Administrative
Review Tribunal

Corporate Plan
2026–27

Covering reporting period 2026–27 to 2029–30

Contents

Acknowledgement of Country

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

Introduction

I am pleased to present the Administrative Review Tribunal's Corporate Plan for 2026–27. This plan sets out the key activities and priority initiatives to deliver on our objective of providing an accessible, fair and efficient merits review process to afford administrative justice for individuals and organisations, improve government decision-making, and promote public trust.

Our strategic environment remains dominated by the high number of applications we have received over the past 2 years, which we expect to continue over the reporting period of this plan. As a result, we have an unprecedented number of on-hand cases: in excess of 130,000 and rising.

Delivering in this environment requires us to continually pursue innovative approaches in the way we manage applications – from receipt and early case management, through to the effective use of registrar and then member resources. We continue to build on strategies that support the timely resolution of applications, including by directing resources to aged cases, and by recruiting and developing registrar capability. We will also determine suitable matters on the papers, where permitted by legislation, allowing them to be resolved based on written material without a hearing. This enables us to maximise our member resources and deliver quicker outcomes for our stakeholders.

Our priorities for 2026–27 include improving our services across user contact points, streamlining our case management pathways, and enhancing our accessibility and inclusion capability to deliver a more responsive and accessible user experience. We will continue to build upon our use of registrar-led case management activities to provide timely outcomes for our users and to facilitate the best use of our members to hear and determine matters. Central to our commitment to improving the user experience and delivering efficiencies throughout the case management process is the continued development and ongoing implementation of our new case management system and our external user portal.

To support the achievement of our priorities, we continue to invest in targeted training for our members, and in developing our leaders and our staff.

The President and I remain fully committed to a unified and cohesive Tribunal that delivers its objectives, providing our users with exceptional service and developing a reputation as a tribunal of excellence. We are confident that, working together with our staff and members, we will meet community expectations and enhance the public trust and confidence in the Tribunal.

As the accountable authority of the Administrative Review Tribunal, I present the Tribunal's Corporate Plan 2026–27, which covers the 4-year period to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Michael Hawkins AM

Chief Executive Officer and Principal Registrar

Our purpose

The Administrative Review Tribunal provides an important service to members of the community by reviewing decisions made by Australian Government ministers, departments and agencies and, in limited circumstances, decisions made by state government and non-government bodies.

The Tribunal also reviews decisions made under Norfolk Island laws.

Our purpose

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 is informed by the Tribunal's statutory objective and functions, and our outcome and program, as set out in the Portfolio Budget Statements (PBS).

Statutory objective

The Administrative Review Tribunal Act 2024 (ART Act) provides that the Tribunal must pursue the objective of providing 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.

PBS 2026–27

Outcome: 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.

Program: Review decisions to provide administrative justice for individuals and organisations and, more broadly, contribute to improving the quality of government decision-making.

Structure

The President is responsible for managing the business of the Tribunal and ensuring it operates efficiently and effectively while pursuing its statutory objective. He is assisted by Deputy Presidents appointed as Jurisdictional Area Leaders. The Chief Executive Officer (CEO) and Principal Registrar – an individual who performs both roles – assists the President in managing the Tribunal's administrative affairs, and is responsible for the Tribunal's corporate and registry services.

Our functional organisational structure aims to put our users first, promote consistency, and support national ways of working. It ensures the delivery of reviews to users is central to the way we organise ourselves and design our processes.

