	1,278	1,294
Total suppliers	32,382	28,650

1.1C: Finance costs

Interest on lease liabilities	3,188	3,465
Total finance costs	3,188	3,465

The above lease disclosures should be read in conjunction with the accompanying notes 3.2A and 3.4A.

1.1D: Impairment loss on financial instruments

Impairment on trade and other receivables	4	-
Total impairment on financial instruments	4	-

1.1E: Losses from asset sales/disposal

Losses from asset sales/disposal	3	136
Total write-down and impairment of other assets	3	136

1.2 Own-Source Revenue and Gains

2025	AAT 2024
\$'000	\$'000

Own-Source Revenue**1.2A: Revenue from contracts with customers**

Rendering of services	1,354	818
Total revenue from contracts with customers	1,354	818

Disaggregation of revenue from contracts with customers

Regulatory services	237	558
Service delivery	1,117	260
	1,354	818

Type of customer:

Australian Government entities (related parties)	1,346	811
Non-government entities	8	7
	1,354	818

Timing of transfer of goods and services:

Point in time	1,354	818
	1,354	818

Accounting Policy**Rendering of services**

Rendering of services are recognised when control has been transferred to the buyer.

A contract is within the scope of AASB15 if the performance obligations are in line with the requirements of an enforceable contract and sufficiently specific for the entity to determine when the terms of the contract have been satisfied.

The ART recognises revenue when the service has been delivered. Principal activities where the ART generates its own source revenue are:

- Provision of services to other government agencies
- Hire of the ART facilities
- Provision of photocopying services

Receivables for goods and services, which have 28 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

	2025	AAT 2024
	\$'000	\$'000
<u>1.2B: Other Revenue</u>		
Resources received free of charge		
Remuneration of auditors	94	80
Liabilities assumed by other departments	500	462
Total other revenue	594	542

Accounting Policy**Resources Received Free of Charge**

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

1.2C: Other gains

Reversal of impairment of goods and services receivables	-	4
Total other gains	-	4

1.2D: Revenue from Government

Appropriations		
Departmental appropriations	257,737	222,674
Total revenue from Government	257,737	222,674

Accounting Policy**Revenue from Government**

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the entity gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

Income and Expenses Administered on Behalf of Government

This section analyses the activities that the ART does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

2.1 Administered - Expenses

	2025	AAT 2024
	\$'000	\$'000
2.1A: Impairment loss on financial instruments		
Impairment on trade and other receivables	17,494	10,697
Total impairment loss on financial instruments	17,494	10,697
2.1B: Other expenses		
Refund of application fees	11,478	8,571
Total other expenses	11,478	8,571

Accounting Policy

Refunds
Refunds for all jurisdictional areas are recognised after the case is finalised.

2.2 Administered - Income

	2025	AAT 2024
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
2.2A: Revenue from contracts with customers		
Rendering of services - Migration and General & Other	35,881	28,865
Rendering of services - Protection	21,790	14,346
Total revenue from contracts with customers	57,671	43,211

Accounting Policy

All administered revenues are revenues relating to ordinary activities performed by the entity on behalf of the Australian Government. As such, administered appropriations are not revenues of the individual entity that oversees distribution or expenditure of the funds as directed.

Migration and General & Other

The application fees for these jurisdictional areas are paid before the application is accepted. These fees are treated as contract liabilities until the performance obligation is completed upon finalisation of the case.

Protection

The application fees for this jurisdictional area are only charged after the case has been heard and a decision made. These fees are recognised as revenue upon the issue of an invoice for payment after the case has been decided.

Financial Position

This section analyses the ART's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

3.1 Financial Assets

	2025	AAT 2024
	\$'000	\$'000

3.1A: Cash and cash equivalents

Cash on hand or on deposit	4,519	4,931
Total cash and cash equivalents	4,519	4,931

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand;
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

3.1B: Trade and other receivables

Goods and services receivables

Goods and services	465	404
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Appropriation receivables

Appropriation receivables	92,587	75,614
Total appropriation receivables	92,587	75,614

Other receivables

Statutory receivables	1,309	576
Total other receivables	1,309	576
Total trade and other receivables (gross)	94,361	76,594

Less expected credit loss allowance

	(15)	(11)
Total trade and other receivables (net)	94,346	76,583

Credit terms for goods and services were within 28 days (2024: 28 days).

