Administrative
Review Tribunal

Annual Report
2025–26

Acknowledgement of Country

We acknowledge 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.

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You can call us on 1800 228 333 from anywhere in Australia.

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You can visit the Tribunal's website (www.art.gov.au/contact-us) to find other ways to contact us, including what to do if you are overseas.

This report

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ISSN 3083-4848 (Print)

ISSN 3083-483X (Online)

Letter of transmittal

Administrative Review Tribunal

30 September 2026

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 2026, in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013*, incorporating 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 the Guidance and Appeals Panel.

The 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 statement 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,

The Hon Justice Emilios Kyrou AO
President

Michael Hawkins AM
Chief Executive Officer and Principal Registrar
Accountable authority

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Chapter 1: The year in review

Report by President



The Hon Justice Kyrou AO

President of the
Administrative Review Tribunal

The 2025–26 reporting period marked the first full year of the Administrative Review Tribunal. During this period, the Tribunal built upon the successful transition from the Administrative Appeals Tribunal (AAT) between 14 October 2024 and 30 June 2025. It consolidated its operations, addressed key challenges, and laid the foundations for achieving its goal of being recognised as a tribunal of excellence and earning the public's trust and confidence. Many challenges remain, but the Tribunal is now well placed to meet them.

On 14 October 2025, the Tribunal celebrated its first anniversary with a morning tea in each of our registries. The Attorney-General, the Hon Michelle Rowland MP, was the guest speaker at the Sydney registry morning tea, which was broadcast to members and staff across the country.

The Tribunal seeks to achieve its goal of being recognised as a tribunal of excellence and earning the public's trust and confidence by ensuring that everything that its members and staff do is informed by its statutory objective in section 9 of the *Administrative Review Tribunal Act 2024* (ART Act). That section requires the Tribunal to provide 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.

In this report, I will focus on:

- the Tribunal's growth in the reporting period
- the work of the Tribunal Advisory Committee
- training, education and professional development for members
- the conduct and performance of members
- the Guidance and Appeals Panel
- systemic issues
- practice directions and litigation supporters
- artificial intelligence
- applicants with diverse needs
- outreach
- successes and challenges.

Section 242 of the ART Act lists several 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 in later chapters of the annual report. **Appendix 8: List of the President's reporting obligations** sets out where the matters listed in section 242 are discussed.

Tribunal's growth in the reporting period

The Tribunal has experienced significant growth since the previous reporting period. As at 30 June 2025, the Tribunal had 371 members (representing 304.5 full-time equivalent or FTE roles) and 1,030 staff,[1] including 58 registrars. This compares to 30 June 2026, when the Tribunal had 413 members (339.6 FTE roles) and 1,290 staff, including 99 registrars.

The increase in member and staff numbers reflects the significant growth in the Tribunal's caseload. As detailed later in the annual report, National Disability Insurance Scheme (NDIS) on-hand cases increased by 21% during the reporting year, while student visa cases rose by 42%. This growth occurred alongside the Tribunal more than doubling its finalisations of student visa cases, driven by continued high demand, with new lodgements more than 1,300% higher than in 2022–23.

Despite the significant increase in membership, at the end of the financial year, the Tribunal had 90.4 fewer member FTE roles than the level of FTE roles the Tribunal is budgeted for.

[1] Where not otherwise specified, the numbers provided for 'staff' include the 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.

The Tribunal's growth has put additional strain on its case management systems, member support services and office space. This has resulted in a review of current Tribunal arrangements with a view to introducing greater flexibility in the way it operates. Members and staff have responded positively to these challenges and have shown remarkable resilience and a commendable capacity to adapt to changed circumstances. We have been able to accommodate all new members with increased office sharing, a rollout of office booking systems, and more flexible work from home arrangements.

From 1 June 2026, the *Administrative Review Tribunal and other Legislation Amendment Act 2026* and the Migration Amendment (Administrative Review of Student Visa Refusal Decisions) Regulations 2026 have required the Tribunal to decide certain student visa cases 'on the papers' – that is, without an oral hearing. These legislative reforms have the potential to increase the Tribunal's efficiency in finalising these cases, as well as lessening the strain on the availability of hearing rooms. Where the requirements of the policy relating to Tribunal members' work from home arrangements are satisfied, members may be authorised to undertake this type of work from home.

Work of the Tribunal Advisory Committee

The Tribunal Advisory Committee (TAC) continued to meet monthly, with meetings taking place at least once in each of the Tribunal's registries other than Darwin. Where possible, members of the TAC (which comprises the President, the Chief Executive Officer and Principal Registrar (Principal Registrar), and the jurisdictional area leaders) met with stakeholders in each of the registries at which its meetings were held. This enabled the TAC to give updates on the Tribunal's operations and provide a forum for the TAC to receive feedback and answer questions.

The stakeholder feedback identified some deficiencies in the Tribunal's operations, which resulted in changes in our processes to improve service delivery. Pleasingly, the TAC received consistent feedback that, compared to the AAT, the Tribunal had achieved noticeable improvement in the way members conducted hearings, and in the timeliness and quality of their decisions.

As I stated in my 2024–25 report, in June 2025, the TAC endorsed the Tribunal's Caseload Priority Framework 2025–26, which set out principles for assigning higher priority to case types or caseloads, both across the Tribunal and within jurisdictional areas. Against the Framework, which was published on our website, the Tribunal performed strongly, finalising 65,900 applications across many of our priority areas. Of particular note, we significantly reduced the number of cases aged 3 years or older by 61% over the course of the reporting period. In relation to vulnerable applicants, we significantly reduced delays for children under 6 years of age within the NDIS Jurisdictional Area and reduced the number of on-hand cases involving vulnerable applicants within our Migration and Protection jurisdictions by 37%.

In 30 June 2026, the TAC endorsed the Caseload Priorities 2026–27. This document introduced new priority caseloads, including all NDIS access matters, due to the proportion of vulnerable applicants within this caseload. The Tribunal will also seek to substantially increase the volume of student visa applications finalised in 2026–27 to address the significant backlog that accumulated over 2024–25 and 2025–26. Further, we have refined our focus on aged cases to those within the Migration and Protection jurisdictions, in recognition of specific funding measures to reduce our backlog.

The TAC closely monitored the trends and patterns in the applications that were lodged with the Tribunal and advised the Principal Registrar and me on the resource implications of these trends and patterns. Due to the dramatic increase in the number of applications for review of student visa refusal decisions, steps were taken to expand the number of members undertaking reviews of such decisions.

Training, education and professional development of members

All new members undergo an extensive induction program that covers matters such as the role of a member, ethical behaviour, the conduct of hearings, decision-making and preparation of reasons for decision, as well as the substantive law that applies to areas of the Tribunal's jurisdiction.

All members participate in an ongoing program of internal and external training, education and professional development sessions. These sessions 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.

During the reporting period, the member training, education and professional development program has included 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 Justice Simon Steward AC, a Justice of the High Court of Australia; the Hon Justice Sarah Derrington AM, a Justice of the Federal Court of Australia; Ms Rosemary Kayess, the Disability Discrimination Commissioner; and Ms Maria Dimopoulos AM, the Chief Executive Officer of the Settlement Council of Australia.

Member forums were also conducted on the Performance Standard, key Tribunal instruments and other issues affecting members.

Leadership training sessions that were specific to the Tribunal's structure and operations were organised for jurisdictional area leaders and list leaders.

Further details of the Tribunal's member training, education and professional development program are set out in **Chapter 4: Management and accountability**.

Conduct and performance of members

On 14 October 2024, I published a Code of Conduct and a Performance Standard for non-judicial members of the Tribunal, as required by the ART Act. Both documents are available on the Tribunal's website.

The Code of Conduct sets out the minimum standard of behaviour expected of members, and the Performance Standard sets out the minimum standards of performance expected of members.

I am pleased to report that, during the reporting period, the vast majority of members worked diligently, behaved in an exemplary manner, and either met or exceeded the standards set out in the Performance Standard. Indeed, as discussed later in the annual report, the Tribunal achieved 97% of its target finalisations with only 70% of the budgeted member FTE. These finalisations include withdrawals and decisions by consent. These results are a testament to the collaborative efforts of members, registrars and staff.

Further, as discussed in **Appendix 1: Members of the Tribunal**, although the Tribunal received complaints against members from parties to proceedings before the Tribunal and other individuals, none were found to involve a breach of the Code of Conduct. However, during the reporting period, I exercised statutory powers in relation to 5 members.

Guidance and Appeals Panel

In the reporting period, the Tribunal received a steady flow of requests for referral of applications for review, or Tribunal decisions, to the Guidance and Appeals Panel (GAP). Most concerned child support or NDIS cases.

As discussed in more detail in **Chapter 3: Performance**, during the reporting period, 6 matters were referred to the GAP for first review and 7 for further review. A high proportion of requests for referral for further review were refused because most requests did not identify an issue of significance to administrative decision-making or a material error of fact or law. Instead, they expressed dissatisfaction with the outcome of the relevant Tribunal decision.

During the reporting period, the GAP made several important decisions on the interpretation of the *National Disability Insurance Scheme Act 2013* or associated subordinate legislation. The most prominent decision made by the GAP was *Bunnings Group Limited and Privacy Commissioner* [2026] ARTA 130, which dealt with whether the facial recognition technology used by Bunnings Group Limited at its stores breached the privacy rights of individuals entering those stores.

As discussed in my 2024–25 report, in *Baumgarten and eSafety Commissioner* [2025] ARTA 59, the GAP reviewed 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 prescribed by the relevant legislation for a legally effective reviewable decision.

On 18 February 2026, the Full Court of the Federal Court unanimously upheld the GAP's decision in *eSafety Commissioner v Baumgarten* (2026) 315 FCR 44.

Systemic issues

On 16 September 2025, pursuant to section 193(i) of the ART Act, I issued *Notice of Systemic Issue No 1 of 2025* to the Treasurer, the Commissioner of Taxation and the Administrative Review Council (Council).

The systemic issue concerns the financial hardship experienced by recipients of family assistance benefits when the Commissioner of Taxation uses income tax refunds due to them to offset alleged debts through an automated process that does not take their personal circumstances into account. Those personal circumstances often include the existence of a repayment plan for the debt or a deferral of the debt. The systemic issue also involves the question of whether the offset decision involves jurisdictional error and whether it is reviewable by the Tribunal.

The notice of systemic issue is discussed in more detail in **Chapter 2: Overview of the Tribunal**. As indicated in that chapter, the Council has commenced an inquiry into the notice.

The Council decided not to inquire into my *Notice of Systemic Issue No 1 of 2024,* to which I referred in my previous report. However, on 23 June 2026, it published a 'Statement of Position' on 'Agency Implementation of Court and Tribunal Decisions'.

Practice directions and litigation supporters

During the reporting period, the Tribunal reviewed and updated its practice directions based on experience during the initial period of their operation and feedback from members, staff and external stakeholders. The only practice direction that was not reviewed or updated was the Litigation Supporter Practice Direction, which was issued more recently in June 2025.

The power, under section 67 of the ART Act, to appoint a litigation supporter to assist applicants who do not have decision-making ability has been a welcome reform. During the reporting period, the Tribunal made orders to appoint 8 litigation supporters – 4 in migration cases and 4 in NDIS cases.

For the power in section 67 to be exercised, a suitable person must be available to be appointed as a litigation supporter. In practice, however, the Tribunal's ability to exercise this power has been limited where a party who lacked decision-making ability did not have another person, such as a family member, who was willing and suitable to assume the role.

That is because the Tribunal is usually not able to appoint independent individuals as litigation supporters, due to the absence of any panel of individuals who have already been assessed as suitable for appointment and the absence of indemnity provisions in the ART Act. In some cases, family members or service providers are willing to act as litigation supporters, but they are not suitable for appointment as they lack the appropriate skills or have a conflict of interest.

The absence of a suitable litigation supporter presents serious access to justice issues for vulnerable applicants who do not have decision-making ability, particularly in NDIS and social security cases.

The Tribunal has discussed these difficulties with State and Territory bodies that have statutory power to appoint guardians or to protect the interests of individuals who do not have decision-making ability. However, statutory and funding limitations restrict the ability of these bodies to assist.

In the case of *CEO of National Disability Insurance Agency and QJHVM* [2025] ARTA 2730, I appointed independent lawyers as 'friends of the Tribunal' to act as contradictors in an NDIS case where the respondent's father – who had been appointed as his litigation supporter – was not legally represented. This appointment ensured that the Tribunal had the benefit of submissions from independent lawyers with expertise in NDIS cases and assisted the Tribunal to make the correct or preferable decision in the case.

Artificial intelligence

The Tribunal is giving careful consideration to the benefits and risks associated with the use of artificial intelligence (AI) by the Tribunal and by parties, witnesses and others who engage with the Tribunal. A Chief AI Officer has been appointed to oversee AI initiatives. I have established a Member AI Reference Group to advise the TAC on AI issues that relate to decision-making.

During the reporting period, the Tribunal commenced drafting a Use of Generative AI Practice Direction. The Practice Direction was published in August 2026.

Applicants with diverse needs

During the reporting period, the Tribunal adopted a range of measures to achieve its objective in section 9 of the ART Act to provide an independent mechanism of review that is accessible and responsive to the diverse needs of parties. It also continued to meet its obligation under section 51 to conduct each proceeding in a way that is accessible for the parties and takes their needs into account.

The diverse needs of parties arise in various ways, including from disabilities, language barriers and cultural differences.

The measures, which are detailed in **Chapter 3: Performance**, include:

- reviewing ways to strengthen initiatives that make participation in Tribunal proceedings more flexible and accessible
- providing tailored support for First Nations applicants seeking a first review of Centrelink decisions through our First Nations Liaison Officer Program
- meeting with stakeholders in Darwin to increase awareness of the Tribunal's Darwin registry and its expanded capability
- enhancing the Tribunal's plain English website to improve accessibility and usability, including text-to-speech functionality, a translation tool available in more than 30 languages, and compliance with Australian Government accessibility standards
- continuing to build staff and member capability through recruitment and training to effectively support applicants.

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.

I have already referred to the stakeholder meetings conducted by the TAC. During the reporting period, the TAC also held 2 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's leadership.

The Tribunal conducted a moot competition for law students over 4 rounds between August and October 2025. All the teams were very impressive. A team from the University of Melbourne won the grand final moot.

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 Tribunal is working on a strategy to increase the volume of local cases dealt with by the Darwin registry, which was officially established on 31 March 2025. This strategy has involved meetings with local stakeholders to better understand the level of awareness of the Tribunal's services by residents of the Northern Territory. The Tribunal is also considering how it can improve its services, particularly for First Nations communities.

During the reporting period, I performed my function under section 193(k) of the ART Act to engage with civil society through a variety of means, including face-to-face meetings, online meetings, giving speeches, presenting papers, visiting organisations, attending ceremonies and functions, and through correspondence.

The organisations with which I engaged have included the Aboriginal Legal Service, the North Australian Aboriginal Justice Agency, the Migration Institute of Australia, the Immigration Advice and Rights Centre, the Refugee Advice and Casework Service, the Tasmanian Refugee Legal Service, Welfare Rights and Advocacy, the Welfare Rights Centre, Advocacy for Disability Access and Inclusion, Action for More Independence and Dignity in Accommodation, Villamanta Disability Rights Legal Service, the Australian Federation of Disability Organisations, the Autism Advisory and Support Service, Basic Rights Queensland, Deaf Australia, Disability Justice Australia, Economic Justice Australia, State and Territory legal aid bodies, the South Australian Legal Services Commission, the Law Institute of Victoria (which organised the Victorian Justice Leaders AI Forum on 26 May 2026), the Tax Bar Association, the Tax Ombudsman, the Australian Intercultural Society, VCE students, and various community legal centres and legal firms in round table settings.

There have also been Tribunal-wide measures to engage with civil society and persons whose interests are affected by reviewable decisions. Those measures include the user survey. Further details of these measures are provided in **Chapter 3: Performance**.

Successes and challenges

During the reporting period, the Tribunal continued to face major challenges, including the dramatic increase in lodgements in relation to student visa decisions and significant increases in lodgements in relation to NDIS decisions. As addressed in **Chapter 3: Performance**, the Tribunal does not have the resources to process this volume of lodgements. As a result, the number of cases on hand has increased substantially and processing and finalising timelines for some cases have increased. These delays have been compounded by ongoing problems with the legacy case management systems inherited from the AAT.

On the positive side, with more members and staff and greater flexibility in our processes, including the ability to decide some cases on the papers, the Tribunal is well placed to improve its performance in the coming years.

The Tribunal's new case management system, IRIS, is progressively being expanded to cover more of our caseload, which will result in greater efficiencies.

The Tribunal's publication policy, available on the Tribunal's website, ensures that the Tribunal complies with the requirements of the ART Act and is transparent in its decision-making. In accordance with the policy, with some exceptions, the Tribunal publishes all of its substantive decisions.

An important exception relates to high volume migration and protection cases, where the Tribunal finalised many thousands of cases. The publication policy sets out criteria for selecting cases in this category for publication. Another important exception relates

to first review social security cases and first review child support cases, which are subject to statutory, privacy, and confidentiality restrictions.

In accordance with section 113(4) of the ART Act, a selection of these decisions are published in an anonymised manner and represent a broad range of decision types and outcomes. Further details of the decisions published by the Tribunal are set out in **Chapter 3: Performance**.

I have already referred to the feedback the TAC has received from stakeholders that there has been a noticeable improvement in the way that members conduct hearings, and the timeliness and quality of their decisions. This improvement can be attributed to the Tribunal's comprehensive training, education and professional development program. The feedback is discussed further by the Principal Registrar below and in more detail in **Chapter 3: Performance**.

Acknowledgements

I am immensely proud of the commitment, dedication and hard work of the Tribunal's members and staff. Although the difficulties the Tribunal has faced have posed challenges for them, they have pressed on with the performance of their important functions with a pragmatic and positive attitude. I am very grateful for their sense of community service.

I am particularly grateful to the jurisdictional area leaders, Deputy Presidents Simone Burford, Kruna Dordevic, Gina Lazanas and Kathryn (Kate) Millar, and the List Leaders for their support. I am also indebted to the Principal Registrar, Michael Hawkins AM, for shouldering a wide range of complex – and often difficult and sensitive – responsibilities with impressive efficiency, energy and good humour. Finally, I want to thank Deputy President Burford and their Honours Justices Thomas Thawley and Lisa Hespe for serving as Acting President during periods of my absence.



Justice Emilios Kyrou AO

Principal Registrar's review

Consolidating established foundations



Michael Hawkins AM

Chief Executive Officer and Principal Registrar of the Administrative Review Tribunal

During 2025–26, the Tribunal focused on consolidating the foundations established following its commencement on 14 October 2024. Significant progress was made in strengthening organisational capability, maturing operating arrangements and enhancing the Tribunal's capacity to deliver timely, high-quality outcomes for our users, as identified by the President in his report.

A key priority during the year was the continued development of the Tribunal's workforce. Staffing levels increased from approximately 600 FTE employees to 1,200 FTE over an 18-month period, providing greater capacity to respond to the sustained growth in applications. Particular emphasis was placed on expanding the registrar workforce, which grew from 36 at commencement to 99 at 30 June 2026. The Tribunal also continued to broaden the role of registrars, increasing authorised registrar powers from 2 at the time of transition from the AAT to 18 by the end of the reporting period.

The Tribunal has further invested in leadership and workforce capability by developing a new leadership framework and delivering targeted development programs for Senior Executive Service (SES), Executive Level and Australian Public Service (APS) employees. Improvements were also made to onboarding and induction arrangements to support the effective integration of new employees, enabling them to contribute as quickly as possible.

Investment in technology remained a key focus throughout the year. The Tribunal continued to enhance its Case Management Solution (CMS), IRIS, delivering several major releases that improved system functionality, increased automation and supported more efficient case management processes.

Collectively, these initiatives strengthened the Tribunal's operational capability and contributed to the finalisation of a record number of applications in 2025–26.

Governance and structure

The Tribunal's organisational structure remained stable over the reporting year. We farewelled 2 SES officers and successfully recruited to fill the position of Chief Information Officer. A new acting SES band 2 Chief Data and AI Officer position was established to provide the required level of oversight over our CMS program and lead our increasing investment in data and reporting. This role also supported the establishment of a dedicated section to facilitate AI implementation, enablement and monitoring.

Throughout the financial year, our Senior Management Committee, comprising SES officers, continued 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.

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

Caseload and performance

During 2025–26, the Tribunal finalised 65,900 reviews and received 86,980 lodgements. At 30 June 2026, the active caseload stood at 133,749 applications. Migration, protection and NDIS cases remain the Tribunal's largest jurisdictions by lodgements, comprising 55%, 20% and 11% of total lodgements respectively.

We met 3 of our 5 performance measures in the financial year.

We achieved 97% of the target for performance measure 1, which relates to our aim to finalise all applications that the Tribunal was funded to finalise in the financial year. In 2025–26, the target for the Tribunal was to finalise at least 68,045 applications. The total number of finalisations achieved this financial year is the most ever recorded by the Tribunal or the former AAT, and a significant increase from the number of finalisations when compared to the previous financial year's total of 46,406.