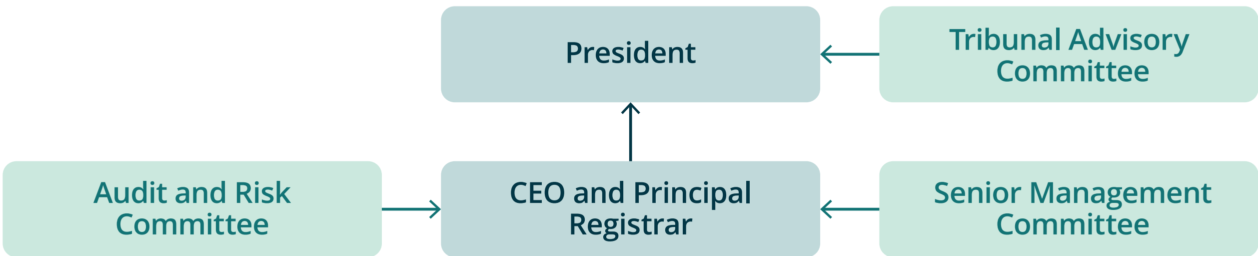
Our governance framework (Figure 1) supports the Tribunal, the President, and the CEO and Principal Registrar to meet our purpose.

The Tribunal Advisory Committee (TAC) is the Tribunal's peak leadership committee, established under the ART Act. It comprises the President, Jurisdictional Area Leaders and the CEO and Principal Registrar. The TAC oversees the Tribunal's caseload and performance, supports member professional development and fosters collaboration and strategic discussion between the decision-making and administrative functions.

The Senior Management Committee (SMC) assists the CEO and Principal Registrar to meet their responsibilities as the Tribunal's accountable authority under the PGPA Act.

The Audit and Risk Committee, required under section 45 of the PGPA Act, provides advice to the CEO and Principal Registrar on key aspects of operations.

Figure 1: Administrative Review Tribunal Governance Framework 2026–27



Key activities

The key activities the Tribunal undertakes to achieve its purpose are:

Key activity 1

Undertake merits review of administrative decisions in accordance with the ART Act

We undertake independent merits review of administrative decisions by considering afresh the facts, law and policy relevant to each case. We determine the correct or preferable decision based on the material before us.

We may affirm or vary a decision, set aside and substitute a new decision, or remit a matter to the original decision-maker for reconsideration.

Key activity 2

Improve the transparency and quality of government decision making.

We support transparent, consistent and high-quality government decision-making through our functions and powers. These include:

- Identifying and communicating systemic issues relating to making of reviewable decisions to ministers, Commonwealth entities and the Administrative Review Council.
- Monitoring trends and patterns in decision-making across our jurisdictional areas through the TAC.
- Using the Guidance and Appeals Panel (GAP) to escalate significant issues and address material errors in Tribunal decisions.
- Publishing significant decisions, including GAP decisions and decisions that involve important questions of law or have broader implications for Commonwealth policy or administration.

Key activity 3

Promote public trust and confidence in the Tribunal

We promote public trust and confidence in the Tribunal by maintaining a strong governance framework that supports integrity, accountability and transparency in all aspects of our work. This includes setting clear standards of conduct and performance for members, ensuring appropriate oversight of behaviour and decision-making, and taking action where concerns arise.

We support confidence in our processes by publishing decisions, managing conflicts of interest, and providing mechanisms to review and address potential errors, including through the GAP. We also report publicly on our performance to demonstrate how we meet our statutory objective.

Our strategic priorities and initiatives

We have identified 4 strategic priorities for 2026–27 that will support effective delivery of our key activities and strengthen organisational capability. These are:

1. Enhancing the user experience
2. Investing in our people and leadership
3. Improving business systems, technology and processes
4. Building our case management solution (CMS).

To progress these priorities, we will focus on the following initiatives over 2026–27 and across the forward years:

- Improve **services** across user contact points and streamline case management pathways to deliver a **more responsive and accessible** user experience, with ongoing refinement informed by user insights and performance data.
- Implement **registrar-led case management activities** across all caseloads and strengthening quality assurance arrangements and service standards.
- Continue to deliver and expand the **CMS**, including the external user portal, while supporting release readiness, training, stakeholder engagement and progressive transition from legacy systems.
- Develop and implement an **accessibility and inclusion program of work** to improve the accessibility of Tribunal services and foster an inclusive workplace, including through First Nations liaison initiatives.
- Embed and refine the whole-of-Tribunal **Caseload Priority Framework** to support consistent prioritisation and improved allocation of resources in response to demand, resourcing and policy settings.
- Promote **compliance with the Performance Standard for Non-Judicial Members** by strengthening reporting, data, guidance and supporting processes, and refining these arrangements over time.
- Strengthen capability to **support the GAP**, including improving early identification of significant issues and supporting consistent processes for escalation and review.
- Implement arrangements to **identify and manage systemic issues with reviewable decisions**, including supporting consistent notification and use of data to inform oversight and decision-making.
- Develop an **artificial intelligence (AI) strategy and roadmap** to support the safe, responsible and effective use of AI across the Tribunal.