Accounting Policy

Financial assets

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

3.2 Non-Financial Assets**3.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles**

	Buildings \$'000	Plant and equipment \$'000	Computer Software ¹ \$'000	Total \$'000
As at 1 July 2024				
Gross book value	273,109	6,895	27,689	307,693
Accumulated depreciation, amortisation and impairment	(82,038)	(2,472)	(22,374)	(106,884)
Total as at 1 July 2024	191,071	4,423	5,315	200,809
Additions				
Transfers from WIP	63	3,425	1,942	5,430
Right-of-use assets	262	-	-	262
Disposals of Property, Plant and Equipments	-	(3)	-	(3)
Depreciation and amortisation	(5,677)	(2,197)	(1,880)	(9,754)
Depreciation on right-of-use assets	(18,563)	-	-	(18,563)
Total as at 30 June 2025	167,156	5,648	5,377	178,181
Total as at 2025 represented by				
Gross book value	273,434	10,317	29,631	313,382
Accumulated depreciation, amortisation and impairment	(106,278)	(4,669)	(24,254)	(135,201)
Total as at 30 June 2025	167,156	5,648	5,377	178,181
Carrying amount of right-of-use assets	143,712	-	-	143,712
Carrying amount of other property, plant and equipments	23,444	5,648	5,377	34,469

Work in Progress	Buildings \$'000	Plant and equipment \$'000	Computer Software \$'000	Total \$'000
Total as at 1 July 2024				
Gross book value	-	3,006	9,651	12,657
Purchase or internally developed	171	3,979	7,580	11,730
Less WIP transferred to assets	(63)	(3,425)	(1,942)	(5,430)
Net book value as at 30 June 2025	108	3,560	15,289	18,957
Total as at 30 June 2025 represented by				
Gross book value	273,542	13,877	44,920	332,339
Accumulated depreciation, amortisation and impairment	(106,278)	(4,669)	(24,254)	(135,201)
Total as at 30 June 2025	167,264	9,208	20,666	197,138

Revaluations of non-financial assets and intangible assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 7.3. No external valuation was undertaken in 2025 as a full valuation was undertaken in 2024. All intangible assets are reviewed internally on an annual basis for impairment.

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in taken up by the ART where there exists an obligation to restore the property to its original condition. These costs are included in the value of the ART's leasehold improvement with a corresponding provision for the 'make good' recognised.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

On initial adoption of AASB 16 the ART (previously AAT) had adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with a minimum frequency of every five years to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2025	2024
Buildings	Lesser of estimated useful life and lease terms	Lesser of estimated useful life and lease terms
Plant and equipment	3-20 years	3-20 years
Computer Software	3-5 years and reviewed for impairment annually	3-5 years and reviewed for impairment annually

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Accounting Policy (continued)	
<p><u>Impairment</u></p> <p>All assets were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.</p> <p>The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.</p> <p><u>Derecognition</u></p> <p>An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.</p> <p><u>Intangibles</u></p> <p>The ART's intangibles comprise internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.</p> <p>Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the entity's software are 3 to 5 years (2024: 3 to 5 years).</p> <p>All software assets were assessed for indications of impairment as at 30 June 2025.</p> <p>Internally developed software is assessed during the project and initial research costs are expensed in the year in which they are incurred. Once proof of concept has been established the project costs are then collected in work in progress.</p>	<p>Accounting Judgements and Estimates</p> <p>In the process of applying the accounting policies listed in this note, the ART made the following judgements that have the most significant impact on the amounts recorded in the financial statements:</p> <p>The fair value of property, plant and equipment has been taken to be the fair value of similar assets as determined by an independent valuer every 5 years for a comprehensive valuation and every 3 years for a desktop valuation. During the intervening years, the ART considers the nature of each asset and whether there has been any substantial change related to the use of each asset which may cause a reduction in the value of the asset.</p> <p>A comprehensive valuation for property, plant and equipment was undertaken at 30 June 2024 by an independent valuer and revalued amount was accounted for in the balance sheet.</p> <p>Internally developed software is capitalised as an asset on the basis that the costs result in a future economic benefit to the entity and they can be measured reliably; or they are expensed in the year in which they are incurred. The capitalised software is reviewed for impairment on an annual basis</p> <p>A full reconciliation of all leasehold improvements (LHI) and their accounting treatment under AASB16 and AASB138 was undertaken during the financial year. The issues uncovered were in relation to the extension of existing leases and revision of useful life following the extensions. This resulted in a reduction of \$3.74m to the total Depreciation expense recognised during the year</p>