We did not achieve performance measure 2 relating to the proportion of applications finalised within a time standard. This performance measure changed from the previous financial year, moving from a whole-of-caseload target to a more refined case grouping including social security, NDIS, migration and protection, and general and other cases. We were within 10% of the targets in all case groupings except migration and protection, where we achieved just over half of the target.

This outcome reflects the Tribunal's continued focus on reducing the aged caseload, with applications older than 3 years decreasing by about 61% during the reporting year. As timeliness is measured from the date an application is received to the date it is finalised, the resolution of a significant number of long-standing cases, including those more than 5 years old, increased the average finalisation timeframe across the overall caseload.

We achieved our remaining performance measures.

For the proportion of decisions set aside by the courts on appeal (less than 5%) we achieved an outcome of 1.6%, an improvement on last year's result of 2.3%.

For the proportion of decisions delivered within the applicable decision delivery benchmark (at least 85%), we achieved an outcome of 98%.

For the user experience rating, where our target is at least 70%, we achieved an outcome of 72%.

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

Systems and technology

The Tribunal continued to make substantial progress in modernising its systems and improving service delivery.

Eight major updates to the IRIS system were delivered during the year, improving functionality and making case processing more efficient, consistent and easier to manage. These enhancements improved communications with applicants, reduced manual effort, and supported more effective workflows.

We also established the foundations of a new user portal, which will be progressively developed in coming years, and continued to invest in the functionality of our existing systems while operating within a legacy technology environment. The development of the portal has been supported by the establishment of an external working group, comprising both government and non-government stakeholders, to provide early, evidence-based insights into proposed features. This group helped identify potential issues, risks and improvement opportunities early in the development process.

At the same time, we strengthened the tools available to members and staff and established important foundations for the responsible and effective use of AI across the Tribunal. We will continue to develop our approach to AI over the coming years by moving as fast as we can trust.

Our people

Over the last year, we have continued to invest significantly in our people, systems and organisational capability. During the year, we continued to strengthen leadership, wellbeing and professional capability across the Tribunal to ensure we are equipped to deliver high-quality services to our users and stakeholders.

A particular focus has been developing the capability of our workforce and members. We welcomed 90 new members during the financial year and delivered 3 intensive induction programs in Sydney, Melbourne and Brisbane to support their successful transition into the Tribunal. We also enhanced our professional development program for members, providing regular and targeted learning opportunities designed to strengthen decision-making, legal knowledge and professional practice.

Recognising the importance of a strong organisational culture, we actively engaged with staff in response to APS Census feedback and implemented a range of initiatives to support capability development and employee wellbeing. These initiatives included:

- a new Leadership Framework and targeted leadership development programs for SES, Executive Level and APS employees
- the development of a comprehensive Learning and Development Framework and curriculum
- a redesigned induction and onboarding program
- an Internal Communication Framework to improve engagement and information sharing across the organisation.

We also increased our focus on identifying and managing psychosocial risks, supported by new guidance, tools and resources to promote a safe and healthy workplace.

As the organisation expanded significantly, we remained committed to supporting the wellbeing of our people. We ensured they had the resources, support and workplace environment required to perform effectively. We strengthened our approaches to security, information management and procurement, ensuring that our governance arrangements continued to mature and support the delivery of high-quality services.

During the reporting period we continued implementation of the Tribunal's Member Support Model, a significant reform designed to provide more consistent, equitable and sustainable support services to members across all jurisdictional areas.

Financial performance

The Tribunal received an unqualified audit report on the 2025–26 financial statements from the Australian National Audit Office.

The Tribunal's revenue and operating expenses resulted in a surplus of $45.9 million in 2025–26 adjusted for depreciation and amortisation (including right-of-use asset depreciation) and lease principal repayments. The surplus in the financial year is primarily attributed to member numbers being below our budget, which also reduced the need for supplier resources.

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

Outlook for the next year

We will continue to implement measures that support the Tribunal in fulfilling its statutory purpose and meeting increased demand for its services. The sustained growth in applications received over recent years indicates that higher application volumes have become an enduring feature of the Tribunal's operating environment.

While the Tribunal has base funding to manage approximately 62,000 applications annually, application lodgements have exceeded 80,000 in each of the past 2 financial years. In addition to addressing the gap between funded capacity and actual demand, the Tribunal must also continue to manage a significant and growing on-hand caseload, which exceeded 130,000 applications at the end of the reporting period.

To achieve the purpose set out in our Corporate Plan 2026–27, we will enhance services across key user touchpoints and streamline case management processes to deliver a more responsive, accessible and efficient user experience. We will continue to embed the Tribunal Caseload Priorities to support the consistent prioritisation of cases and the effective allocation of resources. We will also expand registrar-led case management to improve operational efficiency and enable members to focus on conducting hearings and delivering substantive decisions.

We will continue to implement the student visa 'on the papers' reforms, which commenced on 1 June 2026, to ensure members, registrars and staff are appropriately supported. We will also continue the progressive rollout of IRIS across additional case lists whilst maintaining the integrity of Tribunal data throughout the transition. In parallel, we will deliver a new external user portal to improve the efficiency and accessibility of application lodgement and related services.

Further detail on our outlook can be found in our Corporate Plan 2026–27.

Acknowledgements

First and foremost, I would like to thank our members and staff for their dedication, professionalism and commitment throughout 2025–26. The Tribunal continues to operate in a demanding environment, managing significant workloads while maintaining a strong focus on delivering fair, accessible and timely merits review services. The achievements outlined in this annual report are a direct reflection of the commitment, expertise, resilience and hard work of our people. The dedication and commitment of our staff is reflected in an outcome of our 2026 APS Employee Census – that 94% of our staff understand how their role contributes to achieving an outcome for our applicants.

This year has been one of growth, consolidation and continuous improvement. As the Tribunal has continued to expand, our members and staff have embraced new ways of working, strengthened organisational capability and contributed to the ongoing refinement of our systems, processes and services. Their willingness to adapt, collaborate and innovate has been critical to ensuring we continue to meet the needs of Tribunal users while building a strong foundation for the future.

I would like to acknowledge the leadership provided by our SES officers, jurisdictional area leaders, and list leaders. Their commitment to supporting our people, driving organisational improvement and maintaining high standards of service delivery has been instrumental in helping the Tribunal mature as an organisation. I would particularly like to recognise Ms Sobet Haddad PSM, Chief Lawyer, and Mr Jamie Crew PSM, Chief Operating Officer, upon their respective award of a Public Service Medal during the reporting period.

I would also acknowledge the strong and productive working relationship I enjoy with the Attorney-General's Department and thank the Secretary and her team for their ongoing support of the Tribunal.

Finally, I wish to acknowledge the close and productive partnership I continue to enjoy with the President, the Hon Justice Kyrou AO. Together, we remain committed to providing a modern, effective and accessible system of administrative review and being recognised as a tribunal of excellence.



Michael Hawkins AM

2025–26 at a glance

About us

Established 14 October 2024

Review decisions under 400+ laws

National reach



8 Registries

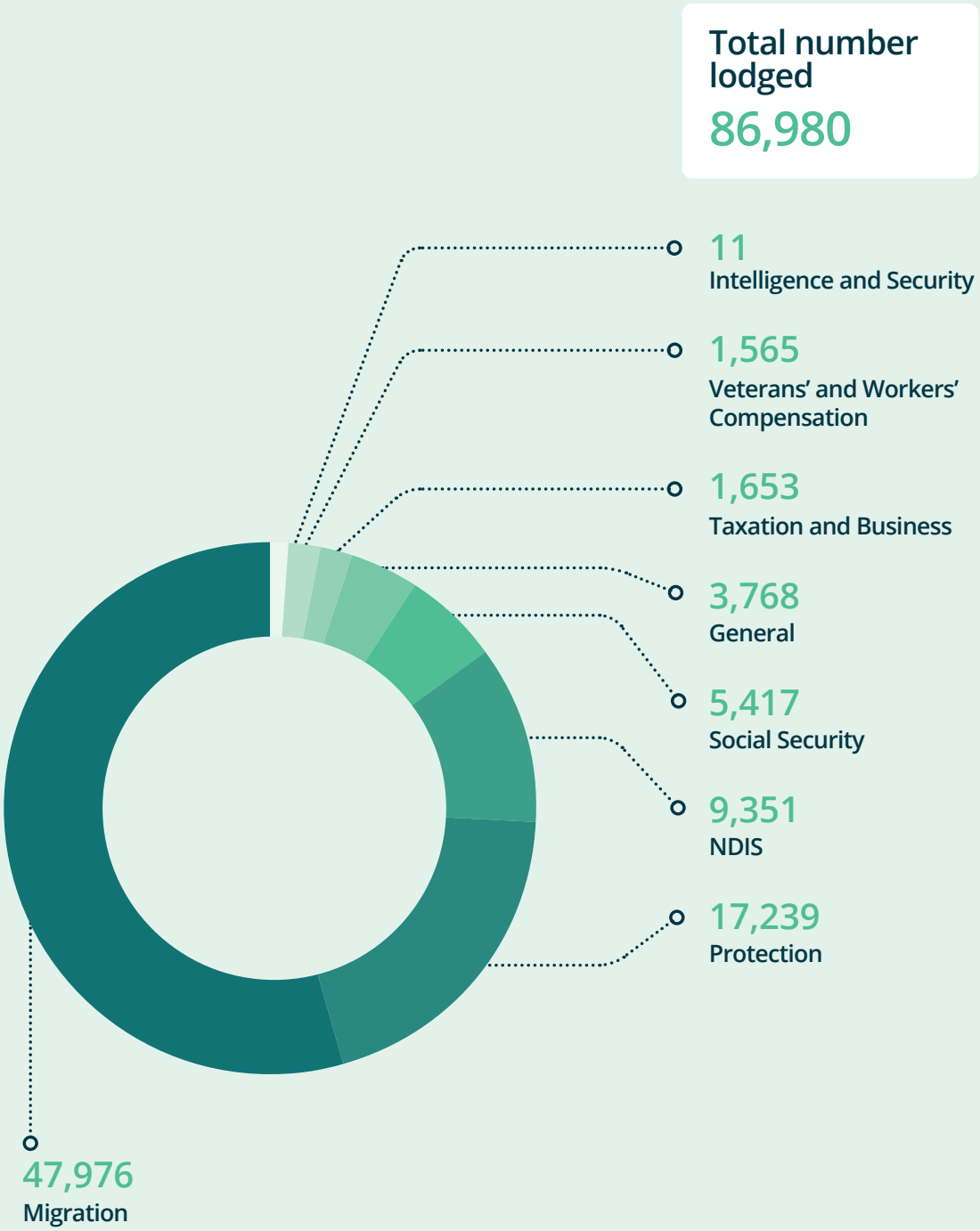
- 86,980 lodgements
- 133,749 cases on hand
- Received more than 457,000 emails
- Over 112,000 phone calls

Our people



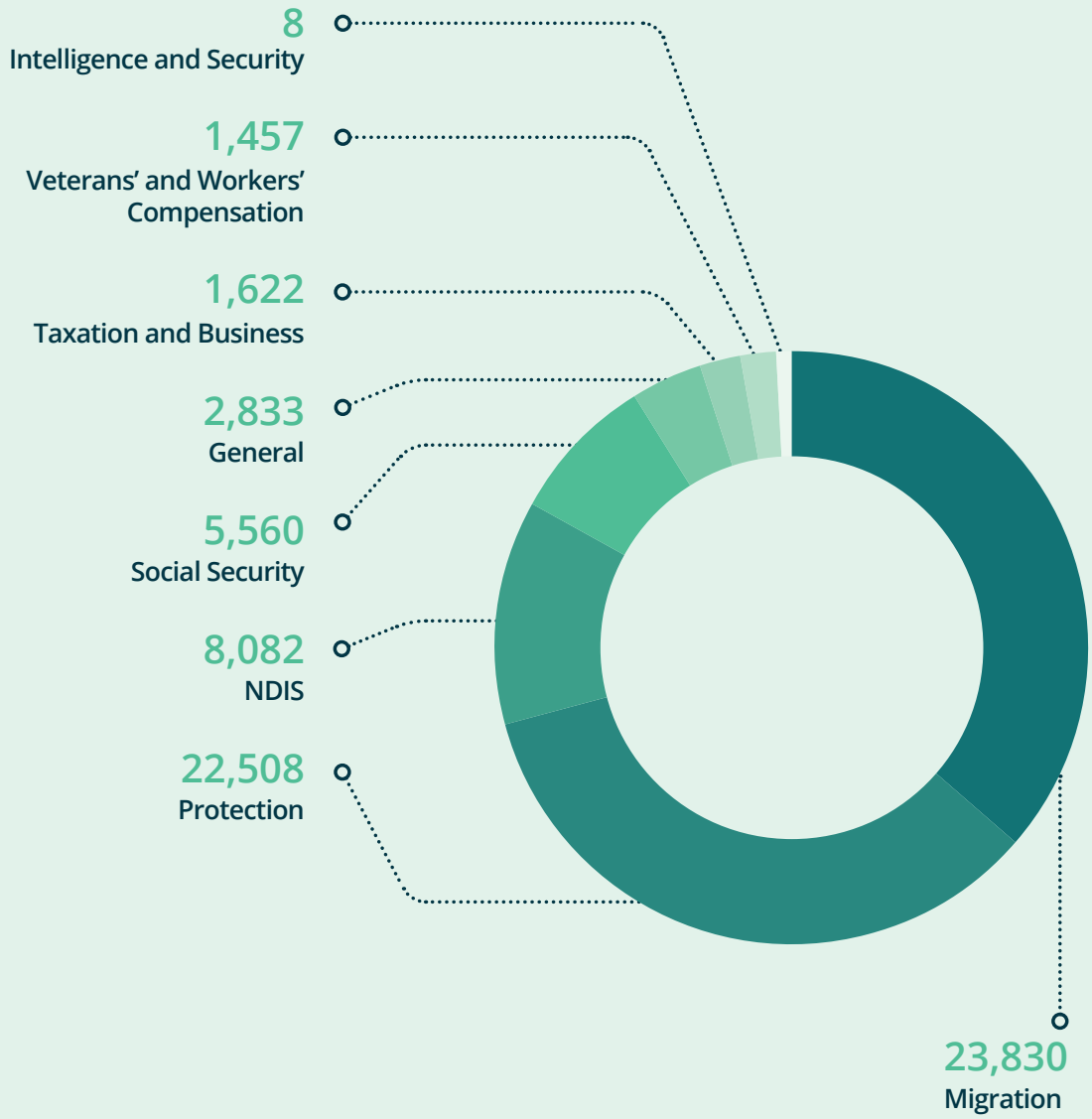


Overview of applications by jurisdictional area



Total number finalised

65,900



Our performance

Number of applications finalised

65,900

Target: 68,045

Judicial review outcomes

1.6%

of appellable decisions overturned on appeal

Target: Less than 5%

Substantive decisions delivered

98%

within decision delivery benchmark

Target: At least 85%

User experience rating

72%

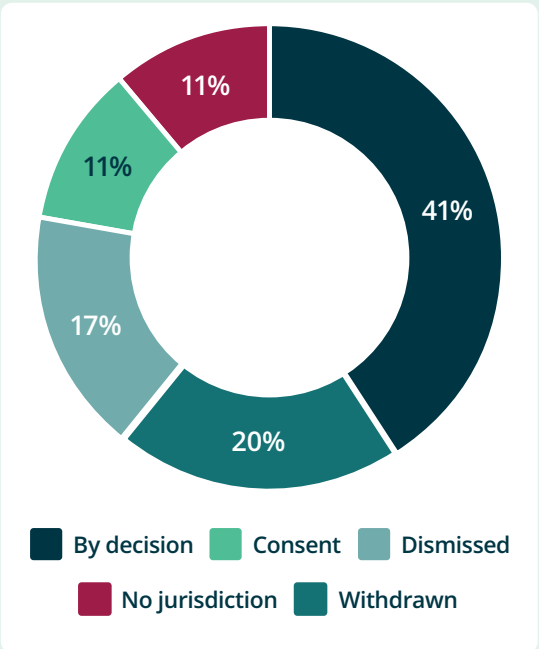
level of satisfaction

Target: At least 70%

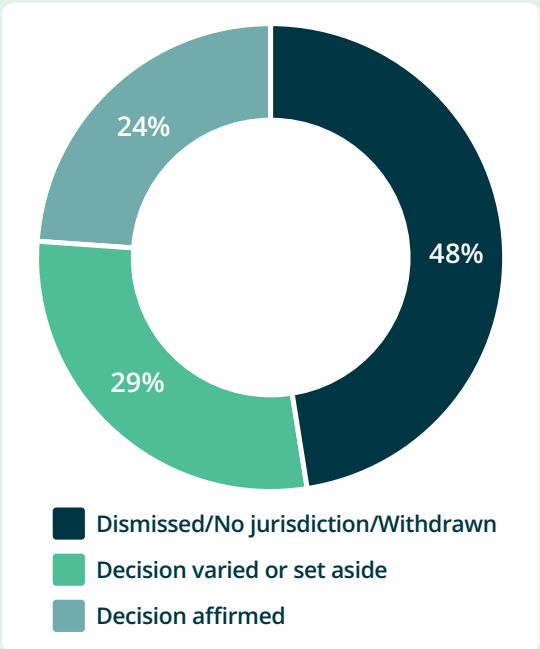
Timeliness

		Result:
Social security	90% target within 6 months	86%
	99% target within 12 months	94%
NDIS	85% target within 12 months	77%
Migration and protection	75% target within 18 months	42%
General and other cases	80% target within 12 months	73%

How we finalised applications*



Outcome of applications*



* Percentages may not total 100% due to rounding.

Chapter 2: Overview of the Tribunal

Functions and purpose

The Administrative Review Tribunal (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.

Functions

The Tribunal provides independent merits review of a wide range of decisions made by Australian Government ministers, departments and agencies. In limited circumstances, we review decisions made by state government and non-government bodies. We also review decisions made under Norfolk Island laws. Merits review involves reconsidering an administrative decision based on its facts, law and policy to determine the correct or preferable outcome. Tribunal members 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 undertakes reviews across a range of jurisdictional areas, including Migration and Protection, Social Security, the National Disability Insurance Scheme (NDIS), Intelligence and Security, Taxation and Business, Veterans' and Workers' Compensation. The jurisdictions reflect the breadth and complexity of Australian Government decision-making, enabling individuals and organisations to seek independent review of decisions that affect their rights and interests.

A relatively new function of the Tribunal is the Guidance and Appeals Panel (GAP), established under the ART Act as an additional pathway for review of select Tribunal matters. The GAP provides an avenue for the escalation of significant issues and for the review of Tribunal decisions that may contain a mistake that affected the original outcome. The purpose of the panel is to ensure the quality of decisions and recognise the Tribunal's important role in administrative decision-making.

Purpose

The Tribunal's purpose is to provide an accessible, fair and efficient merits review process. This supports administrative justice for individuals and organisations, improves government decision-making, and promotes public trust in the Tribunal.

Our purpose is informed by the 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; and
- 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
- is accessible and responsive to the diverse needs of parties to proceedings; and
- improves the transparency and quality of government decision-making; and
- promotes public trust and confidence in the Tribunal.

Pursuing our statutory objective

The Tribunal seeks to pursue its objective in section 9 of the ART Act across all aspects of our work. During the reporting year, we implemented multiple measures to enhance our services in line with the objective. Many of these measures are outlined throughout this report but the summary below highlights some of the Tribunal's key actions.

Providing reviews that are fair and just

The measures we have taken include:

- delivering regular education, training and professional development programs for members and staff, to promote and support the conduct of fair hearings, consistent decision-making, and respectful engagement with our users
- analysing complaints to identify and address, where appropriate, issues related to the actual or perceived fairness of our review processes
- improving systems for progressing cases to hearing to improve their timeliness and effectiveness
- redesigning the Tribunal's annual user satisfaction survey to better understand user experiences
- strengthening our focus on inclusion, capability development and leadership through key member and staff committees and targeted initiatives
- supporting the application of the Member Performance Standard through regular performance reviews. This supports comparable workloads, timely completion of review decisions and consistent service delivery across the Tribunal.

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

The measures we have taken include:

- significantly increasing the number of registrars to enable the conduct of more directions hearings and case events across the Tribunal's jurisdictional areas. Thishelps parties better understand issues, narrow disputes and resolve matters without the need for a substantive hearing by a member
- expanding the range of powers registrars can exercise to support the more efficient progression of cases that require hearing by a member. Registrars can also engage in alternative dispute resolution processes, such as conferencing, conciliation and mediation, to resolve cases without a substantive hearing
- increasing staffing and training staff to process lodgements more efficiently and have matters ready for hearing as soon as practicable
- using standard directions for the early submission of documents and completion of pre-hearing steps
- taking a firmer approach to compliance with the Tribunal's directions and in making decisions on whether to grant adjournments and extensions of time
- continuing to develop the Tribunal's new case management system, IRIS, to provide a more reliable and efficient platform for case management across more of the Tribunal's jurisdictions
- implementing legislative changes that enable decisions to be made 'on the papers' without an oral hearing
- maintaining a sustained focus on reducing aged caseloads in jurisdictional areas involving a large cohort of vulnerable individuals, including social security, child support and the NDIS, particularly cases involving young children.