These initiatives are complemented by a substantial program of corporate and operational activities that support delivery of our purpose.

Our operating context

The Tribunal operates in a complex and changing environment that affects how we deliver accessible, fair and efficient administrative review. This section outlines the key factors shaping our operating context, including our environment, capability, risk oversight and management and who we cooperate with. These factors inform how we manage uncertainty, respond to challenges and maintain public confidence in the Tribunal.

Environment

The Tribunal operates in a continually evolving environment that influences its ability and capacity to achieve its purpose. Our environment is characterised by sustained demand for independent administrative review, ongoing legislative change, and the need to modernise systems while building the capability of our people. This is all in the context of providing accessible, fair and efficient merit reviews.

Demand and caseload pressures

Demand for our services is driven by factors beyond our direct influence and continues to be characterised by high volumes of applications, particularly for migration, protection and National Disability Insurance Scheme (NDIS) cases. The size and composition of the caseload affects our timeliness.

While we cannot control the volume or mix of applications we receive, we determine how that demand is managed. We apply an adaptive approach to allocating resources, reprioritising and responding to surges in particular caseloads. We also work closely with decision-making agencies to monitor emerging trends and better understand drivers of demand, to help prepare for future changes.

Funding and resource environment

Our funding is based on a demand driven arrangement, up to a capped level. The arrangement is designed to support financial sustainability and provide flexibility to respond to changes in the caseload. The funding level informs the Tribunal’s case finalisation target and the member resources available to decide cases. Since the establishment of the Tribunal, application volumes have exceeded funded capacity, increasing pressure on the Tribunal’s resources.

During 2025–26, the Tribunal also received additional funding to address a backlog of older cases. This funding has continued into 2026–27, supporting sustained efforts to significantly reduce the number of applications aged more than 2 years even as overall case numbers on hand continue to grow.

The Tribunal works closely with the Attorney-General’s Department and the Department of Finance to ensure funding settings recognise workload pressures. This engagement, along with reforms to business practices and systems, supports our ability to manage a substantial on-hand caseload and the sustained growth in new applications.

Regulatory and legislative landscape

The Tribunal operates within a legislative and policy environment that is dynamic and externally determined. Amendments to legislation, including those affecting major jurisdictional areas such as migration, protection and the NDIS, can alter both the volume and complexity of applications before the Tribunal.

We shape our response through our procedures, practice directions and capability development. We engage with portfolio agencies to ensure we are aware of emerging trends in decision making and reforms and are able to consistently implement legislative change.

Technological environment

Our internal technology environment is impacted by legacy systems, which are no longer fit for purpose and constrain the way we work. However, the transition to our new CMS is progressively improving how cases are managed.

Broader developments in technology, including AI, continue to evolve rapidly and are reshaping expectations about administrative work. The Tribunal is actively engaging with AI and assessing how it can safely improve productivity. Adoption of new technologies will be guided by legal requirements, cyber security considerations and appropriate governance.

Social and external factors

Community expectations of administrative justice continue to evolve and influence how the Tribunal delivers its services. Our users expect that processes are timely, accurate, accessible and responsive to the needs of our diverse user base, such as people living in regional and remote communities and First Nations peoples.

External conditions, including a combination of socio and geopolitical developments and changes to government policy settings, may also affect the nature and volume of applications received. These factors can shift demand in ways that are difficult to predict yet which have the potential to disrupt operations.

The broader employment market and availability of relevant expertise can also impact the Tribunal’s ability to attract, recruit and retain the right people in the right roles.