3.2 Non-Financial Assets continued

	2025 \$'000	AAT 2024 \$'000
<u>3.2B: Other non-financial assets</u>		
Prepayments	6,948	5,243
Total other non-financial assets	6,948	5,243

No indicators of impairment were found for other non-financial assets.

3.3 Payables

	2025 \$'000	AAT 2024 \$'000
<u>3.3A: Suppliers</u>		
Trade creditors and accruals	2,674	4,909
Total suppliers	2,674	4,909
<u>3.3B: Other payables</u>		
Salaries and wages	4,635	3,937
Superannuation	1,457	1,564
Funding return to government	-	2,544
Total other payables	6,092	8,045

3.4 Interest Bearing Liabilities

	2025	AAT 2024
	\$'000	\$'000
3.4A: Leases		
Lease liabilities	173,059	190,098
Total leases	173,059	190,098
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	21,712	20,335
Between 1 to 5 years	89,194	87,596
More than 5 years	77,722	100,924
Total leases	188,628	208,855

Total cash outflow for leases for the year ended 30 June 2025 was \$20.447m (2024: \$19.601m)

The ART/AAT in its capacity as lessee leased premises in the capital cities of each State. All leases are at market price.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C, and 3.2A.

Accounting Policy

For all new contracts entered into, the ART considers whether the contract is, or contains a lease. A lease is defined as ‘a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration’.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department’s incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

3.5 Other Provisions

		2025	AAT 2024
		\$'000	\$'000
3.5A: Other provisions			
	Provision for restoration	Total	Total
	\$'000	\$'000	\$'000
As at 1 July AAT 2024	1,190	1,190	1,238
Amounts reversed	(65)	(65)	(48)
Total as at 30 June 2025	1,125	1,125	1,190

Accounting Judgements and EstimatesProvision for restoration

The ART is required to restore 4 (2024: 4) leased commercial office accommodation to their original condition at the conclusion of their leases. The ART made a provision to reflect the present value of the anticipated future costs. The calculation of this provision requires assumptions in determining the costs required to restore the premises to their original condition, which, due to the long-term nature of the liability, involves significant uncertainty. This uncertainty may result in future actual expenditure that differs from amounts currently provided. The provision recognised is reviewed annually and updated based on the facts and circumstances known at the time.

Assets and Liabilities Administered on Behalf of the Government

This section analyses assets used to conduct operations and the operating liabilities incurred as a result the ART does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

4.1 Administered - Financial Assets

	2025	AAT 2024
	\$'000	\$'000
4.1A: Cash and cash equivalents		
Cash on hand or on deposit	1,554	773
Total cash and cash equivalents	1,554	773
4.1B: Trade and other receivables		
Goods and services receivables	64,711	47,690
Total trade and other receivables (gross)	64,711	47,690
Less impairment loss allowance	(62,790)	(45,295)
Total trade and other receivables (net)	1,921	2,395

Credit terms for goods and services were within 7 days (2024: 7 days).

Accounting Policy

Impairment of Receivables

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses. This assessment is the simplified approach that measures the loss allowance based on an amount equal to lifetime expected credit losses.

Accounting Judgements and Estimates

Impairment loss

The Tribunal provides impairment loss relating to protection visa application fees (payable post decision) based on a formula reflecting historical collection trend and ageing of the debt. In 2024-25, the Tribunal recorded a gross receivable of \$65.30m and provided for an impairment loss allowance of \$62.79m. This accounting judgement reflects the historic low rates of collection of protection visa application fees.