Increasing accessibility and responding to diverse needs

The measures we have taken include:

- introducing a national model for provision of services, including our telephone service to improve coverage and provide a more consistent user experience. This has particularly benefited users in more remote locations whose access to local services was limited
- providing complex accessibility adjustment support and communication assistance to help applicants participate effectively in the review process prior to a hearing. Hearing processes are tailored to applicants' individual circumstances and accessibility needs where possible
- implementing an Accessibility Pilot Program to strengthen inclusive participation and support for Tribunal users with a disability
- delivering First Nations liaison and outreach initiatives to improve access to Tribunal services for First Nations communities
- reviewing and updating accessibility-related guidance, policies and procedures to better meet the needs of diverse users
- building staff and member capability through accessibility training and providing advice on inclusive service delivery practices
- enhancing digital services and user-facing systems to improve accessibility, usability and end-to-end user experiences for applicants, members and staff
- implementing the Early Childhood Initiative to provide a more accessible and responsive review pathway for young children and their families in NDIS cases
- providing interpreters, accessibility supports and alternative communication methods to reduce barriers to participation, where appropriate
- enhancing the Tribunal's website to improve functionality, usability and accessibility. Improvements included additional translated information about language services and new Auslan-interpreted videos explaining the review process and types of decisions we make in plain English
- engaging with law societies and bar associations to explore the establishment of pro bono referral programs in Australia's major capital cities.

Improving transparency and quality of government decision-making

The measures we have taken include:

- monitoring Tribunal caseloads for systemic issues, with one systemic issue referred to the Administrative Review Council by the President during the year
- establishing and embedding GAP registry processes and referral protocols to identify significant cases and support consistent, high-quality Tribunal decision-making
- publishing Tribunal decisions, including guidance decisions made by the GAP, to support better quality and more transparent decision-making by respondent agencies
- hosting stakeholder engagement meetings to provide feedback to respondent agencies and other stakeholders on ways to improve the quality and transparency of administrative decisions.

Promoting public trust and confidence in the Tribunal

The measures we have taken include:

- launching a new external newsletter, *In Focus*, to engage with stakeholders and promote public trust and confidence in the Tribunal. The newsletter was launched to more than 1,000 subscribers and provides updates from the Tribunal about initiatives, issues and activities, as well as significant published decisions
- publishing over 3,600 decisions on AustLII from across the Tribunal's jurisdictions consistent with section 113 of the ART Act
- hosting stakeholder engagement meetings with community organisations, advocates and decision-making agencies to strengthen relationships and trust. Stakeholder feedback was also used to enhance Tribunal service delivery
- delivering mandatory privacy training, updating privacy guidance and conducting awareness activities to strengthen compliance and public confidence in the Tribunal's handling of personal information
- strengthening the Tribunal's cyber security through enhanced monitoring, identity and access controls, security tooling and user awareness activities. These measures help safeguard Tribunal information and services, and provide assurance that users' personal information is secure
- reviewing and strengthening fraud prevention measures across the Tribunal
- livestreaming the Tribunal's first public hearing on YouTube on 1 June 2026 as part of a pilot to promote trust and confidence in the review process. Livestreaming enables members of the public, media, and schools and universities, to more easily observe significant Tribunal proceedings.

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

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.

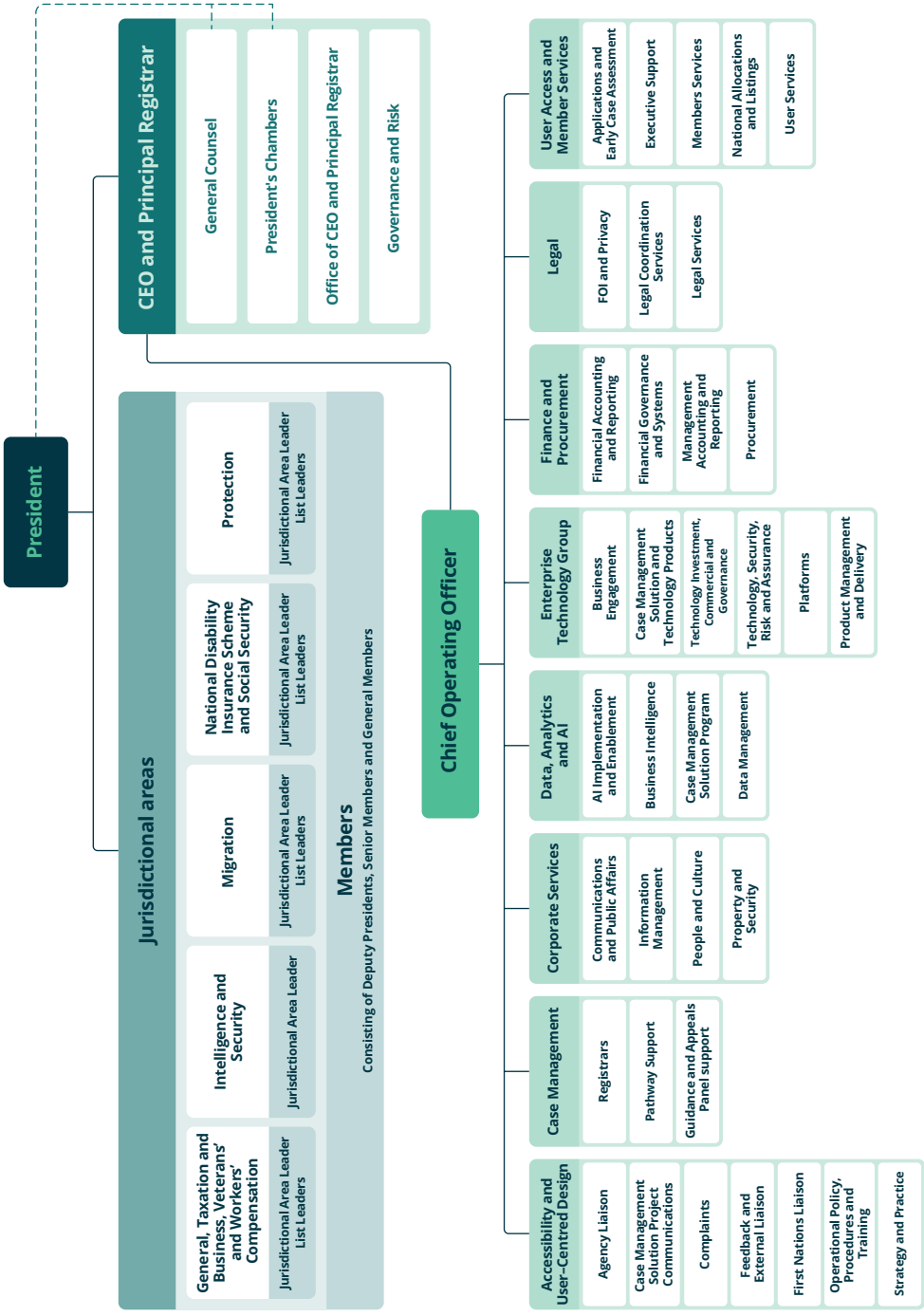
The President or a non-judicial deputy president may be assigned to lead one or more of our jurisdictional areas.

The President has the power to establish lists as sub-areas 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 Chief Executive Officer and Principal Registrar (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 and jurisdictional area leaders.

Figure 2.1: Organisational structure, 30 June 2026



Members of the Tribunal

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 Tribunal 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 2026, the Tribunal had 413 members, representing a full-time equivalent (FTE) of 339.6 members.[1]

See **Appendix 1: Members of the Tribunal** for the full list of members as at 30 June 2026, including the jurisdictional areas to which members were assigned.

[1] The FTE number is based on sessional member availability and salaried member FTE, noting that salaried members may be approved to undertake duties on a part-time basis.

Table 2.2: Number of Tribunal members by category, 30 June 2026

Category of members	Salaried				Sessional				Total				Total FTE
	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total	
President	0	1	0	**1**	–	–	–	**–**	0	1	0	**1**	**1.0**
Deputy presidents													
Judicial	–	–	–	**–**	3	6	0	**9**	3	6	0	**9**	**0**
Non-judicial	4	3	0	**7**	2	0	0	**2**	6	3	0	**9**	**8.0**
Senior members	20	18	0	**38**	4	5	0	**9**	24	23	0	**47**	**41.4**
General members	173	104	1	**278**	41	28	0	**69**	214	132	1	**347**	**289.2**
Total	**197**	**126**	**1**	**324**	**50**	**39**	**0**	**89**	**247**	**165**	**1**	**413**	**339.6**

President and jurisdictional area leaders

The Hon Justice Emilios Kyrou AO was appointed as President of the AAT on 30 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 Kyrou is absent from duty or from Australia.

A new acting provision was introduced in May 2026 which enabled the Attorney-General to appoint a non-judicial deputy president to act for the President for a period no longer than 3 weeks.

During the reporting period, Justice Lisa Hespe acted as President for a 3-week period, Justice Thomas Thawley acted as President for a 2-and-a-half-week period, and Deputy President Simone Burford acted as President for a 2-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 2026.

Table 2.3: Jurisdictional area leaders, 30 June 2026

Jurisdictional area	Name	Date of assignment as jurisdictional area leader
General	Deputy President Gina Lazanas	14 October 2024
Intelligence and Security	Justice Emilios Kyrou, 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

The table 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 2026.

Table 2.4: Lists and list leaders, 30 June 2026

Jurisdictional area	List	List leader
General	Child Support	Senior Member Aaron Suthers
	Information and Other	Senior Member Aaron Suthers
Veterans' and Workers' Compensation	Veterans	Senior Member Geoffrey McCarthy
	Workers' Compensation	Senior Member Geoffrey McCarthy
Taxation and Business	Taxation	Senior Member Robert Olding
	Regulation and Discipline	Senior Member Robert Olding
National Disability Insurance Scheme	Plans	Senior Member Phillip French
	Access	Senior Member Phillip French
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
	Graduate and Training Visas	Senior Member Alison Mercer
	Visitor, Bridging and Other Visas	Senior Member Louise Nicholls
	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 Robert Titterton OAM
	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

Staff of the Tribunal

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

The Principal Registrar assists the President in managing the Tribunal's administrative affairs and provides the Tribunal's corporate and registry services. He 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.

During 2025–26, employees in Senior Executive Service positions assisted the Principal Registrar in designated areas of responsibility.

Table 2.5: Senior executive employees at 30 June 2026

Position	Name
Chief Operating Officer	Jamie Crew PSM Sobet Haddad PSM (acting 29 June to 10 July 2026)
Chief Data and AI Officer	Kelvin Zhu
Chief Corporate Officer	Yvette Adeney
Chief Lawyer	Sobet Haddad PSM Deborah Tate (acting 29 June to 17 July 2026)
Executive Director, Accessibility and User-Centred Design	Marie Jackson
Executive Director, User Access and Member Services	Mardi Jarvis
Chief Information Officer	Nicolle Johnston
Executive Director, Case Management	Allan Teves

Our services

Our services are delivered by members and staff. Applicants and other Tribunal users can access our services online, by email and telephone, and through our offices in every Australian capital city and on Norfolk Island.

Members hear and decide cases. Registrars manage cases and conduct dispute resolution activities, such as directions hearings and dispute resolution events.

Registry services

Our staff provide administrative support for members, registrars and case management. They manage applications, facilitate listings and case events, engage with parties throughout the review process, and help ensure our services are accessible and user-centred.

Corporate and enterprise services

Our staff also deliver a range of corporate and enterprise services to support the Tribunal's operations. These services include legal support, human resource management, communications and engagement, finance and procurement, security, data reporting and analysis, information technology and governance.

Powers and processes

The ART Act establishes the Tribunal's jurisdiction, core functions, and procedural framework. These functions form the foundation for our 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 decide the correct or preferable outcome.

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 laws 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 publish a wide range of resources on our website to support and inform users.

Steps in a review

The review process starts once we receive a valid application. We first write to the applicant to confirm receipt, and 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.

Registrars play an increasingly important role in the review process, conducting case events, making procedural directions and, where authorised, resolving some matters at an earlier stage of the review.

Tribunal hearings provide an opportunity for parties to present their case and respond to evidence. 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, 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
- vary the decision
- set aside the decision and substitute a new decision, or
- set aside the decision and remit the matter to the original decision-maker for reconsideration.

At the conclusion of a review, we typically provide the decision in writing. In some cases, the decision may be given to the parties orally. We are required to provide reasoning for all decisions. This 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 the Tribunal's operations and procedures, the conduct of proceedings, the arrangement of business, and the accessibility and responsiveness 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

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.

During 2025, we consulted key internal and external stakeholders and the general public to ensure the Tribunal's practice directions operate effectively. Following this consultation, we updated 6 practice directions. The revised practice directions took effect from 2 March 2026.

To help users prepare for the changes, we published the updated documents ahead of the date they came into effect. These changes will ensure the Tribunal's practice directions work effectively in setting out our operations and processes, and that they are presented in an accessible format. We have not changed the Litigation Supporter Practice Direction as it has only been in effect since June 2025. We will review this practice direction at a later date.

The Common Procedures Practice Direction was further amended on 25 March 2026 to enhance clarity.

We also publish resources 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
- ensured our complaints functions assess complaints for systemic issues, as well as issues specific to individual proceedings
- 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 President and are discussed by the Tribunal Advisory Committee. The Committee can provide advice to the President on whether action should be taken 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 issues referral

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

On 16 September 2025, the President issued Notice of Systemic Issue No. 1 of 2025 to the Commissioner of Taxation and the Administrative Review Council. The systemic issue was described in the notice as follows:

Financial hardship (which may sometimes be severe) is caused to recipients of family assistance benefits under the *A New Tax System (Family Assistance) (Administration) Act 1999* by the Commissioner of Taxation (Commissioner) offsetting under section 87 of that Act income tax refunds due to those recipients against debts claimed from the recipients in respect of alleged overpayments of such benefits, in circumstances where:

(a) many of the recipients are vulnerable individuals, some of whom rely upon the expected income tax refund to meet basic life necessities;

(b) the offsetting process is automated, without any consideration being given to the circumstances of the recipient, including whether an approved repayment arrangement or repayment pause is in place between the recipient and Services Australia acting on behalf of the Secretary of the Department of Social Services (Secretary);

(c) the failure to take the recipient's circumstances into account may constitute a jurisdictional error which enlivens the power of the Commissioner to reverse the offset;

(d) the Commissioner's notice of assessment and statement of account which refer to the offset do not advise the recipient of any avenues of review if the recipient is aggrieved by the offset, including the Commissioner's power to reverse the offset referred to in (c); and

(e) both the Secretary and the Commissioner contend that the offsetting of an income tax refund does not give rise to a decision either of the Secretary or the Commissioner, which is reviewable by the Administrative Review Tribunal.

The notice was published on the Tribunal's website on 16 September 2025.

On 18 March 2026, the Council resolved to inquire into and report on the systemic issue. Details on the Recovery by the Commissioner of Taxation of Family Assistance Debts Inquiry are available on the Council's website.

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 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, 30 additional Tribunal members were given certain persona designata authorisations to exercise powers under various legislative instruments. Members were also authorised to exercise new powers under the *Crimes Act 1914* and the *Aged Care Act 2024*.

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*
- issue post-entry warrants, delayed notification search warrants and 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 post entry warrants under the *Aged Care Act 2024*
- issue monitoring and investigation warrants and exercise related powers under 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 2.6: Number of applications relating to warrants, controlled operations and other functions, 2024–25 to 2025–26

	2024–25	2025–26
Number of occasions on which applications considered	2,408	3,334

Members may consider issuing multiple warrants for a single application.

Members are available outside standard business hours to perform these functions where they are urgent in nature. In the reporting period, 506 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* (Proceeds of Crime Act). 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 2.7: Number of examinations held under the Proceeds of Crime Act, 2024–25 to 2025–26

	2024–25	2025–26
Number of examination sessions held	36	42

Chapter 3: Performance

Annual Performance Statement

Introductory statement

I, Michael Hawkins AM, as the accountable authority of the Administrative Review Tribunal, present the 2025–26 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

14 September 2026

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 carry 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.

Analysis of performance against our purpose

The 2025–26 financial year is the first full financial year of operation for the Tribunal, after replacing the Administrative Appeals Tribunal (AAT) and the Immigration Assessment Authority (IAA) on 14 October 2024. The Tribunal's workload continued at high levels, with Tribunal staff actively dealing with, and handling, a record number of applications (more than 86,000).

The Tribunal's cases on hand increased from 112,591 at the start of the reporting period to 133,749 at 30 June 2026. This was despite us finalising a record number of cases (65,900) during this period, achieving 97% of our performance measure target. This was also a 9-percentage point improvement on our first year (2024–25) result where we finalised 88% of the target.

In addressing the increasing volume of cases, we focused on reducing cases that have been on hand for extended periods of time. In 2025–26, the Tribunal received additional funding for 2 years to finalise 38,800 migration and protection matters aged over 1 year old as at 1 July 2025. In the first year we have finalised over 27,000 of these cases. We have also addressed aged matters in our other caseloads, resulting in cases 3 years and older representing 2.8% of the Tribunal's caseload on 30 June 2026, a 76% reduction since 30 June 2024 when cases 3 years and older represented 21.8% of our caseload.

This focus on finalising our most aged applications across all jurisdiction areas, particularly in Migration and Protection, and the continuing increase in the volume of applications, affected our ability to meet the time standard targets. However, reducing the aged caseload will better position us to meet these targets in future years.

The rise in applications also came with an increase in contact from users. We received 112,630 calls and 457,121 emails through our national enquiries line and centralised 'reviews' email addresses. We managed to reduce the time it took to raise applications across all our case management systems, despite ongoing challenges with our legacy systems.

The Tribunal published a range of decisions, including Guidance and Appeals Panel (GAP) decisions, and undertook a regular program of meetings with our key stakeholders. This work played an important role in supporting greater transparency and quality of government decision-making.

Our improved performance in 2025–26 reflects the ongoing improvements we have made since the Tribunal's establishment. We are continuing to deliver merits review services enabling thousands of people and organisations to exercise their right to challenge administrative decisions, further contributing to government accountability and transparency.

We anticipate demand to continue at least at these levels for the foreseeable future and have been active in developing strategies to address this. Additional funding was secured in 2025–26 to assist in partially meeting this demand, but we will continue to see a gap between the number of cases on hand and the number we can finalise within the year. In response we have also further matured our approach to managing caseload priorities and continue to implement new – and refine existing – case pathways and systems across all caseloads. We expect to take further steps forward in the coming year.

Results against performance measures

These statements detail the Tribunal's performance results for 2025–26 against each of the performance measures set out in the Administrative Review Tribunal Corporate Plan 2025–26 (Corporate Plan 2025–26) and Portfolio Budget Statements (PBS) 2026–27 (under 'Current Year 2025–26').

For the period covered by this annual report, the Tribunal met performance measures 3, 4 and 5 and did not meet performance measures 1 and 2. Table 3.1 summarises these results.

Table 3.1: Results against performance measures in the Tribunal's Corporate Plan, 2025–26

Performance measure	Related key activity	Target	2025–26 result	Met / Not met
Finalisation of 100% of applications for which the Tribunal has been funded to finalise in the financial year	1	100% of funded applications finalised	65,900 (97% of revised target of 68,045)	Not met
Proportion of applications finalised within a time standard according to case type	1	–	–	–
Social security cases	–	90% within 6 months	86%	Not met
	–	99% within 12 months	94%	Not met
NDIS cases	–	85% within 12 months	77%	Not met
Migration and Protection cases	–	75% within 18 months	42%	Not met
General and other cases		80% within 12 months	73%	Not met
Proportion of decisions set aside by the courts on appeal	1 and 3	Less than 5%	1.6%	Met
Proportion of substantive decisions delivered in the financial year within the applicable decision delivery benchmark	1, 2 and 3	At least 85%	98%	Met
User satisfaction with the Tribunal's review process	1 and 3	At least 70%	72%	Met

Performance measure 1: Number of applications finalised

Measure	Target	2024–25 result	2025–26 result
Finalisation of 100% of applications for which the Tribunal has been funded to finalise in the financial year	100% of funded applications finalised	46,447 (88% of target of 52,623 finalisations) Not met	**65,900 (97% of revised target of 68,045 finalisations) Not met**

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 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 also receives additional funding for specific measures to address large case backlogs (e.g. through funding for members appointed for 2-year terms to deal with the on-hand caseload of migration and protection cases) and is using this funding to reduce the number of cases of specified age profiles. The funding level informs the target set for this performance measure each financial year. Data is based on individual cases that have been finalised within the financial year and excludes Guidance and Appeals Panel applications.
Data source:	The Tribunal's case management systems
Measure source:	Corporate Plan 2025–26 page 14; PBS 2026–27 page 47

Analysis of result

In 2025–26, we did not meet our target, with 65,900 applications finalised. However, this result was only 3% short of our target and represented significantly more cases finalised than in any previous reporting year. We increased finalisations by 42% from the 46,447 applications finalised in 2024–25, our previous highest result.