We respond to these factors by monitoring the environment, engaging with users and decision-making agencies, and through ongoing refinement of our approaches to service delivery.

Capability

To support our strategic priorities, we are strengthening workforce capability through a coordinated and evidence-based approach aligned to the Tribunal's Workforce Strategy 2026–29. We invest in our people by building leadership capability, enhancing induction and onboarding experiences, developing the technical, core and emerging skills needed to meet both current and future business needs.

Our focus includes enhancing change capability, increasing confidence in digital, data and AI technologies, and fostering a culture of continuous learning, inclusion and professional growth. Through accessible, flexible and inclusive learning opportunities, we support our workforce to adapt to change, innovate, embrace new ways of working and contribute to the delivery of quality outcomes for our stakeholders and the community we serve.

People

Our members and staff are critical to successfully delivering the Tribunal's functions and achieving our strategic priorities. Through our Workforce Strategy we are investing in building sustainable capacity, strengthening capability in leadership, technical and emerging capabilities, and fostering a cohesive and inclusive culture. This ensures our workforce is agile and responsive to demand, supported by improved workforce planning and data driven insights, which will position the Tribunal to deliver high-quality outcomes now and into the future. We will continue to develop our staff in line with our priorities, resourcing, and funding model, while supporting the effective induction and ongoing development of our members, who are appointed under the ART Act.

The Workforce Strategy provides a structured, evidence-based framework to strengthen planning, improve the use of data and insights, and embed a more proactive and integrated approach to people management.

We provide targeted, role specific training and development to support both staff and members to perform effectively, with a strong focus on capability uplift, legislative compliance, and continuous professional development. Consistent with our Workforce Strategy, we are strengthening leadership, technical and emerging capabilities through structured learning pathways and ongoing programs informed by workforce data and organisational priorities. We will continue to review and evolve our approach to ensure learning remains fit for purpose and supports a high-performing, future-ready workforce.

The Tribunal operates in line with the Australian Public Service (APS) Strategic Commissioning Framework, with core work predominantly delivered in-house and any external engagement limited and aligned to framework requirements.

We are building a cohesive and inclusive organisational culture aligned to our values of respect, integrity, collaboration and fairness, supported by a strong focus on wellbeing, inclusion and leadership behaviours. These values are embedded through our Workforce Strategy and are being integrated into our performance frameworks and organisational practices to support a unified, high-performing 'one-Tribunal' culture.

Information and communication technology

Throughout most of the 4 years of this plan, the Tribunal will continue to develop and mature our new CMS, which is replacing multiple legacy case management systems. The CMS will continue to be delivered over a series of phases. This program is subject to central oversight by the Digital Transformation Agency under the Digital and ICT Investment Oversight Framework and the Department of Finance under the Gateway Review Process. Total funding for the CMS Program is $29.64 million.

In 2025–26, the Tribunal continued the rollout of the CMS, progressing foundational capabilities, supporting the management of NDIS and GAP cases on the platform, enhancing digital services for users, and strengthening data and reporting capabilities. These initiatives established the foundations for broader adoption of the platform across the Tribunal.

Over the forward years, we will continue to expand the use of the CMS across Tribunal jurisdictions, mature core platform capabilities, enhance digital services and external user experiences, and increase the proportion of cases managed through the platform. This work will support the progressive transition from legacy systems and provide a modern, scalable and user-centred digital environment for the Tribunal.

Our corporate systems and applications must be reliable, secure and adaptable to meet our future business requirements and support us to achieve our purpose. Throughout the life of this plan, we will continue to maintain ageing corporate systems and applications, while strengthening cyber security, enhancing data and reporting capabilities, uplifting cloud and digital platforms, and supporting the safe and responsible adoption of emerging technologies, including AI.

Risk oversight and management

The Tribunal manages risk in accordance with the Commonwealth Risk Management Policy and through our Risk Management Framework (Figure 2).