Notes to and forming part of the Financial Statements		
4.2 Administered - Payables		
	2025	AAT 2024
	\$'000	\$'000
4.2A: Suppliers		
Trade creditors and accruals	7,747	6,477
Contract liabilities from contracts with customers	189,280	73,425
Total suppliers	197,027	79,902
Settlement terms for suppliers is 30 days (2024: 30 days)		
Accounting Policy		
<p>The ART applies AASB 15 <i>Revenue from Contracts with Customers</i> to determine contract liabilities that are associated with upfront application fees received by the ART and an obligation to finalise each case. Contract liabilities arise until the performance obligation is delivered, being when a final decision is made to individual appeal cases.</p>		

5.1A: Annual appropriations (recoverable GST exclusive)

Annual Appropriations for 2025				
	Annual Appropriation ^{1&6}	Adjustments to appropriation ²	Total appropriation	Appropriation applied in 2025 (current and prior years)
	\$'000	\$'000	\$'000	\$'000
Departmental				Variance ³
Ordinary annual services	257,737	1,224	258,961	239,856
Capital Budget ⁴	4,426	-	4,426	4,426
Other services				-
Equity injections ⁵	2,316		2,316	-
Total departmental	264,479	1,224	265,703	246,598
				19,105

1. In 2024-25, no appropriation was withheld for Estimate Variations under Section 51 of the PGPA Act .

2. PGPA Act section 74 receipts related to revenue received for rendering of services.

3. Variance is substantially attributable to lower than anticipated expenditure resulting from recruitment delays of members and staff.

4. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1 and 3). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

5. Equity injection appropriated are through Appropriation Acts (No.2 and 4). They form part of ordinary annual services, and are separately identified in the Appropriation Acts.

6. In accordance with PGPA Rule section 17(5), the ART has reported the AAT appropriation amount for FY24-25, and disclose the \$261.605m appropriation transferred from the AAT to the ART under s75.

Annual Appropriations for AAT 2024

	Annual Appropriation ¹ \$'000	Adjustments to appropriation ² \$'000	Total appropriation \$'000	Appropriation applied in AAT 2024 \$'000	Variance ³ \$'000
Departmental					
Ordinary annual services	222,674	242	222,916	191,921	30,995
Capital Budget ⁴	4,061	-	4,061	-	4,061
Other services					
Equity Injections ⁵	3,135		3,135	10,163	(7,028)
Total departmental	229,870	242	230,112	202,084	28,028

1. In 2023-24, no appropriation was withheld for Estimate Variations under section 51 of the PGPA Act.

2. PGPA Act section 74 receipts related to revenue received for rendering of services.

3. Variance is substantially attributable to additional funding received in Portfolio Additional Estimates Statements to strengthen financial position and fund transition to ART, as well as lower than anticipated expenditure.

4. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1 and 3). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

5. Equity injection appropriated are through Appropriation Acts (No.2 and 4). They form part of ordinary annual services, and are separately identified in the Appropriation Acts. \$10.163m includes \$2.8m equity injection and \$7.363m CMS rollover from the prior year.

5.1B: Unspent annual appropriations ('recoverable GST exclusive')

	2025	AAT 2024
	\$'000	\$'000
Departmental		
Appropriation Act (No. 1) 2021-22 Operating ¹	-	11
Appropriation Act (No. 1) 2022-23 - Operating ²	-	2,544
Appropriation Act (No. 1) 2023-24 - Operating	-	38,548
Appropriation Act (No. 1) 2023-24 Departmental Capital Budget (DCB)	-	4,061
Appropriation Act (No. 3) 2023-24 - Operating	-	30,126
Appropriation Act (No. 4) 2023-24 - Equity injections	-	335
Appropriation Act (No. 1) 2024-25 - Operating	92,587	
Cash and cash equivalents	4,519	4,931
Total departmental	97,106	80,556

1. \$0.011m in Appropriation Act (No.1) 2021-2022 Operating was quarantined and not available for drawdown. The amount was repealed by s.51 in 2023-24
2. \$2.544m in Appropriations Act (No.1) 2022-2023 Operating was withheld under s51 in 2024-2025 under AAT and is not available to the ART for future withdrawal, and therefore the balance is not reported as unspent annual appropriation in the table above.