The initial target set for 2025–26 was 59,045 applications to be finalised, but this target was revised upward to 68,045 in the 2025–26 Additional Estimates when additional resourcing was provided to address the backlog of cases on hand. The Tribunal achieved 97% against the revised target, 6,855 more than the initial target. This was a strong result, particularly given that delays in the appointment of members meant that the Tribunal did not have its full cohort of funded members in place during 2025–26.

The additional resourcing was part of a package to finalise 38,800 aged migration and protection cases over 2025–26 and 2026–27, and in its first year we finalised more than 27,000 of these older cases.

We achieved this result in a continually challenging operating environment, where demand for the Tribunal's services remained high, with record volumes of lodgements and applications on hand continuing to place pressure on our operations. The Tribunal also managed the ongoing effects of the transition from the AAT, including new powers, case pathways and national processes, while managing ongoing limitations with legacy case management systems.

Despite these challenges, the Tribunal maintained service continuity for users, significantly increased finalisations, substantially reduced aged matters, and introduced new ways of working to support the timely resolution of applications. The expanded role of registrars contributed to this result through the use of new powers and functions, which supported the finalisation of a significant number of matters and enabled members to focus on cases requiring substantive determination. The Tribunal also worked closely with the Attorney-General's Department and the Department of Finance, to ensure that funding arrangements recognised workload pressures. This engagement, along with reforms to business practices and systems, has supported improved effective management of the Tribunal's substantial on-hand caseload and the sustained growth in new applications.

Table 3.2: Applications finalised by jurisdictional area, 2025–26

Jurisdictional area	2024–25 finalisations	2025–26 finalisations
General	2,329	2,833
Intelligence and Security	4	8
Migration	12,954	23,830
NDIS	5,014	8,082
Protection	17,022	22,508
Social Security	6,682	5,560
Taxation and Business	1,055	1,622
Veterans' and Workers' Compensation	1,346	1,457
Total	**46,406**	**65,900**

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

Measure	Target	2024–25 result[a]	2025–26 result
The proportion of applications finalised within a time standard according to case type			
Social security	90% within 6 months	90% – Met	86% – Not met
	99% within 12 months	96% – Not met	94% – Not met
NDIS	85% within 12 months	79% – Not met	77% – Not met
Migration and Protection[b]	75% within 18 months	39% – Not met	42% – Not met
General and other cases[c]	80% within 12 months	78% – Not met	73% – Not met
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:	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 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 is based on individual cases that have been finalised within the financial year.		
Data source:	The Tribunal's case management systems		
Measure source:	Corporate Plan 2025–26 page 15; PBS 2026–27 page 47		

[a] The target for this measure was amended for the 2025–26 Corporate Plan from a single target of 75% of applications being finalised within 12 months, to tailored targets per case type. Results for 2024–25 are presented against the new approach for this measure to allow comparison.

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

[c] 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 2025–26, we did not meet any of the 5 targets across the 4 case types for this performance measure. The Tribunal was within 5% of meeting the social security targets (86% and 94% respectively). We also came within approximately 10% of the NDIS and general and other cases targets (77% and 73% respectively). However, the Tribunal's result for Migration and Protection (42%) was well short of our target, noting that it was an improvement over our 2024–25 result (39%).

The Tribunal's performance in 2025–26 reflected a longer-term trend, where significant caseload pressures, particularly in our migration and protection jurisdictional areas, have affected our ability to finalise applications in a timely manner. In 2025–26, applications for review increased further, exceeding the previous record set by the Tribunal in 2024–25.

The time taken to finalise applications varies between jurisdictional areas and for different types of applications based on a diverse range of factors. Furthermore, we observed noticeable increases in lodgements across a broad range of case types, notably for applications received in our Child Support, NDIS Plans and Access, Taxation, Visitor, Bridging and Other Visas, and Working, Skilled and Investment Visas lists. In other areas, such as the Study Visas list and Protection jurisdictional area, applications remained high. Table 3.3 shows our results by the Tribunal's jurisdictional areas.

As part of the Tribunal's Caseload Priority Framework 2025–26, we focused on finalising our most aged applications across all jurisdictional areas. This resulted in on-hand applications over 3 years old being reduced by 61% over the course of the reporting period. However, prioritising these older applications, particularly in Migration and Protection, affected our ability to meet the time standard targets. Together with improved pathways and systems across all caseloads, reducing the aged caseload will better position us to progress cases more quickly as they come in and, ultimately, to meet these targets in future years.

Table 3.3: Proportion of applications finalised within a time standard by jurisdictional area, 2025–26

Jurisdictional area	2024–25 results	2025–26 results
General	94%	87%
Intelligence and Security	50%	63%
Migration	49%	41%
NDIS	79%	77%
Protection	11%	13%
Social Security	96%	94%
Taxation and Business	67%	66%
Veterans' and Workers' Compensation	55%	50%
IAA	100%	N/A
Total Tribunal	**47%**	**43%**

Note: Referrals for the former Immigration Assessment Authority (IAA) for the period 1 July 2024 to 13 October 2024 were reported separately for the IAA in the ART 2024–25 Annual Report. Referrals on hand after the abolition of the IAA were transferred to the Protection jurisdictional area.

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

Measure	Target	2024–25 result	2025–26 result
Proportion of decisions set aside by the courts on appeal	Less than 5%	2.3% – Met	1.6% – Met

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:	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. 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.
Methodology:	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. 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 while this Act was in force. 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: The methodology for this measure is being amended from 2026–27. Details of these changes are reflected in the Tribunal's 2026–27 Corporate Plan.	
Data source:	The Tribunal's case management systems
Measure source:	Corporate Plan 2025–26 page 16; PBS 2026–27 page 47

Analysis of result

In 2025–26, we met our target. During this period 497 appeals were allowed by the courts, representing 1.6% of appellable cases, compared to 2.3% for 2024–25, and well below the target for this measure of less than 5% of appellable cases.

The Migration and Protection jurisdictional areas continued to have the highest number of appeals finalised by the courts in 2025–26, reflecting the size of these caseloads and the generally higher rate of appeal in these jurisdictional areas.

The number of appeals allowed by the courts in 2025–26 relating to decisions made in the Tribunal's other jurisdictional areas was similar to the previous reporting year. It should be noted that 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.

Further information on the number of appeals and finalised cases is shown in Table 3.4 below.

Table 3.4: Number of appeals against decisions allowed and finalised by jurisdictional area, 2024–25 to 2025–26

Jurisdictional area	2024–25				2025–26			
	Appeals allowed	Appeals finalised	No. of appellable decisions in previous year	% allowed against total appellable decisions	Appeals allowed	Appeals finalised	No. of appellable decisions in previous year	% allowed against total appellable decisions
General	4	17	2,045	0.2%	4	11	1,801	0.2%
Intelligence and Security	0	0	30	0.0%	0	0	2	0.0%
Migration	195	3,276	9,938	2.0%	211	2,383	9,484	2.2%
NDIS	1	5	340	0.3%	6	9	498	1.2%
Protection	300	3,216	10,630	2.8%	263	6,519	15,207	1.7%
Social Security*	7	17	326	2.1%	3	15	3,890	0.1%
Taxation and Business	26	52	542	4.8%	6	53	460	1.3%
Veterans' and Workers' Compensation	10	15	148	6.8%	4	12	178	2.2%
Total Tribunal	**543**	**6,598**	**23,999**	**2.3%**	**497**	**9,002**	**31,520**	**1.6%**

*Note: Section 44(1A) was repealed on 13 October 2024. As a result, Social Security decisions previously not included as 'appellable', have been included for the period 14 October 2024 to 30 June 2025.

Performance measure 4: Proportion of substantive decisions delivered within the applicable decision delivery benchmark

Measure	Target	2024–25 result	2025–26 result
Proportion of substantive decisions[a] delivered within the applicable decision delivery benchmark	At least 85%	More than 90% – Met	98% – Met
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 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 substantially 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. 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 consolidates the number of decisions made by members during the financial year and assesses whether decisions have been finalised within the time standard required for each type of case. 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 benchmark are not counted for this purpose. The Applicable Decision Delivery Benchmark is the timeframe set for the delivery of a decision and reasons by a member following a hearing or other case event requiring the delivery of a decision and reasons. Different types of cases have different benchmarks.		
Data source:	The Tribunal's case management systems		
Measure source:	Corporate Plan 2025–26 page 17; PBS 2026–27 page 47		

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

Analysis of result

In 2025–26, the Tribunal met this measure. The 2025–26 financial year represents the first full reporting period for this measure. We met and exceeded our target of 85% by delivering 98% of substantive decisions within the Applicable Decision Delivery Benchmark.

The result builds on significant Tribunal efforts to establish and enhance training, education, and professional development programs to support members in meeting the Performance Standard for Non-Judicial Members.

Part 4 of the Performance Standard sets out requirements for the timely delivery of decisions with which members must comply. These requirements seek to ensure that the Tribunal resolves applications as quickly as a proper consideration of the matters before the Tribunal permits.

During the reporting period, the Tribunal implemented procedures and systems, including data collection and reporting, to enable members to monitor their outstanding decisions and their progress towards meeting the benchmark for each case. The Performance Standard sets out processes for members to seek an extension to the benchmark for a particular case if there are circumstances (such as illness or unexpected complexities in that case) that justify the extension.

As demonstrated by the 98% result, members have been very focused on ensuring that their decisions are finalised in a timely manner. This timeliness benefits the parties by giving them certainty about the result earlier, as well as assisting the Tribunal to meet its statutory objective. Feedback from stakeholder engagement sessions hosted by the President across the country with decision-making agencies, legal representative and advocacy groups indicates that they have observed a significant improvement in the timely delivery of decisions since the Tribunal replaced the AAT.

Performance measure 5: User experience rating

Measure	Target	2024–25 result	2025–26 result
User satisfaction with the Tribunal's review process	At least 70%	79% – Met	72% – Met
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 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 feedback surveys, invitations 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. They are sent a unique link to ensure the survey could be completed only once. The survey population comprised parties and representatives in matters finalised by the Tribunal between 1 December 2025 and 31 March 2026.		
Data source:	User experience survey report from independent external provider		
Measure source:	Corporate Plan 2025–26 page 18; PBS 2026–27 page 47		

Analysis of result

In 2025–26, the Tribunal met this measure by achieving a user experience rating of 72%, exceeding the target of at least 70%. This result indicates that most surveyed users had a positive experience of the Tribunal's review process, demonstrating that the Tribunal is supporting its purpose of providing independent review of administrative decisions and promoting public trust and confidence.

The 2026 survey was conducted as a census – with parties and representatives invited to participate in the survey if they were involved in a case that was finalised by the Tribunal between 1 December 2025 and 31 March 2026.

Responses were received from 1,558 parties and representatives. This sample size is considered to be statistically valid. Consistent with previous years, responses were weighted by case type so that the respondent profile broadly reflected the underlying caseload.

The survey was conducted by a new survey provider and managed in a new area of the Tribunal this year. Some questions and the methodology varied from previous years. Mandatory responses were also removed which impacted the opportunity to directly compare results to previous years.

The Tribunal also took the opportunity to increase some quality indicators to improve survey insights which is expected, over time, to improve our understanding of users' experiences throughout their journey with us. The survey process for next year will build on this experience and allow for a more effective comparison.

Caseload overview

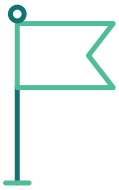
We finalised more cases in 2025–26 than in any previous year for the Tribunal or its predecessors. We were able to achieve this result primarily because of increased resourcing, improvements to case management pathways and the expansion of registrar powers.

Demand for our services grew faster than our capacity to finalise matters, reaching the highest level to date. The Tribunal received more applications for review than ever before. We received increased lodgements across a wide range of case types – including child support, NDIS plans and access, taxation, visitor, bridging and other visas, and working, skilled and investment visas. Applications for review of study visas and protection cases also remained high.



86,980
lodgements

(increase of 1.3%)



65,900
finalisations

(increase of 42%)



133,749
cases on hand at 30 June 2026

(increase of 19%)

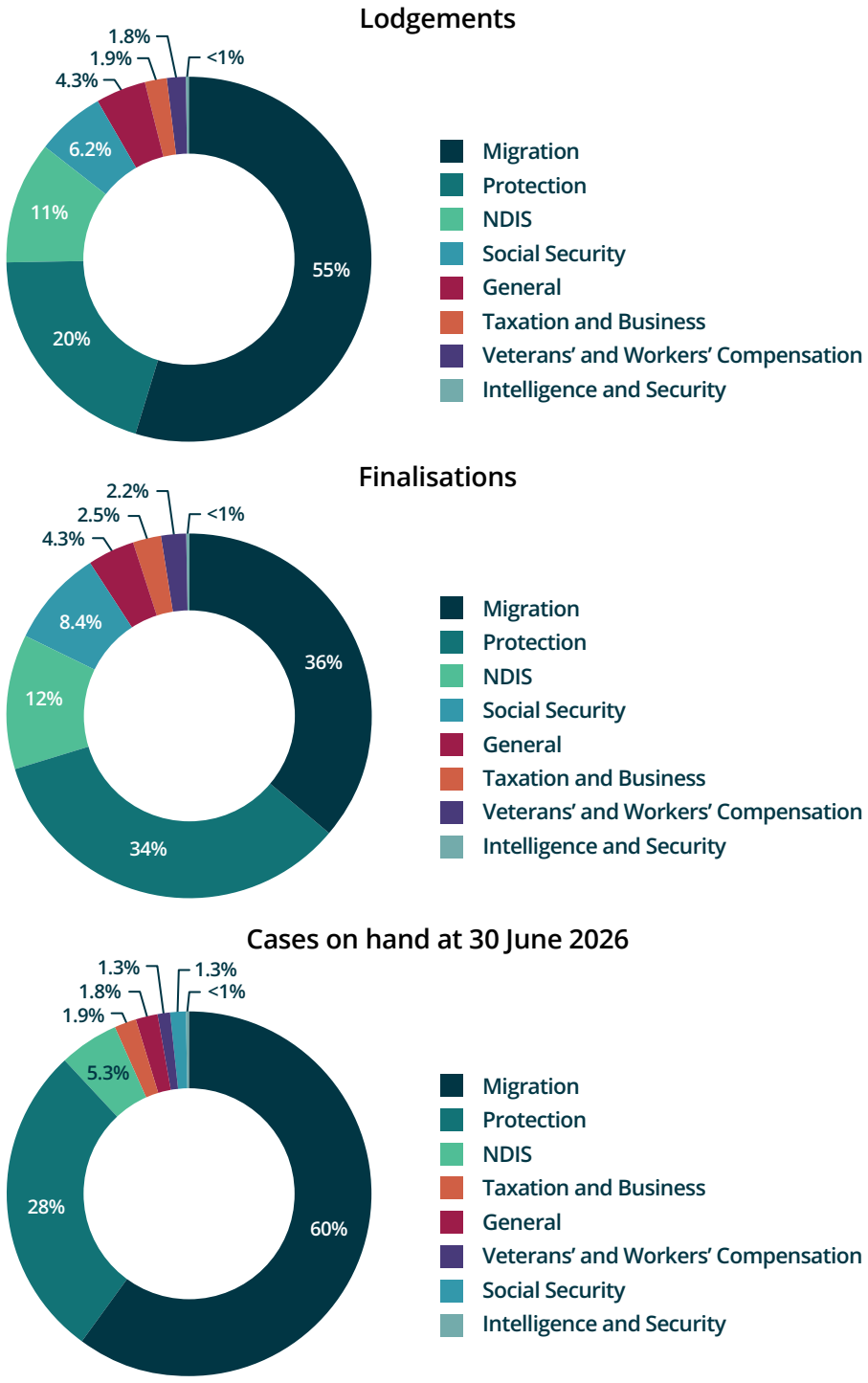


43%
proportion finalised in 12 months

(decrease of 4%)

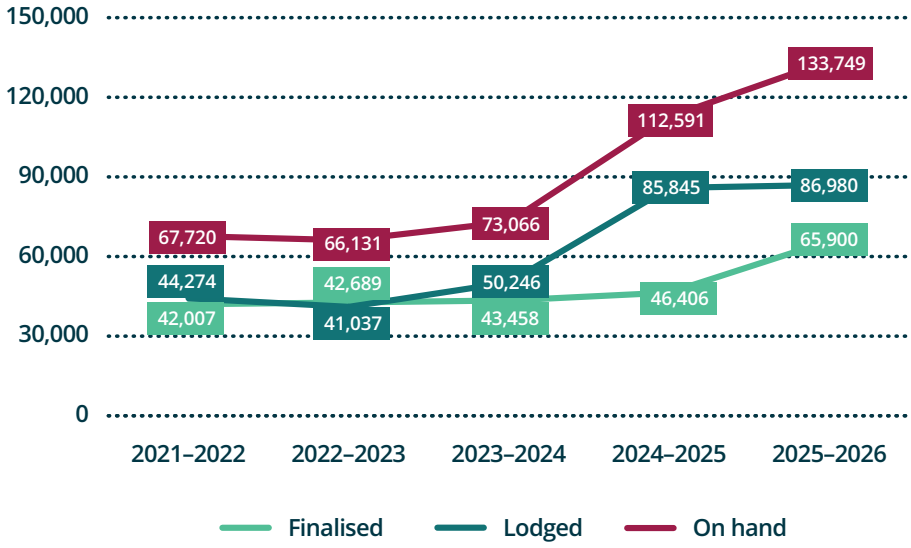
The charts below show the proportions of applications lodged and finalised during 2025–26, and cases on hand at 30 June 2026, by jurisdictional area.

Figure 3.5: Applications lodged, finalised and on hand by jurisdictional area, 2025–26



The chart below shows trends over time in the form of key statistics for the last 5 financial years for the Tribunal and its predecessor.

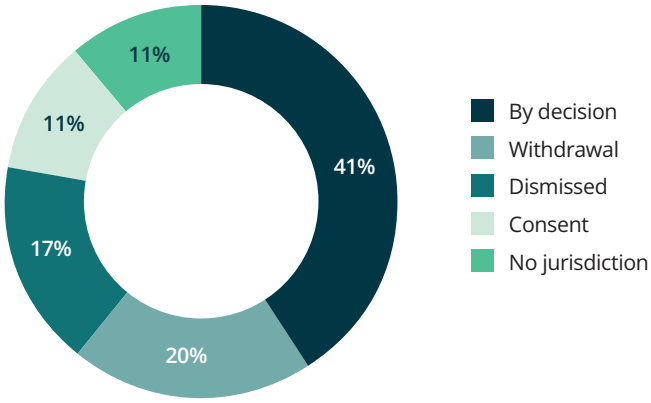
Figure 3.6: Applications lodged, finalised and on hand, 2021–22 to 2025–26



Outcomes

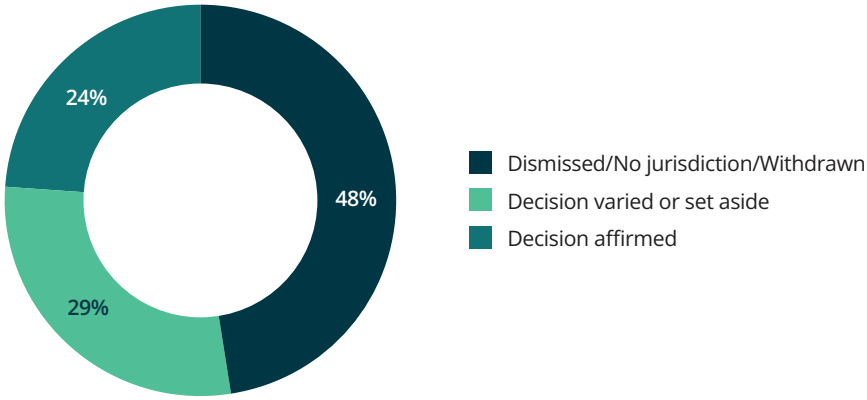
We finalise applications in different ways, as illustrated in the figure below.

Figure 3.7: Mode of finalisation of applications for review of decision, 2025–26*



In 2025–26, for the first time, the total number of applications dismissed, withdrawn or where the Tribunal found that it had no jurisdiction exceeded applications finalised by the Tribunal making a substantive decision on the review. We attribute this result to increased registrar resourcing and expanded registrar powers.

Figure 3.8: Outcomes of application for review of decisions, 2025–26*



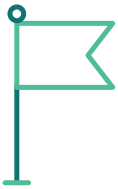
* Percentages may not total 100% due to rounding.

We resolved fewer than half of all applications within 12 months, reflecting the caseload pressure we experienced in the reporting period.

Jurisdictional area caseloads



3,768
lodgements



2,833
finalisations



2,437
cases on hand at 30 June 2026



75%
clearance rate



87%
of applications finalised within 12 months

General jurisdictional area

In the General jurisdictional area, we review decisions made by a range of agencies under different laws.