The Framework includes 3 lines of defence and is underpinned by 5 key principles:

- All members and staff have a role in risk management.
- Risk management is integrated into business activities, systems and decision-making.
- Risks should be the responsibility of those best able to control or manage them.
- Risk management will be applied at both strategic and operational levels throughout the Tribunal to ensure we operate within an environment of continuous improvement.
- The effectiveness of controls is formally reviewed and confirmed regularly, and controls are periodically tested to ensure the identification of significant weaknesses or deficiencies.

Our Chief Risk Officer plays a central role in advising on risk management issues, building organisational capability and administering the Framework, supported by dedicated APS staff.

The SMC supports the CEO and Principal Registrar to meet their statutory function to manage the administrative affairs of the Tribunal and acquit their statutory duties, which include risk oversight and management.

Our Audit and Risk Committee provides independent advice to the CEO and Principal Registrar regarding the appropriateness of the Tribunal's risk oversight and management arrangements.

Figure 2: Risk management framework

Key risks and management actions

The table below sets out our key risks for 2026–27 together with the actions we are taking to manage them.

Key risk	Key management actions
The CMS Program does not meet the needs of the Tribunal or its stakeholders – resulting in significant service interruptions, delayed operational improvements, and increased pressure on staff and members	• Maintain mature CMS Program governance, consultation and oversight. • Support business implementation, user readiness, staged release planning, training and change adoption while continuing to manage legacy system risks.
Insufficient number of members appointed – resulting in the Tribunal being unable to finalise as many applications as it is funded for and contributing to the growing on-hand caseload	• Regular engagement with the Attorney-General's Department on the appointment of members. • Induct new members efficiently and effectively. • Monitor caseload and member performance to inform planning.
Extensive delays in the finalisation of reviews – resulting in a growing on-hand caseload, hardship, dissatisfaction and frustration for users, and increased pressure on and reduced morale of staff and members	• Prioritise and allocate resources in accordance with the Tribunal's Caseload Priority Framework. • Ongoing communication with our stakeholders through different channels, including regular liaison with the agencies whose decisions the Tribunal reviews and clear advice to users on processing times. • Continual review of the Tribunal's way of working and the tools used to improve the effectiveness and efficiency of operations.
Members and staff do not have the capability to effectively deliver Tribunal functions and adapt as roles and technology continue to evolve – impacting the consistency and quality of service, and resulting in missed opportunities and damage to the retention and wellbeing of members and staff	• Maintain and amplify workforce development planning and effective performance management frameworks. • Implement learning and development programs, and provide appropriate resources, tools and other supports for members and staff, including consistent information management governance, practices and controls.
Failure to maintain our stakeholders' trust – resulting in adverse impacts for our stakeholders, legal implications, and damage to our reputation	• Strengthened stakeholder engagement, communication, integrity, privacy, accessibility and complaints management arrangements. • Continue to use stakeholder feedback, complaints data, user surveys, assurance activities and reporting to identify issues early and improve the consistency, accessibility and transparency of Tribunal services. • Establish an Integrity Framework.
A significant disruption, or series of disruptions, impacts the Tribunal's ability to continue operations – leading to interruptions to our core work and delays for our stakeholders, increased backlogs, and lowered confidence in the Tribunal	• Strengthen business continuity, disaster recovery, ICT resilience and security arrangements. • Undertake resilience testing, training and assurance activity so the Tribunal can respond to disruptions and sustain critical services.

Subsidiaries

The Tribunal does not have any subsidiaries.

Cooperation

The Tribunal engages with and relies on a diverse range of people and organisations. This engagement occurs in relation to both individual cases, and more broadly the operation of our merits review functions. It assists us to ensure our functions meet the needs of our broad range of users and promotes a tribunal of excellence.

Decision makers and their representatives as well as other parties and their representatives have an obligation under the ART Act to use their best endeavours to assist the Tribunal to achieve its statutory objective.

The actions of the following people and organisations play a key role in the efficiency and effectiveness of the review process for individual cases:

- the individuals, businesses and other organisations who seek review of decisions or are otherwise parties to the review process
- the departments, agencies and other people whose decisions we review
- the people and organisations who represent or assist parties involved in reviews, including legal practitioners, disability and veterans' advocates, migration agents and tax agents.