5.1C: Special appropriations ('recoverable GST exclusive')

	Appropriation applied	
Authority	2025	AAT 2024
	\$'000	\$'000
Public Governance, Performance and Accountability Act 2013 s.77 Repayment Act, administered	10,810	7,500
Total special appropriations applied	10,810	7,500

The ART has appropriated funds from the Consolidated Revenue Fund on behalf of the Department of Home Affairs to pay refunds to approved applicants.

5.2 Net Cash Appropriation Arrangements

	2025	AAT 2024
	\$'000	\$'000
Total comprehensive income - as per the Statement of Comprehensive Income	12,877	8,983
<i>Plus</i> : depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)	9,754	13,571
<i>Plus</i> : depreciation of right-of-use assets	18,563	18,454
<i>Less</i> : lease principal repayments	(17,259)	(16,136)
Net Cash Operating Surplus	23,935	24,872

People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

6.1 Employee Provisions

	2025 \$'000	AAT 2024 \$'000
6.1A: Employee provisions		
Leave	33,732	29,331
Total employee provisions	33,732	29,331

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period less the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the entity's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by an actuarial assessment or a detailed employee by employee basis compared to the shorthand method used at 30 June 2024. The estimated present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

The ART's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The ART makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The entity accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

Accounting Judgements and Estimates

An actuarial assessment was required as the ART exceeded 1,000 members and staff during the year and the previous shorthand method of calculating employee provisions was no longer acceptable. The primary accounting standard governing these provisions is AASB 119 Employee Benefits, which mandates the recognition of employee liabilities in the balance sheet. The valuation requires assumptions on discount rates, retirement, and benefit usage to determine the present value of future obligations. The interest rates to be used in discounting future cash flows relate to market yields on government bonds, which have a comparable term to the long service leave obligations. Factors which increase estimated future cash outflows in respect of present obligations, such as future increases in remuneration rates, must also be considered. This actuarial assessment resulted in an increase of \$1.767m in long service leave and \$1.370m in annual leave provisions.

6.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the ART, directly or indirectly, including any director (whether executive or otherwise) of the ART. The ART has determined the key management personnel to be the ART President, Principal Registrar and Chief Operating Officer. Key management personnel remuneration is reported in the table below:

	2025	AAT 2024
	\$'000	\$'000
Short-term employee benefits	785	413
Post-employment benefits	92	40
Other long-term employee benefits	19	10
Total key management personnel remuneration expenses¹	896	463

The total number of key management personnel that are included in the above table is 2 (2024: 1). The current Principal Registrar was appointed in August 2024.

1. The ART President's remuneration and other benefits are reimbursed to the Federal Court of Australia by the ART, which in accordance with the *PGPA (Financial Reporting) Rule 2015*, paragraph 27(2), is not required to be included in the above.

6.3 Related Party Disclosures

Related party relationships:

The ART is an Australian Government controlled entity. Related parties to this entity are key management personnel including the Executive, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Transactions with related parties of the ART have occurred within normal customer or supplier relationship on terms and conditions no more favourable than those which it is reasonable to expect the ART would have entered into on an arm's-length basis. These transactions have not been separately disclosed.

Having regard to relationships with related entities, and transactions entered into during the reporting period by the ART, it has been determined that there are no related party transactions to be separately disclosed. (2024: Nil).

Managing uncertainties	This section analyses how the ART manages financial risks within its operating environment.
7.1A: Contingent assets and liabilities	

Quantifiable Contingencies

There are no quantifiable contingent liabilities or assets at 30 June 2025 (2024: Nil).

Unquantifiable Contingencies

There are no unquantifiable contingent liabilities as at 30 June 2025 (2024: Nil).