During the reporting year, the largest volume of work in this jurisdictional area related to decisions made under the *Child Support (Registration and Collection) Act 1988* and the *Child Support (Assessment) Act 1989*. These cases represented 78% of the on-hand caseload at 30 June 2026. Applications for review of decisions made under the *Freedom of Information Act 1982* (FOI Act), *Privacy Act 1988, Archives Act 1983*, and other legislation, made up the remaining 22%.

The Tribunal finalised more cases in this jurisdictional area in 2025–26 compared to the previous reporting period, as demand for reviews continued to increase significantly. Child support lodgements rose by 53%, contributing to a 122% increase in on-hand child support cases at 30 June 2026.

Our performance against the timeliness benchmark for this jurisdictional area was strong in 2025–26. We exceeded our target for finalisations within the relevant benchmark period by 7%. The median time from lodgement to finalisation was 22 weeks.

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. In addition, there are other types of decisions where parties can bypass first review and apply directly for a second review. There were 100 of these second review applications lodged in 2025–26, a decrease of 22% compared to the previous reporting period.

Intelligence and Security jurisdictional area



11
lodgements



8
finalisations



12
cases on hand at 30 June 2026

In the Intelligence and Security jurisdictional area, we review decisions and assessments made under the *Australian Security Intelligence Organisation Act 1979*, the *Australian Crime Commission Act 2002* and the *Foreign Acquisitions and Takeovers Act 1975.* We also review certain decisions made under the *Archives Act 1983* and the FOI Act, where documents are Australian Security Intelligence Organisation records, Australian Criminal Intelligence Commission records relating to criminal intelligence assessments, or related to national security, defence or international relations.

Under section 134(2) of the ART Act, the President may direct that other proceedings involving national security information are to be dealt with in this jurisdictional area. Under that provision, the President or a delegate referred 4 proceedings during the reporting year.

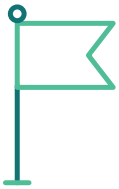
Part 6 of the ART Act sets out special rules for proceedings heard in this jurisdictional area. For example, proceedings may only be constituted to the President or a deputy president, or to a panel of 3 members that includes the President or a deputy president.

The Tribunal received a small number of applications in this jurisdictional area in 2025–26. Although lodgements increased compared to previous years, these applications continued to be managed on a case-by-case basis, reflecting their specialised nature and procedural requirements.

Migration jurisdictional area



47,976
lodgements



23,830
finalisations



80,855
cases on hand
at 30 June 2026



29,346
study visa cases lodged
(61% of Migration lodgements, or
34% of all Tribunal lodgements)



60%
of the Tribunal's
on-hand caseload

In the Migration jurisdictional area, we review decisions made under the *Migration Act 1958* and *Australian Citizenship Act 2007.* During 2025–26, the Tribunal focused on progressing the oldest applications across all migration caseloads while managing ongoing high demand.

Migration remained the Tribunal's largest jurisdictional area, making up 55% of all applications lodged and 60% of the active caseload at 30 June 2026.

Demand for migration reviews remained high throughout the year. While study visa applications fell by 9% compared to the previous reporting period, they remained well above 2023–24 levels. The active study visa caseload grew from 11,528 applications on 30 June 2024 to 54,176 applications on 30 June 2026 – an increase of 370%. We also received more applications for reviews of business and visitor visa decisions.

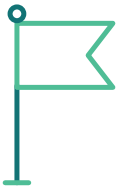
In 2025–26, we finalised 84% more applications than in the previous reporting period. New ways of managing and deciding cases resulted in a 135% increase in finalisation of student visas compared with the last financial year, a 71% increase in finalisation of business visas, and a 75% increase in finalisation of visitor visa applications. Finalisation of applications for review of visas cancelled due to character concerns increased by 71%. A focus on reducing the time taken for review of partner visas resulted in a clearance rate of about 90% for partner visas, reducing the age of this caseload.

Nearly all members across the Tribunal have attended training on student visas, and together with legislative changes allowing student visas to be decided without an oral hearing, we anticipate that the number of matters finalised will increase significantly next financial year.

National Disability Insurance Scheme jurisdictional area



9,351
lodgements



8,082
finalisations



7,077
cases on hand at 30 June 2026



86%
clearance rate



77%
of applications finalised within 12 months

In the National Disability Insurance Scheme (NDIS) jurisdictional area, we review decisions made under the *National Disability Insurance Scheme Act 2013*.

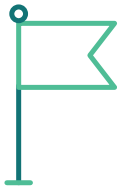
Demand for NDIS reviews continued to grow during the reporting year. Lodgements increased by 18% compared with 2024–25, and 130% compared with 2023–24. In response, we expanded our dispute resolution processes and case management initiatives, which helped us finalise 61% more applications than in the previous reporting period.

In 2025–26, we finalised 77% of NDIS applications within 12 months, with around half finalised within 33 weeks. Dispute resolution processes remained highly effective, with most applications resolved by consent. During the reporting year, 65% of cases were finalised this way. We also introduced the Early Childhood Project in 2025–26 to help progress access matters involving children under 6 years of age more quickly. This significantly reduced delays and enabled children seeking access to the NDIS to have their matters determined within 6 months. Building on the success of the project, we plan to expand this approach to include children up to 9 years of age.

Protection jurisdictional area



17,239
lodgements



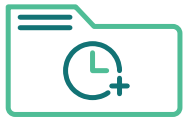
22,508
finalisations



37,503
cases on hand at 30 June 2026



8,661
cases dismissed



68%
reduction of on-hand cases aged 3 years or more



131%
clearance rate

In the Protection jurisdictional area, we review decisions made under the Migration Act. During the reporting year, we continued to prioritise this jurisdictional area, directing significant resources towards reducing the large number of older applications. This contributed to a substantial increase in finalisations during 2025–26 and a 131% clearance rate.

We made significant progress in reducing older applications. At 30 June 2026, the number of applications on hand for more than 3 years had fallen by 68% compared with the previous year, while applications on hand for more than 2 years decreased by 52%.

We also increased our capacity to finalise applications through increased registrar resourcing and the introduction of new registrar powers following the amendments to the Tribunal's rules. The changes are expected to support further increases in finalisations and reductions in the active caseload.

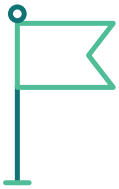
Although protection lodgements declined during 2025–26, they remained substantially higher than historical levels. Through targeted case management initiatives, we continued to finalise many applications without the need for a substantive hearing. More than half of all cases finalised during the reporting period were dismissed, withdrawn or found to be outside the Tribunal's jurisdiction.

Applications from China, India, Indonesia and Vietnam made up 45% of the active protection caseload at year end. Compared with the previous reporting period, the largest increases in lodgements came from applicants from Colombia, Bangladesh, Pakistan, Indonesia, and Kenya.

Social Security jurisdictional area



5,417
lodgements



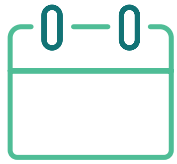
5,560
finalisations



1,690
cases on hand at 30 June 2026



103%
clearance rate



94%
of applications finalised within 12 months

In the Social Security jurisdictional area, we review decisions made under a range of 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 *Student Assistance Act 1973*. If an applicant receives an unfavourable decision at first review in this jurisdiction, they can apply to the Tribunal for a second review.

During 2025–26, we received fewer applications for first review than in the previous year, while second review applications increased. Although overall lodgements were lower, our caseload became more complex due to an increase in multi-linked applications and income apportionment cases. We prioritised applications involving vulnerable applicants and disability support pension matters where the applicant did not meet the health criteria.

Throughout the year, we focused on reducing delays, improving timeliness, and progressing cases to resolution as efficiently as possible. We also worked to reduce the number of older second review cases on hand. As at 30 June 2026 the number of second review cases aged 2 years or more had fallen by 75% compared with the previous year.

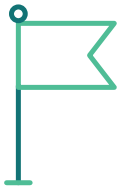
Centrelink first review applications accounted for 82% of all finalisations in this jurisdictional area during the reporting period. The remaining finalisations were Centrelink second review applications and first and second review applications under the Paid Parental Leave scheme.

We finalised almost all applications in this jurisdictional area within 12 months of lodgement. The number of cases on hand at 30 June 2026 was 6% lower than at the end of the previous financial year.

Taxation and Business jurisdictional area



1,653
lodgements



1,622
finalisations



2,475
cases on hand at 30 June 2026



98%
clearance rate



66%
of applications finalised within 12 months

In the Taxation and Business jurisdictional area, we review decisions made by a range of agencies under different Commonwealth laws. During 2025–26, applications relating to taxation decisions made by the Australian Taxation Office continued to make up most of the work in this jurisdiction. These cases represent 91% of cases on hand at 30 June 2026.

Taxation cases are often factually and legally complex. They can involve lengthy hearings and large amounts of documentary evidence. During the reporting period, we continued to improve the way these applications are managed and progressed towards resolution, including through case management initiatives and streamlined evidence requirements.

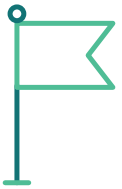
Demand for taxation reviews increased during 2025–26. Lodgements rose by 25% compared with the previous reporting period, while finalisations increased by 54%. This resulted in an almost 100% clearance rate.

We finalised 66% of applications within 12 months of lodgement, which was broadly consistent with the previous reporting period.

Veterans' and Workers' Compensation jurisdictional area



1,565
lodgements



1,457
finalisations



1,700
cases on hand at 30 June 2026



93%
clearance rate



50%
of applications finalised within 12 months

In the Veterans' and Workers' Compensation jurisdictional area, we review decisions made by agencies under a range of laws. Applications to review decisions made under the *Safety, Rehabilitation and Compensation Act 1988* and the *Seafarers Rehabilitation and Compensation Act 1992* make up most of the work in this jurisdictional area, representing 90% of cases on hand at 30 June 2026.

We resolved many applications through consent agreements between the parties, particularly in the workers' compensation caseload, where 77% of applications were finalised in this way. During the reporting year, around one-third of decisions in this jurisdiction were changed by the Tribunal.

The high proportion of consent agreements in the workers' compensation list helped us triage and resolve more cases at an early stage. During the reporting period, we successfully reduced the number of older cases on hand.

The Tribunal also reviews 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*.

During the reporting year, we focused on progressing older cases in the veterans' list. As at 30 June 2026, the number of cases aged 2 years or more had fallen by 60% compared with the previous year. The clearance rate for veterans' cases in 2025–26 was 123%.

Case management

During the reporting year, we strengthened our case management approach to support the timely, fair and efficient resolution of reviews. Both members and registrars undertook case management activities in 2025–26, with registrars playing an increasingly important role in progressing and resolving cases. We continued to streamline and align case management processes across jurisdictional areas where appropriate.

The Tribunal managed caseload demand through jurisdiction-specific case pathways tailored to the nature, complexity and volume of applications in each jurisdictional area. We reviewed and refined case pathways during the reporting period to improve timeliness, consistency and user experience. Registrars exercised a broad range of authorised powers and conducted a significant volume of directions hearings and dispute resolution events during the reporting year, allowing members to focus on hearings, decision-making and more complex case management activities.

In August 2025, we introduced revised case pathways for applications involving more than one participating party. The revised pathways were designed to reduce the time spent on active case management, provide earlier and more structured case events, and support progression to either finalisation or hearing at an earlier stage of the review process.

Dispute resolution

Dispute resolution remained a core component of the Tribunal's review process in cases involving more than one participating party. We use dispute resolution to assist parties to better understand and narrow the issues in dispute, identify relevant evidence, and explore opportunities to resolve a matter without the need for a hearing. Dispute resolution supports access to justice by providing parties with a less formal, less adversarial and more efficient means of resolving applications for review.

We used a range of dispute resolution processes during the reporting period, with conferencing and conciliation continuing to be the most frequently used methods. These processes were conducted primarily by registrars. We also held directions hearings where appropriate to clarify issues, make procedural directions and prepare cases for either dispute resolution or hearing.

Data on dispute resolution activities for 2025–26 in the General, Taxation and Business and Veterans' and Workers' Compensation jurisdictional areas, Character and Citizenship List and Social Security (second review) caseload is provided in the table below. A significant proportion of applications in those caseloads were finalised following participation in at least one dispute resolution process.

Table 3.9: Dispute resolution statistics – General, Migration (Character and Citizenship), Social Security (second review), Taxation and Business and Veterans' and Workers' Compensation jurisdictional areas, 2025–26[1]

Measure	General		Migration		Social Security		Taxation and Business		Veterans' and Workers' Compensation		Total	
	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26
Proportion of applications finalised without the Tribunal making a decision following a hearing	86%	84%	45%	43%	80%	76%	81%	78%	91%	93%	88%	**76%**
Proportion of validly lodged applications finalised in the period in which at least one dispute resolution process was held	35%	20%	36%	23%	70%	51%	37%	35%	78%	64%	61%	**40%**
Median number of dispute resolution processes held per case	–	2	–	2	–	2	–	1	–	2	–	**2**
Median number of total minutes spent in dispute resolution processes per case	62	60	50	50	60	60	134	81	62	57	87	**60**
Median calendar days from lodgement to final dispute resolution process	152	177	112	152.5	126	154	301	265	253	267	188	**204**

[1] Data for the National Disability Insurance Scheme jurisdictional area has not been included in the above table due to reporting limitations.

Improvements and emerging trends

We continued to focus on expanding registrar-led case management during the reporting period. Additional registrar powers and functions were implemented progressively throughout 2025–26, increasing the Tribunal's capacity to progress and resolve matters efficiently while maintaining procedural fairness. We also increased registrar staffing significantly during the year to support growing caseload demand and the delivery of enhanced case management services.

During the reporting period, we continued to emphasise early intervention, structured case pathways and targeted use of dispute resolution. Rather than applying a single approach across all caseloads, dispute resolution processes were directed to applications where they were most likely to assist in resolving or narrowing issues in dispute. This supported more effective allocation of resources and improved progression of cases through the review process.

Looking ahead, the Tribunal will continue to refine case pathways, explore opportunities for specialist pathways, and identify further opportunities to align processes across jurisdictional areas. These initiatives will support ongoing improvements in timeliness, consistency and user experience while ensuring the Tribunal remains responsive to changing caseload demands.

Guidance and Appeals Panel caseload

The GAP provides a way for the Tribunal to escalate issues and ensure the quality of our decisions for certain eligible cases. The GAP 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 GAP can be made in 3 ways:

- by application of a party during an active Tribunal case before a decision is made (first instance)
- by application of 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 (own motion).

Our website includes more information about the GAP.

During the reporting period, we received 249 applications to refer cases to the GAP.

Of these:

- 13 were referred to the GAP
- 132 were refused
- 75 were ineligible for referral
- 1 referral was revoked by the Tribunal
- 10 were withdrawn by the applicant
- 18 remain pending at 30 June 2026.

Twelve out of the 13 referrals were referred on the basis that they raise an issue of significance to administrative decision-making: 6 of those were active cases (first instance) and 6 were finalised Tribunal decisions (second instance). The remaining referral to the GAP was a review based on an error of law or fact in a previous Tribunal decision (second instance).

The following chart shows applications and referrals based on jurisdictional area.

Table 3.10: Guidance and Appeals Panel applications by jurisdictional area, 2025–26

Jurisdictional area	Number of applications
General*	102
National Disability Insurance Scheme	76
Social Security	25
Veterans' and Workers' Compensation	19
Migration	12
Taxation and Business	12
Protection	3
Total	**249**

* The applications made in this jurisdictional area mainly relate to child support.

Table 3.11: Guidance and Appeals Panel referrals by jurisdictional area, 2025–26

Jurisdictional area	Number of referred matters
National Disability Insurance Scheme	6
Migration	3
General	2*
Taxation and Business	1
Veterans' and Workers' Compensation	1
Total	**13**

* This figure represents one referral for child support and one other referral.

Guidance decisions

During 2025–26, the GAP published the following 7 Tribunal guidance decisions:

Chief Executive Officer, National Disability Insurance Agency and Hyde [2025] ARTA 2597 (5 December 2025)

The GAP set aside the decision under review and varied the respondent's statement of participant supports to include several reasonable and necessary supports. The decision considered the meaning of 'standard item', 'modified' and 'adapted' in section 4 of the *National Disability Insurance Scheme Act 2013* and schedules of the NDIS Transitional Rules.

Chief Executive Officer, National Disability Insurance Agency and Roberts [2025] ARTA 2628 (11 December 2025)

The GAP affirmed the original decision dated 4 May 2023 on the basis that a Thera Trainer is not an NDIS support within the meaning of section 34(1)(f) of the *National Disability Insurance Scheme Act 2013* because it does not fall within column 2 of Schedule 1 to the *National Disability Insurance Scheme (Getting the NDIS Back on Track No.1) (NDIS Supports) Transitional Rules 2024*.

Bunnings Group Limited and Privacy Commissioner [2026] ARTA 130 (4 February 2026)

This Tribunal guidance decision considered the competing objectives in the *Privacy Act 1988* with the interests of entities carrying out their functions. The GAP set aside the decision under review in part. It found that the applicant did not breach the Privacy Act for using facial recognition technology because it was a permitted use. However, it found that the applicant did breach the Privacy Act by not complying with the notification requirements and by not having proper privacy policies in place.

The Estate of SZJYT and TXPV and Secretary, Department of Social Services [2026] ARTA 140 (4 February 2026)

The Tribunal guidance decision considered the proper interpretation and application of section 110 of the *Social Security (Administration) Act 1999* in relation to debts to the Commonwealth resulting from unreported changes in circumstances. The majority of the GAP set aside the decision under review and held that the applicants did not owe a debt to the Commonwealth for social security payments as there was no disposal of assets during the relevant period.

NNFXT by his nominee, QKMBR and Chief Executive Officer, National Disability Insurance Agency [2026] ARTA 308 (12 March 2026)

This Tribunal guidance decision considered the interpretation and application of paragraph 33(5)(d) of the *National Disability Insurance Scheme Act 2013* and rule 5.3(a)(ii) of the *National Disability Insurance Scheme (Supports for Participants) Rules 2013* in the context of the statutory regime regulating the administration of Schedule 4 medications in Queensland.

The GAP concluded that the statutory regime does not prohibit the administration of Schedule 4 medications by a high intensity disability support worker acting under a registered nurse delegated supervision of care arrangement and that registered nursing supports are not an NDIS support under the *National Disability Insurance Scheme (Gettingthe NDIS Back on Track No. 1) (NDIS Supports) Transitional Rules 2024*. The decision under review was affirmed subject to an agreed variation.

CEO, National Disability Insurance Agency and QJHVM [2026] ARTA 750 (8 May 2026)

The GAP considered the circumstances in which legal costs, management fees, fees paid to a family company for the provision of support, and unpaid family support are to be deducted from the compensation sum received by an NDIS participant in order to work out the amount of NDIS funding. The decision under review was set aside and a different decision was made in substitution.

CEO, National Disability Insurance Agency and KDKJ by her nominee, NKHPV [2026] ARTA 1166 (29 June 2026)

This Tribunal guidance decision concerned the application of section 34(1) of the *National Disability Insurance Scheme Act 2013* and NDIS practice standards in determining whether 24/7 registered nursing care for high intensity daily personal activities constituted a reasonable and necessary support. In setting aside the decision under review and remitting the matter, the GAP found that the participant's needs could be safely met by high intensity support workers operating under a registered nurse delegated supervision of care model, subject to appropriate clinical governance and oversight.

Further, the GAP found that evidence from several treating providers lacked independence by reason of their pecuniary interests and that aspects of their evidence were unsubstantiated. The GAP determined that the existing package of allied health supports was excessive, poorly coordinated, and unsupported by objective evidence of benefits to the participant.

The GAP also published 5 other decisions during the reporting year. Four of those decisions were second instance reviews of Tribunal decisions referred to the GAP on the basis of an error of law or fact in the original Tribunal decision. One of the 4 decisions was affirmed, whereas the other 3 decisions were set aside and a decision in substitution was made.

The fifth decision, *Wen and Minister for Immigration and Citizenship* [2026] ARTA 348 (20 March 2026), was an interlocutory decision. It considered whether the Tribunal had jurisdiction to review a notification of a decision under the *Migration Act 1958* where a visa applicant alleged that fraud was committed by a person acting as the visa applicant's agent. The GAP decided that there was insufficient evidence of fraud, and as the application for review was lodged out of time, the Tribunal lacked jurisdiction.

Non-participating parties

Section 60 of the ART Act provides a mechanism 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 Tribunal proceedings:

- 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 decisions
- 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.

During the reporting period, there were 71,700 new applications lodged which involved a non-participating party. Of the applications finalised by the Tribunal, 51,600 applications involved non-participating parties. As at 30 June 2026, the Tribunal had 120,927 cases on hand involving a non-participating party.