Our stakeholders

We regularly engage with stakeholders about the operation of our merits review functions, including discussing issues and exploring opportunities to improve service delivery.

These stakeholders include:

Our users

Everyone who interacts with the Tribunal. They include people seeking review of government decisions, their representatives and support networks, government agencies and decision-makers, and the broader community who rely on the Tribunal to deliver accessible, fair and efficient administrative justice.

Decision-making agencies

Australian Government departments and agencies, Commonwealth Ministers and other bodies whose decisions are subject to review by the Tribunal. This includes the Australian Taxation Office, Comcare, the Department of Home Affairs, the Department of Veterans' Affairs, the National Disability Insurance Agency and Services Australia.

Advocacy groups and peak bodies

Organisations that provide legal representation or advocacy services to our users. This includes Legal Aid, Economic Justice Australia, and community legal centres.

Legal and regulatory bodies

Organisations that support legal practice and regulation of professionals, including the Law Council of Australia, bar associations, law societies and the Office of the Migration Agents Registration Authority.

Government

Australian Government entities that shape the Tribunal's legislative, policy and operating environment. This includes our portfolio department the Attorney-General's Department, the Department of Finance and the Australian Public Service Commission.

Courts and tribunals

Courts that undertake judicial review of Tribunal decisions (the Federal Circuit and Family Court of Australia and the Federal Court of Australia).

We engage with other tribunals (such as state-based civil and administrative tribunals and mental health tribunals) directly and through the Council of Australasian Tribunals to share knowledge and promote best practice.

Our performance

Performance framework

Our performance framework (Figure 3) describes the measures we use in assessing our performance in delivering our key activities and achieving the Tribunal's purpose. The Tribunal continually reviews and enhances the performance framework to ensure it explains and assists in understanding our performance.

Figure 3: Administrative Review Tribunal Performance Framework

Our purpose, PBS outcome and program

Performance measure	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
1. Finalisation of 100% of applications for which the Tribunal has been funded to finalise in the financial year	●		
2. Proportion of applications finalised within a time standard	●		
3. Proportion of decisions set aside by the courts on appeal	●		●
4. Proportion of substantive decisions delivered in the financial year within the applicable decision delivery benchmark	●	●	●
5. User satisfaction with the Tribunal's review process	●		●

Performance measures and targets

The Tribunal has 5 performance measures that measure our performance against our key activities and purpose. These measures were also included in our PBS 2026–27.

Performance measure 1

Measure	2026–27 target	2027–28 to 2029–30 target
Finalisation of 100% of applications for which the Tribunal has been funded to finalise in the financial year	74,942	Target adjusted each year to reflect funding provided

Related key activity:

1. Undertake merits review of administrative decisions in accordance with the ART Act.

Rationale: 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.

Methodology: Under our funding arrangements, funding is based on the number and type of lodgements received in the most recent 12-month period, up to a capped level. The funding level informs the target that is set for this performance measure each financial year.

The target for 2026–27 is inclusive of finalisations made under additional funding provided for specific measures to address backlogs in case numbers.

Data is based on individual cases that have been finalised within the financial year.

Data source: The Tribunal's case management systems.

Performance measure 2

Measure	2026–27 target	2027–28 to 2029–30 target
The proportion of applications finalised within a time standard according to case type:		
• **Social security cases**	90% within 6 months	As per 2026–27
	99% within 12 months	As per 2026–27
• **NDIS cases**	85% within 12 months	As per 2026–27
• **Migration and protection cases**	75% within 18 months	As per 2026–27
• **General and other cases**	80% within 12 months	As per 2026–27

Related key activity:

1. Undertake merits review of administrative decisions in accordance with the ART Act.

Rationale: This measure is an indicator of the extent to which the Tribunal is providing a mechanism of review that is timely.

Methodology: The Tribunal reviews a wide range of decisions. The time taken to finalise cases varies for different types of cases based on a range of factors, including the nature and complexity of the cases, 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 have an impact on the time taken by the Tribunal to finalise applications.

The case type finalisation targets aim to take account of these factors.