Accounting Policy
Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

7.1B: Administered - contingent assets and liabilities
<u>Quantifiable Administered Contingencies</u>
There are no quantifiable contingent liabilities or assets at 30 June 2025 (2024: Nil).
<u>Unquantifiable Administered Contingencies</u>
There are no unquantifiable or remote contingencies at 30 June 2025 (2024: Nil).

7.2 Financial Instruments

	2025 \$'000	AAT 2024 \$'000
7.2A: Categories of financial instruments		
Financial assets at amortised cost		
Cash and cash equivalent	4,519	4,931
Trade and other receivables	465	404
Total financial assets at amortised cost	4,984	5,335
Total financial assets	4,984	5,335
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers	2,674	4,909
Total financial liabilities measured at amortised cost	2,674	4,909
Total financial liabilities	2,674	4,909

Accounting Policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the ART classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss;
- b) financial assets at fair value through other comprehensive income; and
- c) financial assets measured at amortised cost.

The classification depends on both the ART's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

- 1. the financial asset is held in order to collect the contractual cash flows; and
- 2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets and the cash flows meet the SPPI test.

Any gains or losses as a result of fair value measurement or the recognition of an impairment loss allowance is recognised in other comprehensive income.

Financial Assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets are classified as financial assets at fair value through profit or loss where the financial assets either doesn't meet the criteria of financial assets held at amortised cost or at FVOCI (i.e. mandatorily held at FVTPL) or may be designated.

Financial assets at FVTPL are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss

recognised in profit or loss incorporates any interest earned on the financial asset.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Fair Value Through Profit or Loss

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

7.3 Fair Value Measurement

Accounting Policy

With the exception of ROU assets which continue to be recognised at cost, all other property, plant and equipment is measure at fair value in the Statement of Financial Position.

An annual assessment is undertaken to determine whether the carrying amount of assets differs materially from the fair value. Comprehensive valuations are undertaken at least once every five years and an independent desktop valuation every three years.

The Market Approach

The market approach provides an indication of value by comparing the subject asset with similar assets for which price information is available. Under this approach the first step is to consider the prices for transactions of similar assets that have occurred recently.

If few recent transactions have occurred, it may also be appropriate to consider the prices of identical or similar assets that are listed or offered for sale provided the relevance of this information is clearly established and critically analysed. It may be necessary to adjust the price information from other transactions to reflect any differences in the terms of actual transactions as well as for differences in the legal, economic, or physical characteristics of the assets in other transactions and the assets being valued.

The Cost Approach

The cost approach reflects the amount that would be required to replace the service capacity of an assets at the reporting date. That is, the cost a market participant would be prepared to pay to acquire or construct a substitute asset of comparable utility, whether by purchase or reproduction (modern equivalent asset). Often that asset being valued will be less attractive than the alternative that could be purchased or reproduced because of age or obsolescence.

Both the market and cost approaches are utilised to determine the fair value of the asset subject to valuation. The selection of the most appropriate technique to measure fair value is dependent on the nature of the asset being measured and the exit market within which the asset would transact. No individual assets were measured using multiple valuation techniques.

- Buildings (Leasehold Improvements) assets are measured using the cost approach
- Plant & Equipment assets are measured using the combination of the cost and market approach

Fair value

	2025 \$'000	AAT 2024 \$'000
Non-financial assets		
Buildings (Leasehold improvements)	23,444	29,057
Plant and equipment	5,648	4,423
Total non-financial assets at fair value	29,092	33,480

Other information

8.1 Current/non-current distinction for assets and liabilities

8.1A: Current/non-current distinction for assets and liabilities

	2025 \$'000	AAT 2024 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	4,519	4,931
Trade and other receivables	94,346	76,583
Other non-financial assets	6,839	5,134
Total no more than 12 months	105,704	86,648
More than 12 months		
Buildings	167,264	191,071
Plant and equipment	9,208	7,429
Computer software	20,666	14,966
Other non-financial assets	109	109
Total more than 12 months	197,247	213,575
Total assets	302,951	300,223
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	2,674	4,909
Other payables	6,092	8,045
Leases	18,819	17,147
Employee provisions	15,845	13,535
Total no more than 12 months	43,430	43,636
More than 12 months		
Leases	154,240	172,951
Employee provisions	17,887	15,796
Other provisions	1,125	1,190
Total more than 12 months	173,252	189,937
Total liabilities	216,682	233,573

8.2 Restructuring

The Administrative Review Tribunal was established on 14 October 2024 within the *Attorney-General's Department Portfolio* by the *Administrative Review Tribunal Act 2024* and the *Administrative Review Tribunal (Consequential and Transitional Provisions No.1), Act 2024*.