The jurisdictional areas in which there were non-participating parties were:

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

Section 62(1) of the ART Act provides that a non-participating party can give written notice to the Tribunal that the party wishes to participate in a proceeding. Section 63(1) of the ART Act provides that a non-participating party may give written submissions (except matters covered by section 348A of the Migration Act). Under section 63(2) of the ART Act, the Tribunal has the power to order a non-participating party to:

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

The Tribunal may make an order under section 63 if it considers that a non-participating party's participation would assist in progressing the proceeding, or in making the correct or preferable decision. This allows the Tribunal to require participation where the specific circumstances of a case make it necessary or beneficial.

The Tribunal made orders under section 63(2)(b) for a non-participating party to give written submissions to the Tribunal in 2 proceedings during the reporting period.

In a separate matter, which was constituted to the GAP, the Tribunal made orders under section 63(2)(c) for the Minister for Home Affairs to participate in the proceeding.

Financial performance

The Tribunal received an unqualified audit report on the 2025–26 financial statements from the Australian National Audit Office.

The Tribunal recorded a surplus of $45.9 million in 2025–26 after adjusting for depreciation, amortisation, and lease payments. The surplus in the financial year is primarily attributable to staffing and member levels being below budget, together with prudent management of operating expenditure.

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

External scrutiny

The Tribunal's work is scrutinised in various ways. Our decisions and review processes are subject to review by the courts. Other forms of scrutiny include requests under the FOI Act, complaints to the Commonwealth Ombudsman and other external bodies, audits, reviews, and parliamentary processes.

Appeals

Tribunal decisions may be reviewed by the courts through several pathways.

The 3 most common are:

- **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 some citizenship decisions made in the Migration jurisdictional area.
- **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, on a question of law, to the Federal Circuit and Family Court (Division 2). This does not apply where 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 referred to in subsection 500(1) of the Migration Act must be lodged in the Federal Court.

For ease of reference, these judicial review applications are referred to collectively as 'appeals' in this report.

As shown in the table below, most appeals in 2025–26 involved applications for judicial review of visa-related decisions made in the Migration and Protection jurisdictional areas. These represent 98% of all appeals against decisions made in the year. This is consistent with the 2024–25 rate.

The highest appeal rate was in relation to protection decisions at 29.4%, followed by migration decisions at 6.7%. Both appeal rates decreased from 2024–25, where they were 37.3% and 8.0% respectively. During the reporting year, appeal rates for decisions in all other jurisdictional areas were 5% or less, consistent with 2024–25.

In 2025–26, the courts finalised 6,902 appeals relating to Tribunal decisions. Of these, 6,802 were appeals relating to decisions in the Migration and Protection jurisdictional areas, constituting 99% of court finalisations. This was broadly consistent with 2024–25, where visa-related appeals constituted 98% of all finalised appeals against Tribunal decisions.

In 2025–26, 6.3% of appeals finalised by the courts against Tribunal decisions were allowed, compared with 6.4% in the previous reporting year. The courts allowed 8.9% of finalised appeals relating to decisions in the Migration jurisdictional area, while 4.6% of finalised appeals relating to decisions in the Protection jurisdictional area.

Outside the Migration and Protection jurisdictional areas, the number of appeals finalised in the reporting year was low. Of the appeals finalised, 66.7% (6) were allowed in the NDIS jurisdictional area, 36.4% (4) in the General jurisdictional area, 33.3% (4) in the Veterans' and Workers' Compensation jurisdictional area, 20% (3) in the Social Security jurisdictional area, and 11.3% (6) in the Taxation and Business jurisdictional area.

Table 3.12: Court appeals against decisions of the Tribunal lodged and finalised by jurisdictional area and list*, 2024–25 to 2025–26

	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	
Jurisdictional area/list	2024–25 No	2025–26 No	2024–25 %	2025–26 %	2024–25 No	2025–26 No	2024–25 No	2025–26 No	2024–25 No	2025–26 No	2024–25 %	2025–26 %
General	18	25	1.0	1.1	4	4	13	7	17	11	23.5	36.4
Child Support	12	11	0.8	0.7	1	2	6	5	7	7	14.3	28.6
Information and Other	6	14	1.7	2.4	3	2	7	2	10	4	30.0	50.0
Intelligence and Security	0	0	0	0	0	0	0	0	0	0	0	0
Intelligence and Security	0	0	0	0	0	0	0	0	0	0	0	0
Migration[d]	1,042	1,590	8.0	6.7	195	211	3,081	2,172	3,276	2,383	6.0	8.9
Character and Citizenship	114	164	14.9	14.7	55	60	48	69	103	129	53.4	46.5

Jurisdictional area/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	
	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26
	No	No	%	%	No	No	No	No	No	No	%	%
Family and Partner Visas	119	114	7.0	6.6	28	40	208	227	236	267	11.9	15.0
Graduate and Training Visas	–	90	–	8.1	–	8	–	158	–	166	–	4.8
Study Visas	563	–	–	7.7	60	66	–	1,063	–	–	3.4	5.8
Visitor, Bridging and Other Visas	56	79	2.5	2.1	6	9	227	208	233	217	2.6	4.1
Working, Skilled and Investment Visas	190	124	7.2	4.3	46	28	911	447	957	475	4.8	5.9
NDIS	**8**	**9**	**0.2**	**0.1**	**1**	**6**	**4**	**3**	**5**	**9**	**20.0**	**66.7**
Access	1	1	0.1	0.1	1	2	2	0	3	2	33.3	100
Plans	7	8	0.2	0.1	0	4	2	3	2	7	0	57.1
Protection	**–**	**–**	**–**	**–**	**111**	**202**	**–**	**4,217**	**–**	**–**	**5.3**	**4.6**
China	–	–	–	–	17	22	555	1,057	572	–	3.0	2.0
India	214	–	–	–	7	12	95	200	102	212	6.9	5.7
Malaysia	–	–	–	35	42	82	760	1,713	802	–	5.2	4.6
Middle East, North Africa and Americas	67	110	–	–	7	19	50	80	57	99	12.3	19.2
Pacific and Other Countries	851	–	–	–	5	20	345	747	350	767	1.4	2.6
Saharan and Sub-Saharan Africa	59	69	–	–	8	8	24	40	32	48	25	16.7
South Asia	190	308	–	–	19	29	110	220	129	249	14.7	11.6

Jurisdictional area/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	
	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26
	No	No	%	%	No	No	No	No	No	No	%	%
Vietnam	239	499	–	–	6	10	59	160	65	170	9.2	5.9
Social Security	**8**	**12**	**0.1**	**0.3**	**7**	**3**	**10**	**12**	**17**	**15**	**41.2**	**20**
Centrelink	7	13	0.1	0.2	6	3	10	12	16	15	37.5	20
Paid Parental Leave	1	0	0.6	0	1	0	0	0	1	0	100	–
Taxation and Business	**51**	**81**	**4.8**	**5**	**26**	**6**	**26**	**47**	**52**	**53**	**50**	**11.3**
Regulation and Discipline	2	2	1.2	0.6	1	0	3	2	4	2	25	0
Taxation	49	79	5.5	6.1	25	6	23	45	48	51	52.1	11.8
Veterans' and Workers' Compensation	**6**	**8**	**0.4**	**0.5**	**10**	**4**	**5**	**8**	**15**	**12**	**66.7**	**33.3**
Veterans'	1	3	0.6	1.5	0	0	0	2	0	2	–	0
Workers' Compensation	5	5	0.4	0.4	10	4	5	6	15	10	66.7	40
Total	**–**	**–**	**–**	**–**	**355**	**436**	**–**	**6,466**	**–**	**–**	**6.4**	**6.3**

* Data excludes court appeals against decisions of the former Immigration Assessment Authority.

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

[b] The proportion of Tribunal decisions finalised is 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.

[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 Administrative Appeals Tribunal prior to 14 October 2024.

Significant court decisions

During the reporting year, there were 3 judicial decisions that had the potential to have a significant impact on our procedures and / or our decision-making.

Commissioner of Taxation v Bendel [2026] HCA 18

On 10 June 2026, the High Court handed down the judgment in *Bendel*. By majority, the Court dismissed an appeal from a judgment of the Full Court of the Federal Court, which had upheld a decision of the Administrative Appeals Tribunal. The High Court considered the construction of the expanded definition of 'loan' in section 109D(3) of the *Income Tax Assessment Act 1936* (1936 Act). The appeal concerned the characterisation of 'unpaid present entitlements' (UPEs), being amounts of trust income set aside by a trustee for a corporate beneficiary but remaining unpaid. The Commissioner contended that the UPEs constituted 'loans' for the purposes of section 109D(3) and therefore gave rise to deemed dividends under Division 7A of the 1936 Act. The High Court majority rejected that contention and agreed with the result reached by the Full Court and the Tribunal, holding that the UPEs in question were not loans within the meaning of section 109D(3) and did not give rise to deemed dividends under Division 7A.

This judgment is significant because it provides clarification regarding the operation of Division 7A and the treatment of UPEs. The High Court's decision confirms the correctness of the approach adopted by the Tribunal and provides authoritative guidance for the determination of similar taxation disputes involving trusts and corporate beneficiaries.

Minister for Immigration and Citizenship v LLR24 [2026] FCAFC 26

This judgment of the Full Federal Court dismissed the Minister's appeal concerning the Tribunal's obligations under sections 55 and 106(3) of the ART Act when conducting a review without a hearing. The Court held that, where the Tribunal identifies a new issue on review that may be determinative of the outcome, procedural fairness requires the Tribunal to notify the applicant that its decision may be made on a different basis to the delegate's decision and to provide a reasonable opportunity to respond before making an adverse decision on that basis. The Court found that the Tribunal failed to accord the applicant procedural fairness because it did not provide the applicant with a reasonable opportunity to present their case, as required by section 55 of the ART Act, and erred in its application of section 106(3)(c) of the ART Act when deciding that the matter could be adequately determined without a hearing.

This judgment provides the first Federal Court guidance on the Tribunal's obligations under sections 55 and 106 of the ART Act. The decision affects the Tribunal's approach to making decisions without a hearing where an alternative basis for a decision is identified on review.

VRRQ v Minister for Immigration and Citizenship [2026] FCA 77

In this judgment, the Federal Court considered whether the Tribunal correctly found that it lacked jurisdiction to review the decision of a Minister's delegate to refuse to grant a protection visa because the review application had been lodged outside the prescribed time limit.

A delegate of the Minister emailed the protection visa refusal notification letter to the applicant's personal email address. The letter contained inconsistent information about when the applicant was taken to have received the notification and, therefore, when the period for seeking Tribunal review commenced. Although the letter was sent to the applicant's email address, it incorrectly stated that the applicant had an authorised recipient and was taken to have received the notification when it was transmitted to that authorised recipient.

The Federal Court held that the notification letter did not clearly state the period within which an application for review could be made. As a result, it did not substantially comply with the content requirements of section 494E(2)(a) of the Migration Act. As the applicant was not validly notified of the decision, the review application was not out of time, and the Tribunal erred in finding that it lacked jurisdiction.

This judgment affects the Tribunal's approach to assessing jurisdiction in matters involving notification letters containing substantially similar wording about review time limits.

Freedom of information

In 2025–26, the Office of the Australian Information Commissioner (OAIC) notified the Tribunal of 16 applications for review of decisions we made in relation to requests for access to documents under the FOI Act.

The OAIC notified the Tribunal of 6 finalised applications during the reporting year. None of these applications were declined under section 54W(b) of the FOI Act (decision to be considered by the Tribunal).

No decisions were made that have, or may have, had 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 5 complaints relating to the Tribunal during the reporting year. It investigated or reviewed 3 of these complaints with 2 of these being finalised between 1 July 2025 to 30 June 2026. One was finalised following conciliation, while the other was finalised after the Commission declined the complaint because it decided that continuing the inquiry was not warranted.

The Commonwealth Ombudsman received 73 complaints about the Tribunal in 2025–26. The Ombudsman investigated or reviewed and subsequently finalised 75 complaints (including complaints received from 2024–25 and 2025–26). The outcomes of these complaints are as follows:

Advised to complain to agency:	20
Advised to pursue elsewhere:	6
Approach lapsed or withdrawn:	15
Complaint already considered:	13
Finalised without investigation:	75
Out of jurisdiction:	<5

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

In 2025–26, the OAIC notified the Tribunal of 3 complaints relating to the Tribunal.[2] Two complaints were finalised during the reporting period. No determination was made against the Tribunal.

[2] The above figures reflect OAIC reviews and complaints of which the Tribunal was notified during the reporting period. Additional reviews or complaints may have been made to the OAIC that were not notified to the Tribunal during that period.

Reports relating to the operations of the Tribunal

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

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.

Commitment to transparency

Publication of decisions

Publishing decisions helps us achieve our objective of providing a mechanism of review that improves the transparency and quality of government decision-making and promotes public trust and confidence in the Tribunal. The Tribunal's publication of decisions policy, available on our website, explains how decisions are selected for publication.

During the reporting year, we published a total of 3,621 decisions across the Tribunal's 8 jurisdictional areas. These included substantive decisions made under section 105 of the ART Act, decisions relating to the jurisdiction of the Tribunal and decisions made on incidental applications, such as applications to stay the operation and implementation of a reviewable decision and applications for reinstatement.

The Tribunal publishes its decisions on the Australasian Legal Information Institute website (www.austlii.edu.au). Some of the published decisions have been discussed earlier in this chapter.

User experience

Engagement

The Tribunal engages with a diverse range of people and organisations to share information, build relationships and support the effective delivery of our services. We engage with people who use our services, parties to reviews, decision-making agencies, representatives, community organisations, advocates, professional associations and other stakeholders.

Our engagement aims to:

- help people understand our services, requirements and priorities
- develop cooperative relationships that support service delivery
- better understand the needs of the communities we serve
- promote public trust and confidence in the Tribunal.

During the reporting year, we continued to engage with stakeholders through forums, meetings, outreach, user surveys, website feedback, compliments and complaints. These mechanisms enable users to share their experiences, highlight areas of good practice and identify barriers or challenges they may encounter when interacting with the Tribunal.

We also engaged with stakeholders to support more accessible and inclusive services. This included engagement with First Nations communities, other government agencies and legal and advocacy organisations.

More information about how we engage with stakeholders is in **Chapter 1: The year in review**.

Accessibility

The Tribunal is committed to delivering accessible and inclusive services. During 2025–26, we continued to strengthen our capability through a dedicated accessibility and inclusion function. We continued to promote and implement our Commitment to Accessibility and Inclusion, developed through extensive consultation with people with disability, First Nations peoples, legal and advocacy groups, government agencies, and Tribunal staff and members.

Throughout the reporting period, we progressed a program of work aimed at providing greater flexibility and accessibility in how people participate in Tribunal proceedings. This included initiatives to build the capability of staff and members to effectively support applicants, increase understanding of accessibility and inclusion, and promote more responsive and person-centred practices across the Tribunal. We also revised the plain language content on our website to make it easier for people to find and understand information about our services.

First Nations peoples

During 2025–26, the Tribunal continued to strengthen its commitment to improving access to services for First Nations peoples. We supported members and staff to work effectively and respectfully with First Nations users and their communities. Through the year, members and staff accessed eLearning modules and other resources designed to build cultural capability and support the delivery of culturally appropriate services.

We continued the First Nations Liaison Officer Program, which focuses on developing effective relationships with First Nations communities and their representatives, raising awareness of Tribunal services, and providing tailored support for First Nations applicants seeking a first review of a Centrelink decision. The program also contributes to the Closing the Gap Priority Reforms by strengthening engagement, inclusion and culturally responsive service delivery.

Throughout the reporting period, we progressed work to embed First Nations perspectives and improve accessibility and engagement across our services. The Tribunal also advanced the development of our Reconciliation Action Plan to support meaningful outcomes for First Nations peoples, communities, staff and stakeholders.

People from culturally and linguistically diverse backgrounds

The Tribunal is committed to ensuring people from culturally and linguistically diverse backgrounds can communicate with us effectively and access our services. Throughout 2025–26, we continued to promote cultural awareness and capability across the organisation through training, resources and awareness-raising activities.

We provide interpreters, including Auslan interpreters, free of charge when needed for a case event, hearing, telephone call or other interactions.

During the reporting period, our website remained an important resource for people to access language services and information, including guidance about available language assistance in 17 community languages. There is also a translation tool that enables users to access general information on the website in more than 30 languages.

These initiatives help reduce barriers to participation and support people from diverse cultural and linguistic backgrounds to engage confidently with Tribunal processes and services.

People with disability

The Tribunal is committed to ensuring people with disabilities can participate in review processes and access our services on an equal basis. During 2025–26, we continued to strengthen the accessibility of our services, systems and facilities.

Our website maintained compliance with Australian Government accessibility requirements and standards, including features such as text-to-speech functionality and plain English information designed to support a wide range of users. We provided documents in accessible formats and assistance for people who needed additional support to engage with Tribunal processes. We also launched a trial to provide physical access information on our website for people visiting the Melbourne registry, with a plan to consider expanding the availability of this type of content to other locations in future.

To support participation in proceedings, we continued to offer conferences and hearings by telephone and video, use the National Relay Service to facilitate communication with people who have hearing or speech impairments, and provide hearing augmentation systems in Tribunal premises. Our registry facilities remained wheelchair accessible, helping to reduce barriers for users attending in person.

Throughout the reporting period, members and staff had ongoing access to training, guidance and resources to build disability awareness and confidence, as well as strengthen our capacity to provide accessible and inclusive services for people with disability.

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 our website.

Feedback from users

We seek feedback from Tribunal users through a range of channels to understand their experiences and identify opportunities to improve our services. This includes stakeholder engagement activities, as outlined below, and direct feedback from Tribunal users.

As reported earlier in the chapter, the Tribunal commissioned a survey of Tribunal users during the reporting period. The findings were used to calculate one of our performance measures, achieving a user satisfaction rating of 72% for 2025–26 (see under 'Annual performance statements').

Feedback plays an important role in the Tribunal's continuous improvement efforts. It helps the Tribunal understand what is working well, identify emerging issues and trends, and prioritise improvements that better meet users' needs and expectations. Insights gained through feedback contribute to the design and delivery of more accessible, user-centred services and support the Tribunal to respond effectively to the diverse needs of the people it serves.

For example, user feedback identified a need for greater clarity and consistency in how accessibility and adjustment requests are managed. In response, the Tribunal prioritised the development of an Accessibility and Inclusion Policy, along with guidance materials and supporting resources. These resources will assist staff and members in responding to adjustment requests and to provide users with clearer information about the support available to them. This work is underway and will strengthen the Tribunal's ability to deliver accessible services and improve the experience of users who require adjustments to participate effectively in Tribunal processes.

The Tribunal will continue to actively listen to users and act on their feedback to strengthen service quality, remove barriers to participation, and foster greater confidence in its services.

Information about the review process on our website

The Tribunal's website is the primary way many people access information about our services and review processes. During the reporting period, it remained an important channel for engaging with our services. In 2025–26, more than 433,000 active users accessed the Tribunal's website, generating over 1 million sessions.

During 2025–26, we enhanced the website to make information easier to find, understand and use. Improvements focused on accessibility, usability and helping users more easily navigate Tribunal processes and services.

The website is designed in accordance with the Australian Government's Digital Experience Policy and Web Content Accessibility Guidelines. Content is presented in plain English and structured to support intuitive navigation. It provides clear pathways for users seeking information about the review process, Tribunal operations and decisions, as well as direct access to our online services for lodging and managing applications.

Throughout the reporting period, we expanded and refined online resources to support applicants, representatives and the broader community. The website includes accessibility and inclusion features, such as text-to-speech functionality, translated information, language support resources and translation tools to improve access for people with disability and those from culturally and linguistically diverse backgrounds.

The Tribunal also published guidance materials, procedural information and educational resources to help users understand their rights and responsibilities, the review process and how the Tribunal makes decisions. During the reporting period, new captioned videos and Auslan interpreted resources were added to a suite of accessible multimedia content available to support different user needs.

This ongoing work supports our commitment to delivering accessible, user-centred and transparent services for all members of the community.

Complaints to the Tribunal

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

The Tribunal's Protocol for Complaints, published on our website, provides 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 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 further consultation is required before providing a response, we keep the complainant informed of its progress.

We treat all complaints seriously and conduct investigations in an impartial manner. Where appropriate, complaints may result in 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.

The Tribunal has 2 complaint handling teams. Complaints about member conduct are handled by the Office of the General Counsel, and are discussed in **Appendix 1: Members of the Tribunal**. Complaints about the Tribunal's service are managed by a separate, dedicated team, and are discussed below.

The Tribunal received 235 formal service complaints in 2025–26. Of all complaints received, 128 were resolved through the Tribunal's early resolution process.

During the reporting year, there was an internal audit into our complaint management.

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

Table 3.13: Complaints made to the Tribunal about our services, 2025–26

	2025–26
Early resolution	128
Formal complaints	107
Total	**235**
Applications finalised	65,900
Complaints per 1,000 applications finalised	3.56

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

Table 3.14: Issues raised in formal complaints to the Tribunal in 2025–26*

	2025–26
Administrative/procedural issues	68
Delay/timeliness	60
Tribunal decisions	29
Staff	25
Conference/Registrars	7
Fee and/or fee refund	11
Dispute resolution processes	7
Other	51
Total	**258**

* Total complaints and total issues may not equate noting some complaints have multiple issues represented.