Data will be based on individual cases that have been finalised within the financial year.

Data source: The Tribunal's case management systems.

Performance measure 3

Measure	2026–27 target	2027–28 to 2029–30 target
Proportion of decisions set aside by the courts on appeal	Less than 5%	As per 2026–27

Related key activities:

1. Undertake merits review of administrative decisions in accordance with the ART Act.
3. Promote public trust and confidence in the Tribunal.

Rationale: The Tribunal 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.

This measure is an indicator of the extent to which the Tribunal is providing a mechanism of review that is fair, just and promotes public trust and confidence in the Tribunal.

Methodology: The measure looks at the number of appeals that were allowed by the courts in the most recent financial year as a proportion of a rolling average of decisions made by the Tribunal in the prior 3 years. For the purposes of this measure, decisions are taken to include all finalisations by the Tribunal other than withdrawals.

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.

Note: A change has been made to the methodology for this measure from 2026–27, as explained at Appendix 1.

Data source: The Tribunal's case management systems.

Performance measure 4

Measure	2026–27 target	2027–28 to 2029–30 target
Proportion of substantive decisions[1] delivered in the financial year within the applicable decision delivery benchmark	At least 85%	As per 2026–27

Related key activities:

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: 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.

Methodology: This measure will consolidate the number of decisions made by members during the financial year and assess whether decisions have been handed down within the time standard required for each list.

A target of 85% has been set to reflect the Performance Standard for Non-Judicial Members, 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.

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. The Performance Standard Guideline sets different applicable decision delivery benchmarks for different types of cases.

Data source: The Tribunal's case management systems.

[1] A substantive decision means a decision referred to in section 105 of the ART Act.

Performance measure 5

Measure	2026–27 target	2027–28 to 2029–30 target
User satisfaction with the Tribunal's review process	At least 70%	As per 2026–27

Related key activities:

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 users feel that the Tribunal is providing a mechanism of review that is accessible, fair, informal and quick, and promotes public trust and confidence in the Tribunal.

Methodology: The average positive ratings derived from the results of an independent survey of parties and representatives about their experience at the Tribunal. 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 contact details.

Data source: User experience survey.

Appendix 1: Changes to performance information

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27	Change	Detail and rationale for the change
Measure 3 Proportion of decisions set aside by the courts on appeal	Measure 3 Proportion of decisions set aside by the courts on appeal	Measure 3 Proportion of decisions set aside by the courts on appeal	Amendment to the methodology	From 2026–27, the methodology has been updated to measure appeals allowed by the courts as a proportion of a rolling 3-year average of Tribunal decisions, rather than appealable cases in the prior year. This better reflects the time taken for appeals to be finalised and reduces the impact of year-to-year fluctuations in finalised cases. The range of cases has also been broadened in the calculation to all finalisations except withdrawals. Previously, decisions made with the consent of the parties and decisions subject to section 44(1A) of the former *Administrative Appeals Tribunal Act 1975* were excluded. This change provides a more comprehensive representation of the Tribunal's decision-making activity.

Appendix 2: List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	**Introduction**	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	1
s16E(2) item 2 of the PGPA Rule	**Purposes**	The purposes of the entity.	2
s16E(2) item 3 of the PGPA Rule	**Key activities**	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	4
s16E(2) item 4 of the PGPA Rule	**Operating context**	For the entire period covered by the plan, the following:	6-13
s16E(2) item 4(a) of the PGPA Rule	**Environment**	(a) The environment in which the entity will operate;	6-7
s16E(2) item 4(b) of the PGPA Rule	**Capability**	(b) The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	8-9
s16E(2) item 4(c) of the PGPA Rule	**Risk**	(c) A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	10-11
s16E(2) item 4(d) of the PGPA Rule	**Cooperation**	(d) Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	12-13
s16E(2) item 4(e) of the PGPA Rule	**Subsidiaries**	(e) How any subsidiary of the entity will contribute to achieving the entity's purposes.	12
s16E(2) item 5 of the PGPA Rule	**Performance**	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	14-17