	Administrative Appeal Tribunal - All Functions 2025 \$,000
FUNCTIONS ASSUMED	
Assets recognised	
Cash equivalent	59
Trade and other receivables	73,765
Work in Progress - Assets	14,245
Leaseholds improvements	26,059
Plant and Equipment	160,939
Computer Software	4,825
Prepayments ¹	6,919
Total assets recognised	286,811
Liabilities recognised	
Supplier payables	54
Other payables	14
Leases	185,897
Employee provisions	29,270
Other provisions	1,203
Total liabilities recognised	216,438
Net assets recognised	70,373

1. In accordance with the *Administrative Review Tribunal Act 2024* and the *Administrative Review Tribunal (Consequential and Transitional Provisions No.1) Act 2024*, the AAT ceased to exist and the Administrative Review Tribunal (ART) was established on 14 October 2024. Also, as part of the consequential and transitional provision, the assets and liabilities of the former AAT and reporting responsibility for the functions assumed, transferred to the ART.

2. The total net assets assumed from AAT of \$70.373 million were transferred to the ART.

Glossary

AASB	Australian Accounting Standards Board
AAT	Administrative Appeals Tribunal
Administrative Appeals Tribunal Act	<i>Administrative Appeals Tribunal Act 1975</i>
Affirm	If the Tribunal affirms a decision, the original decision is not changed
Applicant	The individual or organisation that has lodged an application with the Tribunal. Related term: <i>Party</i>
APS	Australian Public Service
APS employee	A person engaged under section 22, or a person who is engaged as an APS employee under section 72, of the <i>Public Service Act 1999</i>
APSC	Australian Public Service Commission
ARC	Audit and Risk Committee
ART Act	<i>Administrative Review Tribunal Act 2024</i>
ASIO	Australian Security Intelligence Organisation
AusTender	The Australian Government's procurement information system
China	The People's Republic of China
CMS Program	Case Management Solution Program
Conciliation	An alternative dispute resolution process in which a Tribunal member, conference registrar or other person assists the parties to identify the issues in dispute and endeavour to reach an agreement. The conciliator has no determinative role but may advise on or determine the conciliation process, make suggestions on terms of settlement, and actively encourage the parties to reach an agreement. Related term: <i>Dispute resolution</i>

Corporate governance	The process by which entities are directed and controlled. It is generally understood to encompass authority, accountability, stewardship, leadership, direction and control
CSS	Commonwealth Superannuation Scheme
Directions hearing	A brief hearing conducted by a Tribunal member to discuss the progress of a case or deal with issues arising in a case, particularly if there has been delay by a party
Dismissed	The Tribunal may dismiss an application without proceeding to review the decision in defined circumstances. These include if the applicant fails to appear at an ADR process, directions hearing or hearing; fails to proceed with an application; or fails to comply with a direction
Dispute resolution	The umbrella term for a range of processes for resolving a dispute other than a hearing and decision. Related terms: <i>Conciliation, Conference</i>
FBT	Fringe Benefits Tax
FCA	Federal Court of Australia
FCOFC	Full Court of the Federal Court of Australia
FOI	<i>Freedom of Information Act 1982</i>
FRR	<i>Public Governance, Performance and Accountability (Financial Reporting) Rule 2015</i>
Grant	An arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth and covered by the Commonwealth Grants Rules and Guidelines
GST	Goods and Services Tax
Hearing	The case event at which the parties may present evidence and submissions in relation to an application, including for a review of a decision to the Tribunal member(s) who will decide the case. Related terms: <i>directions hearing; interlocutory hearing</i>
IAA	Immigration Assessment Authority