The majority of early resolution complaints related to concerns about delays in the progress of applications, communication with Tribunal applicants, or matters of procedure or administration in the review process.

During 2025–26, the Tribunal responded to 208 of the 235 formal service complaints, noting that some were received toward the end of the 2025–26 financial year and are yet to be completed. Of those completed complaints, we responded to 82 (39%) within the time standard of 20 working days. The median number of days from complaint to final response for all complaints was 34 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 partially or fully upheld 56 complaints in 2025–26. We offered an apology, where appropriate, and raised the matters with the relevant areas and personnel. The issues that arose in these complaints were delay/timeliness (24), procedural/administrative issues (12), dispute resolution process (5), staff (2), and fees (1).

Chapter 4: Management and accountability

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 Administrative Review 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 2025–26 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). This committee supports the President 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. Its other members are the Principal Registrar and jurisdictional area leaders. The TAC usually meets once per month and holds extraordinary meetings as required. There has been no change to the TAC membership in 2025–26.

Subcommittees under the TAC are established with the agreement of the TAC.

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 Senior Management Committee (SMC) at the commencement of the Tribunal. The SMC assists the Principal Registrar to meet his responsibilities to assist the President in managing the administrative affairs of the Tribunal, and to provide the corporate and registry services of the Tribunal.

The SMC is chaired by the Principal Registrar, and includes all Tribunal Senior Executive Service (SES) officers. The SMC usually meets once per month and holds extraordinary meetings as required. There were 2 changes to the SMC membership in 2025–26, reflecting the departure of previous SES officers and the commencement of new SES officers.

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 5 times during 2025–26, once each quarter and an additional meeting to review the Tribunal's financial statements. Further information about the ARC and its membership during the reporting year can be found in **Appendix 6: Other mandatory information**.

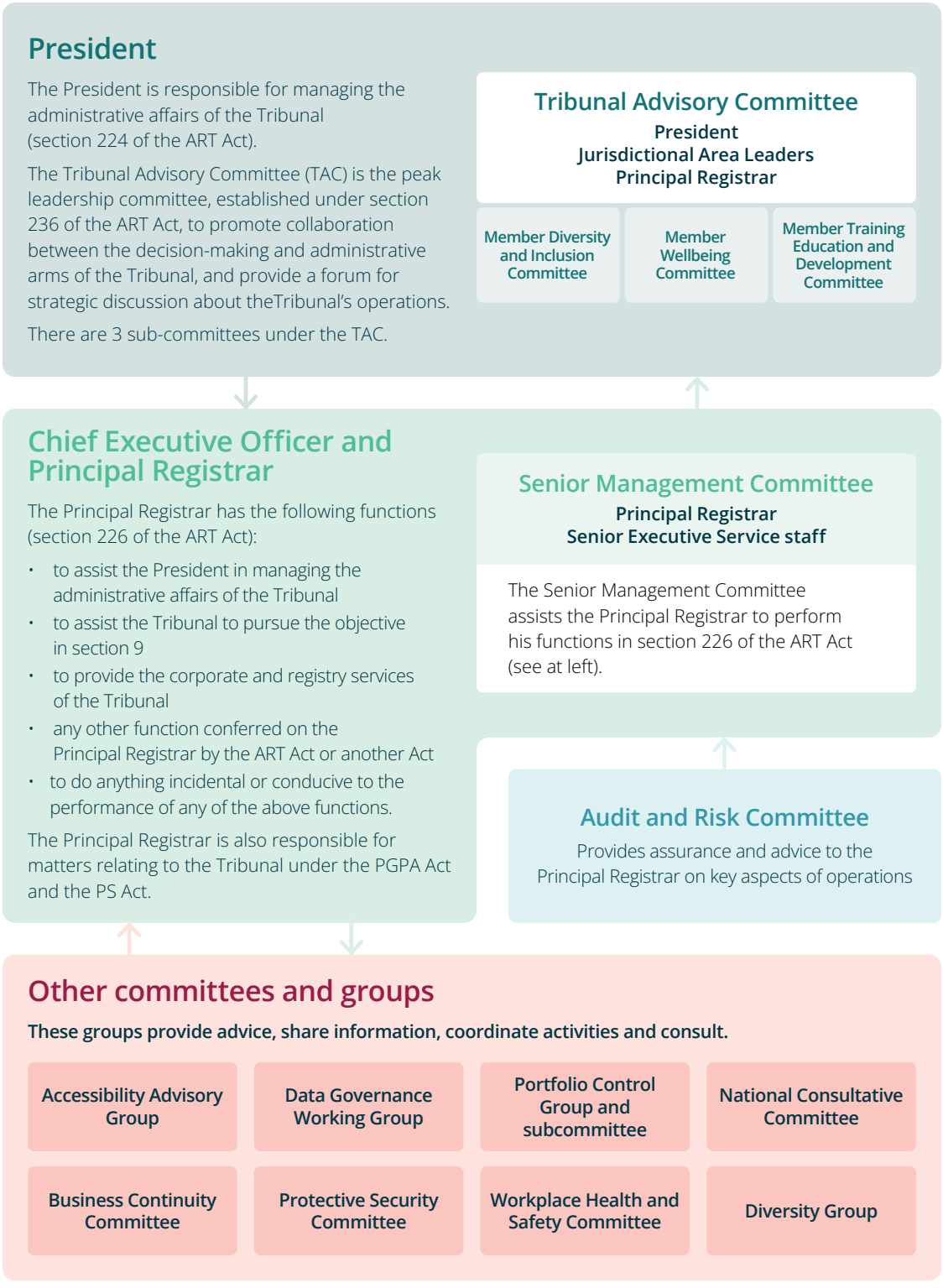
Portfolio Control Group and Portfolio Control Operational Group

The Portfolio Control Group (PCG) was established to assist the Principal Registrar to coordinate and prioritise strategic activities and resource allocation. In 2025–26, the SMC agreed to incorporate the PCG into its remit as an efficiency measure due to the increasing size of its membership.

The Portfolio Control Operational Group (PCOG) continues to operate as a subcommittee under the SMC. The PCOG consists 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. It is also responsible for providing advice and recommendations to the SMC relating to the Tribunal's operational programs, projects and activities. The PCOG meets monthly.

Other Tribunal committees and governance-supporting structures, such as the Workplace Health and Safety Committee, are established under the authority of the SMC as required by legislation or as determined to assist in carrying out the Tribunal's purpose.

Figure 4.1 Tribunal's Governance Framework



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 2025–26 describes our purpose and key activities, the environment we operate in, the capabilities we need to undertake to meet 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 2025–26 with specific priorities in their areas of responsibility to achieve the activities set out in the Corporate Plan. These priorities guide the Tribunal's strategic direction and operational activities, ensuring resources and efforts are focused on achieving our purpose and delivering high-quality services. Our key achievements for the reporting year are noted in **Chapter 1: The year in review**.

Risk management

The Tribunal has a proactive approach to managing risk to support informed decision-making and continuous improvement.

In 2025–26, we implemented a revised Risk Management Framework, developed in line with the Commonwealth Risk Management Policy 2023. The updated framework includes a Risk Management Policy and Risk Assessment Toolkit to support a cohesive approach to managing risk across the Tribunal.

The Audit and Risk Committee (ARC) reviewed the revised Risk Management Framework and strategic and operational risk registers, which included key risks identified in the Corporate Plan. During the 2025–26 reporting period, we regularly monitored and reviewed risks associated with the development and implementation of our new Case Management Solution (CMS), maintaining service delivery in a high-demand environment, fraud and corruption, work health and safety, workforce capability, business continuity and maintaining stakeholder trust and confidence. Risks were reported through established governance processes, including regular consideration by the SMC and ARC.

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

KPMG was appointed for a 2-year term as the Tribunal's internal auditor in 2025. In consultation with senior management and the ARC, the internal auditor developed a 2-year internal audit plan that maps out our audit and assurance activities until the end of 2026–27. The 2-year plan was endorsed by SMC.

Internal auditors completed the following reviews during the year:

- Fees and waivers
- Work health and safety
- Complaints management
- Business continuity (Phase 1)
- Fraud and Corruption Framework – management-initiated review.

The following internal audits will commence in 2026–27:

- Payroll
- Talent management.

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.

Fraud control

A comprehensive independent Enterprise Fraud Risk Assessment was undertaken during 2025–26. Following completion of this assessment, work commenced on the revision of the Tribunal's Fraud and Corruption Risk Register and the development of a new Conflict of Interest Policy to ensure that key enterprise fraud and corruption risks, associated control measures, and governance arrangements are appropriately reflected. In addition, the development of a new Fraud and Corruption Control Plan was initiated to support a comprehensive review of fraud and corruption risk exposure and to ensure ongoing alignment with the Commonwealth Fraud and Corruption Control Framework 2024.

Following recommendations arising from the 2025–26 Enterprise Security Risk Assessment, the Tribunal developed a new Security Plan and Personnel Security Policy to strengthen its Protective Security Policy Framework (PSPF) compliance activities. In support of these initiatives, the Tribunal also developed and implemented a mandatory Security Essentials online training course, specifically designed to reinforce staff awareness of, and compliance with, the requirements of the PSPF.

The mechanisms in place for detecting and responding to fraud and corruption include:

- continuous strategic communications and engagement with staff
- mandatory fraud training for staff and members
- confidential reporting channels
- internal audit program
- participation in the Fraud in Commonwealth Census and the Commonwealth Integrity Survey
- investigation protocols.

Certification of Tribunal fraud control arrangements

I, Michael Hawkins AM, 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.



Michael Hawkins AM
Chief Executive Officer and Principal Registrar
14 September 2026

Maintaining ethical standards

The Tribunal is committed to ensuring a culture of integrity, leadership and ethical behaviour. Our values and the initiatives we have in place for members and staff, including our onboarding processes and induction programs, reflect our dedication to maintaining high ethical standards and fostering a respectful and responsible organisational culture.

Staff

In 2025–26, the Tribunal strengthened its leadership capability through the implementation of its Leadership Framework, reinforcing a consistent approach to leadership development, performance and culture across all classifications. The Framework supports leadership at all levels and promotes ethical, impactful and adaptive leadership aligned to the Tribunal's strategic priorities and workforce objectives.

The Tribunal's approach to leadership for staff is underpinned by its Leadership Statement:

> We lead with integrity, respect, collaboration, and fairness. We empower and inspire innovation, embrace risk, build capability and confidence, and support wellbeing, putting people at the centre of everything we do.

This statement was embedded across leadership development, recruitment, performance, and development processes, supporting a culture of trust, accountability, collaboration and continuous improvement.

The Tribunal's leadership initiatives were aligned with the APS Values, Code of Conduct, and the Integrated Leadership System to ensure leaders at all levels are equipped to foster inclusion, lead through change, support wellbeing and deliver organisational outcomes. The Tribunal continued to support leadership development through a range of learning opportunities, enabling staff to build leadership capability through experience, exposure and formal learning.

For Senior Executive Service (SES) employees, leadership expectations and performance were aligned with the APS SES Performance Leadership Framework and the Secretaries Charter of Leadership Behaviours (DRIVE). This alignment strengthened accountability, stewardship and organisational performance, while supporting a culture of transparency, integrity and service excellence across the Tribunal.

Members

Members continue to be supported via the Code of Conduct for Non-Judicial Members (the Code). 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. The Tribunal's Member Capability and Development Curriculum also provides an ongoing, structured training, education and professional development program across all jurisdictional areas for members.

The Tribunal's values

Our 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.

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.

Staffing overview

At 30 June 2026, there were 413 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 2026, there were 1,290 staff working at the Tribunal – 1,218 APS employees employed under the PS Act and 72 engaged under labour hire or contract arrangements. Of the 1,218 APS employees, 1,126 are ongoing, 72 are non-ongoing and 20 are engaged to undertake duties that are irregular or intermittent.

Appendix 2: Additional staffing statistics provides the number of APS employees at 30 June 2026 for the Tribunal by employment status, classification, gender and location, and includes information on Indigenous representation.

Workplace planning and retention

Workforce planning at the Tribunal during 2025–26 continued to be guided by the Administrative Appeals Tribunal (AAT) Workforce Strategy 2022–25 and aligned with the organisation's Corporate Plan. This helped ensure the Tribunal had the workforce capability and capacity needed to respond to its changing operating environment. During the reporting year, workforce initiatives focused on continuing to consolidate the operations of the Tribunal following the transition from the AAT, increasing staffing levels in response to growing caseloads, and strengthening organisational capability through targeted learning and development.

Building on this foundation, a new Administrative Review Tribunal Workforce Strategy (Workforce Strategy) was drafted. The Workforce Strategy aims to establish a contemporary and integrated approach to workforce planning. It aligns with corporate priorities and positions the Tribunal to meet future workforce demands within our approved funding model. Our approach includes a strengthened focus on workforce data and reporting, and strategies to attract, develop and retain a skilled and high-performing workforce. Collectively, these efforts ensure workforce planning remains forward-looking, evidence-based and responsive to the Tribunal's changing operational and strategic context.

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, and limiting outsourcing 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.

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. During the reporting period, we continued to use a short-term shadow workforce to assist in the management of workload outside of core business hours. This approach supports the health and wellbeing of staff and assists in the reduction of psychosocial risk.

We continue to analyse key workforce data inputs to inform future workforce planning. This includes internal workforce data reports, APS Employee Census results, corporate and branch plans, our funding model, and gathering feedback through our National Consultative Committee and other governance committees.

Employment agreements and arrangements for staff

At 30 June 2026, 1,182 non-SES staff were covered by the AAT Enterprise Agreement 2024–27, and 27 non-SES staff were covered by 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 2025–26 by classification level.

Australian Public Service Census

The 2025 APS Employee Census (Census) was the first one conducted since the establishment of the Tribunal in October 2024. Highlights from the Census results indicate that Tribunal staff remain committed to their work and are willing to go the extra mile to achieve outcomes for the Australian public. Staff also responded positively to the capabilities of their team and immediate supervisor, and the support for flexible working arrangements at the Tribunal.

A working group was established to develop an action plan for the Tribunal based on our agency-level results. The group identified key areas of focus, including:

1. Leadership and accountability

Thirty-four per cent of staff felt that the Tribunal had improved leadership capability and communication practices in the preceding 6–12 months.

2. Enabling innovation

While 47% of respondents agreed that staff were recognised for being innovative, fewer staff (41%) were inspired to come up with new ways of working.

3. Change and communication

Thirty-three per cent of staff felt that the Tribunal had improved change management practices in the preceding 6–12 months.

4. Fostering wellbeing

While results regarding the promotion of health and wellbeing and the communication of supports available improved, the working group identified the need to build on this work to improve awareness and access to wellbeing support pathways and initiatives.

Executive remuneration

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

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

Remuneration for SES staff in 2025–26 was determined by the Principal Registrar and set out in determinations made under section 24(1) of the PS Act.

SES 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
- the Australian Government Public Sector Workplace Relations Policy 2026
- 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 2025–26 nor did we pay a performance bonus to any staff.

Non-salary benefits for staff

We offer:

- meaningful and diverse work – work that challenges and inspires staff across a variety of fields, including customer service, legal, technology and more.
- flexible working arrangements – options to support work-life balance and help staff manage personal and work commitments.
- generous leave entitlements – access to a range of leave options, including the option to purchase extra leave.
- competitive superannuation – a 15.4% employer superannuation contribution.
- national career opportunities – offices in all states and territories of Australia, with opportunities to work across different locations.
- career growth and professional development – formal and informal learning opportunities to support development and career progression.
- holistic health and wellbeing support – access to wellbeing initiatives, including free annual influenza vaccinations and eye tests.
- salary packaging – options to help staff make the most of their remuneration.

Development of members and staff

Member professional development

The Tribunal's Member Capability and Development Curriculum comprised the following core streams:

- new member inductions
- monthly all-member training
- targeted training programs to address specific issues that arise during the year
- professional development sessions presented by experienced Tribunal members or external experts
- jurisdictional area training programs and external conferences.

Member inductions

There were 3 new member induction programs held during the reporting year. In November 2025, 32 new members attended an induction program delivered internally at the Sydney registry. In February 2026, 38 new members attended an induction program delivered at an external venue in Melbourne. In June 2026, 45 new members attended an induction program delivered at an external venue in Brisbane.

Each new member induction includes presentations from:

- the President – on the key provisions of legislation and Tribunal instruments and policies that are relevant to the role of a 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
- corporate stakeholders – on the support, services and functions they provide to help Tribunal members perform their role
- Member Services, User Services, and the National Listings team – on how their functions support and enable members to perform their role.

Monthly all-member training

During the reporting year, the monthly all-member training program included sessions on:

- workplace behaviour for members
- the pitfalls of using AI
- decision writing and hearing processes, including a keynote address by the Hon Justice Stewart AC on what Tribunal members commonly get right and wrong
- impartiality, presented by the Hon Justice Sarah Derrington AM
- statelessness, presented by visiting legal academic experts
- disability awareness and Tribunal accessibility for members
- LGBTIQ+ awareness and Tribunal accessibility for members.

Targeted training programs

During the reporting year, the Tribunal delivered specific training programs to address identified capability needs including:

- decision writing
- student visa training
- training for members moving to character and citizenship matters
- training for proceeds of crime matters for authorised members
- warrants training for members authorised to issue warrants.

Jurisdictional area training programs

Each jurisdictional area had a focused program of internally facilitated training and communities of practice to help members build the skills needed 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 Australasian Tribunals, International Association of Refugee and Migration Judges, Law Council of Australia, and Australian Institute of Administrative Law.

Staff learning and development

During 2025–26, the Tribunal continued to invest in our workforce capability. We focused on leadership development and building a culture of continuous learning, aligned with the Workforce Strategy, Branch Plans and Corporate Plan.

A key milestone was the launch of the Tribunal's Learning and Development Framework. The Framework sets out a structured and consistent approach to learning and development at the Tribunal. It provides a clear and systematic approach to learning, helping both staff and senior leaders build the confidence and capabilities they need now and into the future.

It was supported by the launch of our 2026 Learning and Development Training Calendar. The calendar identifies available training opportunities for staff, in alignment with the framework's core learning streams:

- Administrative Review Tribunal essentials (mandatory training)
- working at the Tribunal
- leadership
- technical and Australian Public Service capability.

Both the framework and calendar support a strong culture of learning and growth for staff at all levels. During the reporting year, staff accessed training in:

- writing and communication
- stakeholder engagement
- manager acumen
- change management.

There were also internally-led training sessions on:

- performance
- work health and safety obligations
- probation
- information and records management
- understanding delegations
- pay, leave and timesheet management.

Leadership development also remained a key priority. In March 2026, the Tribunal launched its new Leadership Framework, which establishes how we will build leadership capability and support leadership pathways.

In support of our Leadership Framework, we launched 2 new leadership programs: Elevate and Impactful Leaders. We also held our inaugural 'Impactful Leaders Leadership Conference' in Sydney, bringing together all SES and EL2 staff. The conference strengthened leadership capability and confidence. It reinforced shared expectations and highlighted the importance of modelling leadership from the top. It also provided our senior leaders with the opportunity to connect and learn from each other through shared experience.

The Tribunal also launched a new leadership statement, which sets clear expectations for how staff at all levels must lead with integrity, respect, collaboration and fairness. Together, these initiatives support a more consistent and values-driven approach to leadership.

We strengthened our onboarding approach by introducing a structured face-to-screen induction program. This program gives new starters a consistent and engaging introduction to the Tribunal.

We also introduced a dedicated Onboarding Hub and Manager's Onboarding Hub on the Tribunal's intranet. These hubs provide practical tools, onboarding checklists and guidance for new starters and their managers. Together, these improvements help new staff onboard more efficiently and understand our culture, values and expectations from the start. We continued to support mandatory and compliance training through our Learning Management System. This helped staff to meet their legislative, policy and Tribunal assurance requirements. Participation remained strong and we supported this through active monitoring, reporting and engagement with business areas.

In line with assurance requirements, we strengthened skills in key priority and risk areas. These areas included cyber security, information management, the responsible use of artificial intelligence in government, and obligations under the Commonwealth Child Safe Framework. This focus helped our workforce respond to changing risk and assurance requirements and supported a safe, secure and ethical working environment.

Staff capability and career progression were also supported through access to mentoring, study assistance, professional development opportunities, and self-directed learning.

Together, these initiatives strengthen the Tribunal's approach to developing its people. They provide a more consistent, efficient, structured and future-focused approach that supports a skilled, adaptable and high-performing workforce.

Workplace diversity

The Tribunal values the diversity of our workforce. At 30 June 2026, women comprised 64.4% of our APS staff, demonstrating strong representation across all classification levels. Additionally, 7.8% of our staff identified as coming from a non-English speaking background. The number of APS staff identifying as Indigenous increased from 19 to 21, and 73 APS staff identified as having a disability.