Interlocutory hearing	A case event where specific issues are determined before the substantive hearing
IRIS	Integrated Reviews Information System, the Tribunal's new case management system
Jurisdiction	The scope of the Tribunal's power to review decisions.
Jurisdictional area	An area of practice the Tribunal uses to manage different types of applications for review
New Tribunal	Administrative Review Tribunal
NDIS	National Disability Insurance Scheme
Non-ongoing APS employee	A person engaged as an APS employee under subsection 22(2)(b) or 22(2)(c) of the <i>Public Service Act 1999</i> for a specific period of time
OAIC	Office of the Australian Information Commissioner
On the papers	A decision based on the documents before the Tribunal, made without a hearing or interview
Ongoing APS employee	A person engaged as an APS employee under subsection 22(2)(a) of the <i>Public Service Act 1999</i>
OPA	Official Public Account
Outcomes	The results, impacts or consequences of a purpose or activity, as defined in the annual Appropriation Acts and the portfolio budget statements, by a Commonwealth entity and company
Party	A participant in a proceeding before the Tribunal. A party includes the person who makes the application to the Tribunal and, in certain divisions, the decision-maker or other respondent to the application and any other person joined to the proceeding on the basis their interests are affected by the decision under review. Related term: <i>Applicant</i>
PCG	Portfolio Control Group
PCOG	Portfolio Control Operational Group
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA (Financial Reporting) Rule 2015	Public Governance, Performance and Accountability (Financial Reporting) Rule 2015

Portfolio Additional Estimates Statements

Portfolio Additional Estimates Statements inform parliament of changes in resourcing since the Budget, providing information on new measures and their impact on the financial and non-financial planned performance of agencies

Portfolio Budget Statements

Portfolio Budget Statements explain the Budget appropriations for entities within a portfolio in terms of outcomes and programs

Programs

Commonwealth programs deliver benefits, services or transfer payments to individuals, organisations or the wider community, and/or policy advice to inform government decisions. A program is comprised of activities or groups of activities, as defined in the annual Appropriations Acts and portfolio budget statements. Related term: *Outcomes*

Protection visa

A class of visas, a criterion for which is that the applicant for the visa is a non-citizen in Australia to whom Australia has protection obligations (the applicant is a refugee or is owed complementary protection) or is a non-citizen in Australia who is the spouse or a dependant of a non-citizen who holds a protection visa. Related term: *Refugee*

PSS

Public Sector Superannuation Scheme

PSSap

Public Sector Superannuation accumulation plan

PS Act

Public Service Act 1999

Refugee

A person who is outside their country and is unable or unwilling to go back because they have a well-founded fear of being persecuted because of their race, religion, nationality, political opinion or membership of a particular social group. Related term: *Protection visa*

Registry

A public facing office of the Tribunal

Remit

If the Tribunal remits a matter, it sends the matter back to the original decision-maker to be reconsidered in accordance with any directions or recommendations of the Tribunal

Responsible Minister	The minister who is responsible for matters described under the Administrative Arrangements Order (AAO). Each Commonwealth entity and company has a responsible minister, which one depends on the matters that the entity or company deals with, or otherwise prescribed by the rules
Service charter	A public statement about the service that an entity will provide and what customers can expect from the entity. In particular, a service charter advises what the entity does, how to contact and communicate with the entity, the standard of service that customers can expect, and their basic rights and responsibilities, and how to provide feedback or make a complaint
SES	Senior Executive Service
Set aside	If the Tribunal sets aside a decision under review, the original decision no longer stands. The Tribunal may make a new decision or remit the matter to the original decision-maker
SMC	Senior Management Committee
TAC	Tribunal Advisory Committee
Tribunal	Administrative Review Tribunal
Vary	If the Tribunal varies a decision under review, the original decision is changed or altered in some way
WHS	Work health and safety
Withdrawn	An applicant can decide to withdraw or discontinue an application at any time before the Tribunal makes a decision or dismisses the application

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