We continue to ensure our recruitment practices align with legislative requirements, APS merit principles, and transparency expectations. Our recruitment processes enable applicants to disclose diverse backgrounds, disability, and any reasonable adjustments needed to participate throughout the process. We are a Circle Back Initiative Employer and commit to ensuring every candidate who applies for a role receives a definitive conclusion to their application, regardless of the outcome, to create a more transparent and supportive experience for all job seekers.

Attracting, retaining and supporting a diverse workforce that reflects the community we serve remains a priority. This will be a key focus in our Workforce Strategy, through delivery of our Workforce Planning Framework, and targeted diversity initiatives.

The Tribunal is committed to fostering a safe, respectful and inclusive workplace where diversity is valued and reflected in how we work. This supports our obligations under the Respect@Work framework and contributes to a psychologically safe environment for all staff.

The Member Diversity and Inclusion Subcommittee of the TAC promotes diversity of skills, expertise, lived experience and knowledge to advance the Tribunal's objective in section 9 of the ART Act. An aspect of that objective is accessibility and responsiveness to the diverse needs of parties to proceedings.

In September 2025, we also established a Staff Diversity Committee. The committee brings together staff representatives across key diversity areas, supported by SES Diversity Champions. It provides a structured way for employees to contribute to inclusion initiatives and share their perspectives. This committee supports workplace culture, awareness and promotion of inclusion events and activities. This helps build more consistent and inclusive practices across the Tribunal.

A key focus for the staff committee and its SES Champions was the delivery of a diversity and inclusion events calendar for the Tribunal. The calendar identified and promoted key cultural and inclusion events across the year.

In 2025–26, the Tribunal recognised events including NAIDOC Week, International Women's Day, IDAHOBIT, Pride Month, Harmony Week, Refugee Week, National Reconciliation Week, Neurodiversity Celebration Week, National Sorry Day, Uluru Statement from the Heart, Mabo Day and the Anniversary of the Tent Embassy.

Activities for each of these events gave staff and members opportunities to engage, learn and reflect, increasing awareness of diverse perspectives across the workforce and the broader community.

Participation was further supported through internal communications, curated learning resources and access to external materials through the Tribunal's diversity partnerships. The Tribunal has maintained memberships with Diversity Council Australia and Pride in Diversity, providing staff with access to contemporary research, practical resources, events and eLearning. These partnerships support inclusive leadership capability and help staff apply diversity and inclusion principles in their day-to-day work.

These combined efforts have strengthened the Tribunal's approach to diversity and inclusion. They have improved access to learning, increased staff awareness and engagement, and supported the development of inclusive leadership practices. This contributes to a workplace culture where people feel respected, included and able to contribute. It also supports stronger organisational outcomes and a greater sense of belonging.

Work health and safety

The Tribunal is committed to ensuring the health, safety and wellbeing of all staff, members, contractors and visitors through 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.

The Tribunal has continued to strengthen its work health and safety management system (WHSMS) through enhancements to its risk management framework and refinement of existing processes to ensure continued compliance with legislative obligations. In 2025–26, the Tribunal undertook an internal audit to review the WHSMS, and outcomes included a range of recommended improvements to policies, procedures and processes. During the reporting period, we implemented improvements including releasing a psychosocial safety procedure, updating risk registers for psychosocial safety and the legacy case management system TRACS, and establishing a psychosocial safety hub with guidance, information and resources. We will continue to strengthen the WHSMS in 2026–27 through ongoing improvement activities.

The Tribunal also continued to focus on identifying and managing workplace risks across its operations, including psychosocial and physical hazards. We focused particularly on maintaining a safe, respectful and healthy workplace. In February 2026, we conducted psychosocial risk workshops in relation to workload, role demands and job control, risks associated with potentially traumatic material or events, and the use of the legacy case management system TRACS. This work has informed the design and development of new WHS Risk Assessment tools for deployment in 2026–27.

A new WHS incident reporting form was also released that includes psychosocial safety content, to better inform reporting and how the Tribunal manages and responds to risk.

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, management representatives, and the Health, Safety and Wellbeing team. 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 2025–26, the Tribunal reviewed the governance arrangements for the committee and updated its terms of reference to clarify the roles and responsibilities of the committee and its members.

During the reporting year, several initiatives were implemented to enhance the supports available to assist all workers in managing their health and wellbeing, including:

- presentations on mental health and wellbeing by internal and external speakers on topics including mental health awareness and an introduction to vicarious trauma
- presentations on psychosocial safety for staff and members, including sessions as part of corporate inductions, presentations by subject matter experts, and tailored sessions for business areas and teams
- promotion of the Employee Assistance Program (EAP), including a new EAP intranet site and delivery of EAP awareness sessions
- delivery of an SES and EL2 leadership conference that included a keynote address from Comcare on 'Psychosocial safety at work – it's everyone's responsibility'
- launch of a Mental Health and Wellbeing Hub, including a wellbeing calendar and resources
- WHS workplace inspections
- ongoing support with workstation assessments and workplace adjustments.

Notifiable incidents and investigations

In accordance with the reporting requirements under Schedule 2, Part 4 of the WHS Act, the following were recorded during the 2025–26 reporting year:

- **WHS incident notifications** –Tribunal workers reported 68 WHS events that included incidents, near misses and hazards affecting Tribunal workers and their operations
- **Notifiable incidents** – no incidents were notified to Comcare under Part 3 of the WHS Act
- **Enforceable undertakings** – no directions were given to the Tribunal under Part 11, section 217 of the WHS Act
- **Securing compliance** – no investigations were commenced in 2025–26
- **Enforcement measures** – no notices were issued under Part 10, section 191 of the WHS Act.

Compensation

During 2025–26, Comcare accepted 4 workers' compensation claims. The Tribunal continued to meet its obligations under the *Safety, Rehabilitation and Compensation Act 1988* by providing individualised rehabilitation management, advice and support to employees with work-related injuries or illnesses.

The Tribunal maintained a proactive early intervention approach to reduce the impact and duration of injuries and support sustainable return-to-work outcomes. Regular engagement with Comcare also supported timely claims management, effective rehabilitation planning and employee wellbeing.

The number of accepted claims remained broadly consistent over the 3-year period.

Table 4.1: Trends in compensation claims, 2023–24 to 2025–26

	2023–24	2024–25	2025–26
Number of claims accepted	4	3	4

Workplace harassment

The Tribunal remains committed to maintaining a safe, respectful, inclusive and equitable workplace for employees, members and contractors. The Tribunal does not tolerate harassment, bullying, sexual harassment or discrimination, and continues to meet its obligations under the *Public Service Act 1999,* the WHS Act and the *Sex Discrimination Act 1984*.

The Tribunal recognises that preventing harassment and bullying requires visible leadership, clear policies and procedures, regular communication and practical capability-building.

In 2025–26, we delivered and maintained a range of proactive measures, including:

- messages from the Principal Registrar sharing guidance available to APS staff on the importance of speaking up and encouraging them to engage in the APSC's 'Building a Speak Up Culture' initiative
- news items to remind staff of the Tribunal's expectations about respectful workplace behaviour and available reporting mechanisms
- leadership discussions to support managers to model respectful behaviour, respond early to concerns and foster an inclusive workplace culture
- mandatory training and induction modules to support staff and managers to understand their responsibilities in relation to bullying, harassment and sexual and gender-based violence

- ongoing support and guidance for staff and managers
- trained Wellbeing Support Officers to provide confidential mental health first aid, information about Tribunal processes and referrals to internal and external support services.

The Tribunal responds to allegations of bullying, harassment and sexual harassment in a supportive, respectful and confidential manner. In 2025–26, we:

- provided accessible pathways for staff to raise complaints with line managers, Wellbeing Support Officers, People and Culture, and other appropriate personnel
- took appropriate action to address concerns, reduce the risk of recurrence and support safe, respectful working relationships
- assessed reports promptly and, where applicable, conducted formal investigations consistent with the Tribunal's managing misconduct procedure, APS obligations and WHS requirements.

These measures support a workplace culture where staff feel safe to raise concerns early and have confidence that matters will be handled appropriately.

The Code of Conduct for Non-Judicial Members contains provisions dealing with sexual harassment, bullying and discrimination. 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

Channel management reforms

During 2025–26, the Tribunal made significant headway with channel management reforms to simplify user access and improve service delivery efficiency. We received more than 457,000 emails and over 112,000 phone calls during the reporting year. In this time, we nationalised our central contact line and consolidated 23 external-facing email entry points into 2 main addresses. These changes provide clearer and more consistent pathways for users. They reduce confusion about where to direct enquiries and provide a more streamlined and smoother experience, regardless of where users are located.

The transition to a national service model supported the Tribunal to manage high lodgement volumes and an unprecedented on-hand caseload. The national model allows work to be distributed according to capacity rather than geography. This enables us to use surge resources across phone and email channels to keep up with shifting demand. This improved our responsiveness and consistency in service delivery. It also enabled us to use our workforce more effectively and maintain accessible frontline services during periods of operational pressure.

Tribunal registrars

The ART Act provides the President with powers to authorise Tribunal registrars to perform a range of functions that were largely previously limited to members. These changes give the Tribunal greater flexibility in managing and resolving applications for review and ensuring we meet our statutory objective.

Our focus on achieving productivity gains and efficiencies through Tribunal registrars continued throughout the reporting year. The range of functions exercised by registrars expanded incrementally during 2025–26. At 30 June 2026, registrars routinely exercised 18 different powers. They also undertook a significant volume of directions hearings and dispute resolution processes across caseloads. To support the exercise of additional powers, we continued to recruit new registrars during the reporting year. At 30 June 2026, the Tribunal employed 93.47 full-time equivalent registrars. An additional 15 registrars commenced in July 2026.

In 2026–27, the Tribunal will continue to explore appropriate opportunities to expand registrar functions. We will also review and refine case pathways to support the timely resolution of applications, with as little formality and expense as a proper consideration of the matters before the Tribunal permits. This will allow members to focus on conducting hearings, making decisions and undertaking more complex case management activities.

Purchasing

The Tribunal's internal procurement policies and procedures reflect the Commonwealth Procurement Framework and are updated to incorporate any updates or changes as they occur. These policies supported staff to apply the Commonwealth Procurement Rules (CPRs) and Procurement Connected Policies (PCPs) appropriately and effectively.

In 2025–26, we maintained and enhanced our policies, procedures, resources and systems. This included:

- transitioning to a centralised procurement model
- 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 business areas 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
- fair competition
- the efficient, effective, economical and ethical use of government resources
- accountability and transparency.

The Tribunal 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 approaches to market. We also complied with the Indigenous Procurement Policy and promoted the use of Supply Nation, the Indigenous business directory.

The Tribunal also increased participation of Australian businesses, in line with the introduction of CPR5.4. We did this by identifying and approaching an Australian business, where possible, in approaches to market.

The Tribunal supported small business participation in the Commonwealth Government procurement market. We used plain English in our requests for quotes and included at least one small and medium enterprise (SME), where possible, in approaches to market. We also complied with CPR5.5 when approaching the market and used the Commonwealth Contracting Suite.

Statistics on SME participation are available on the Department of Finance's website.

The Tribunal 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.

During the reporting period, the Tribunal maintained records of all contracts valued at $10,000 (GST inclusive) or more. These records included procurement and decision-making documentation, contracts and purchase orders, and ongoing contract management information. We reported eligible contracts on AusTender, and updated contract notices 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. The Tribunal primarily engages consultants through the mandatory Whole-of-Australian-Government Management Advisory Services Panel.

In 2025–26, the Tribunal engaged consultants specifically to conduct audits and investigations, assessments and testing, and provide independent advice and solutions to inform our decision-making.

Table 4.2: Expenditure on reportable consultancy contracts current report period, 2025–26

Reportable consultancy contracts	Number of contracts	Total expenditure $'000 (GST incl.)
New contracts entered into during the reporting period	10	$450
Ongoing contracts entered into during a previous reporting period	4	$298
Total	**14**	**$748**

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.

The table below sets out the Tribunal's actual expenditure paid on all reportable non-consultancy contracts in the reporting period.

Table 4.3: Expenditure on reportable non-consultancy contracts current report period, 2025 26

Reportable non-consultancy contracts	Number of contracts	Total expenditure $'000 (GST incl.)
New contracts entered into during the reporting period	181	$22,575
Ongoing contracts entered into during a previous reporting period	189	$26,523
Total	**370**	**$49,098**

Annual reports contain information about actual expenditure paid 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 4.4: Organisations receiving a share of reportable consultancy contract expenditure paid, 2025–26 (top 5 by expenditure)

Name of organisation	Expenditure paid $'000 (GST incl.)
KPMG	$204
Portable Australia PL	$177
Orima Research	$75
Synergy Group Australia Pty Ltd	$71
Scyne Advisory Pty Ltd	$55

Table 4.5: Organisations receiving a share of reportable non-consultancy contract expenditure paid, 2025–26 (top 5 by expenditure)

Name of organisation	Expenditure paid $'000 (GST incl.)
Data #3 Limited	$ 6,425
Translationz Pty Ltd	$5,057
Randstad Pty Limited	$2,112
Hays Personnel Services	$1,908
Comcare	$1,773

Reporting on purchases

Details of all contracts of $100,000 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 4.6: Contracts of $100,000 or more that did not include a clause providing for the Auditor-General to have access to the contractor's premises, 2025–26

Name of organisation	Contract value $'000 (GST incl.)	Purpose	Reason for non-inclusion of clause
Lexis Nexis	$1,006	Online and print subscription service	Given the nature of the services, access to Lexis Nexis' premises, systems and personnel was not required for the purposes of verifying performance. This reflects the standard market position for similar services.
Thomson Reuters	$1,733	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 of more than $10,000 (including GST) 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 2026
- a table showing the number of members assigned to each jurisdictional area at 30 June 2026
- lists of appointment changes during 2025–26
- profiles of the President and the jurisdictional area leaders
- information on the Member Code of Conduct, the Member Performance Standard, and an overview of action taken by the President.

Members at 30 June 2026

The table below contains details of appointments at 30 June 2026 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 30 June 2026.

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 members who were appointed to the Administrative Appeals Tribunal (AAT) immediately before 14 October 2024 and became a member of the Tribunal on that date, their appointment is noted as having commenced on 14 October 2024.

The Tribunal maintains a Table of Statutory Appointments on its website, which includes details of all current Tribunal members and their previous Tribunal appointments.

Table A1.1: Members of the Tribunal at 30 June 2026

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 presidents				
Judges of the Federal Court				
The Hon Justice Berna Collier	10 December 2025	9 December 2027	QLD	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Roger Derrington	10 December 2025	9 December 2030	QLD	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Lisa Hespe	25 May 2025	24 May 2027	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Ian Jackman	7 December 2025	8 December 2027	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Geoffrey Kennett	25 May 2025	24 May 2027	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Timothy McEvoy	10 December 2025	9 December 2027	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Melissa Perry	20 July 2025	19 July 2027	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
The Hon Justice Thomas Thawley	20 July 2025	19 July 2027	NSW	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Judges of the Federal Circuit and Family Court of Australia (Division 1)				
The Hon Justice Alister McNab	10 December 2025	9 December 2030	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Non-judicial deputy presidents – 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

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
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
Non-judicial deputy presidents – 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

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
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
Dr 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
Dr 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, MIG, 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, NDIS, 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
Jane Lye	14 October 2024	13 October 2028	QLD	GEN, I&S, MIG, SOC, T&B, VWC
Chelsea Lyford	14 October 2024	13 October 2029	WA	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Dr 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
Kim Parker	14 October 2024	13 October 2029	VIC	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Kira Raif	14 October 2024	13 October 2029	NSW	GEN, MIG, NDIS, PRO
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

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
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	MIG, NDIS
Louise Nicholls	14 October 2024	30 June 2028	NSW	GEN, MIG, NDIS, PRO
Robert Olding	14 October 2024	30 June 2027	QLD	GEN, MIG, T&B
Peta Spender	2 December 2024	1 December 2028	ACT	GEN, I&S, MIG, NDIS, SOC, T&B, VWC
Penelope Thew	7 April 2025	6 April 2028	NSW	GEN, MIG, PRO, 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, MIG, SOC
Alexander Ward AM	14 October 2024	30 June 2028	SA	GEN, MIG, VWC
Simon Webb	14 October 2024	13 October 2029	ACT	GEN, I&S, MIG, NDIS, SOC, T&B, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
General members				
Salaried				
Michael Abood	14 October 2024	13 October 2029	NSW	GEN, MIG, T&B, VWC
Rachael Adolphe	2 February 2026	1 February 2029	QLD	MIG, PRO
Kylie Allen	9 October 2025	8 October 2028	NSW	MIG, PRO
Dr Adrienne Anderson	8 November 2025	7 November 2028	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
Dr Nicolas Augoustinos	14 October 2024	13 October 2028	NSW	GEN, MIG, PRO, T&B
Thuy Huong Baggiano	14 October 2024	13 October 2029	QLD	MIG, PRO
Mia Bailey	9 October 2025	8 October 2028	QLD	MIG, PRO
Joanne Bakas	25 September 2025	24 September 2028	SA	GEN, MIG, NDIS, PRO, SOC
Dale Bampton	1 June 2026	30 May 2029	QLD	GEN, MIG, NDIS, PRO
Wendy Banfield	14 October 2024	30 June 2028	ACT	MIG, PRO
Dr M Ehteshamul Bari	27 October 2025	26 October 2028	VIC	MIG, PRO
Daniel Bartlett	19 January 2026	18 January 2029	QLD	GEN, I&S, MIG, PRO, T&B
Richard Bean	19 January 2026	18 January 2029	NSW	GEN, MIG, PRO
Alicia Bills	16 October 2025	15 October 2028	SA	GEN, MIG, NDIS, PRO, SOC
Kim Boyd	14 October 2024	29 September 2028	VIC	MIG, PRO
Michelle Boyle	1 June 2026	30 May 2030	NSW	GEN, MIG, PRO, VWC
Fiona Brady	14 October 2024	18 August 2029	SA	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Michael Brereton	8 November 2025	7 November 2028	VIC	I&S, MIG, PRO
Dr Max Bruce	14 October 2024	13 October 2029	SA	GEN, MIG, PRO, T&B
Mitchell Bruce-Smith	1 June 2026	30 May 2030	WA	GEN, I&S, MIG, PRO
Micah Burch	14 October 2024	29 September 2029	NSW	GEN, MIG, PRO, T&B, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
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
Talitha Burson	19 January 2026	18 January 2029	QLD	GEN, MIG, PRO, T&B
Bryn Butler	8 November 2025	7 November 2028	VIC	MIG, PRO
Jason Cabarrús	9 October 2025	8 October 2028	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
Rosalinda Casamento	27 October 2025	26 October 2028	VIC	MIG, NDIS
Holly Casey	17 March 2025	16 March 2027	TAS	GEN, MIG, 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, NDIS, PRO, SOC, T&B
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
Chelsea Clark	19 January 2026	18 January 2029	VIC	MIG, PRO
Dr Sevda Clark	19 January 2026	18 January 2029	NSW	GEN, MIG, NDIS, PRO
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
Lisa Coffey	27 October 2025	26 October 2028	QLD	MIG, PRO
Katherine Cook	1 June 2026	30 May 2029	ACT	GEN, I&S, MIG, PRO
Clyde Cosentino	30 October 2025	29 October 2028	QLD	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Sarah Anne Costanzo	1 June 2026	30 May 2029	VIC	GEN, MIG, PRO, VWC
Angela Cranston	14 October 2024	13 October 2027	NSW	MIG, PRO
Mark Cuomo	1 June 2026	30 May 2030	WA	GEN, MIG, NDIS, PRO, SOC, T&B
Matthew Currie	14 October 2024	13 October 2029	NSW	MIG, PRO, VWC
Gabrielle Curtis	14 October 2024	29 September 2029	NSW	MIG, PRO
Rachel Da Costa	14 October 2024	30 June 2029	NSW	MIG, NDIS, PRO
Jacqueline Dalling	1 June 2026	30 May 2031	QLD	GEN, MIG, NDIS, PRO
Mark Darian-Smith	14 October 2024	13 October 2029	NSW	GEN, MIG, T&B
Phillip Davies	2 February 2026	1 February 2029	VIC	MIG, PRO, T&B
Alison Dayman	27 October 2025	26 October 2028	QLD	GEN, MIG, PRO, SOC
Susan De Bono	14 October 2024	13 October 2029	VIC	GEN, MIG, NDIS, SOC
Gabrielle Deal	1 June 2026	31 May 2031	VIC	MIG, PRO
Kelvin Defranciscis	14 October 2024	13 October 2029	QLD	GEN, MIG, NDIS, PRO, SOC, VWC
Sandeep Dhillon	2 December 2024	1 December 2029	NSW	MIG, PRO
Namoi Dougall	19 January 2026	18 January 2029	NSW	MIG, PRO
Tegen Downes	14 October 2024	13 October 2028	QLD	MIG, PRO
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, MIG, T&B
Alan Duri	27 October 2025	26 October 2028	NSW	GEN, MIG, PRO, SOC
Suseela Durvasula	30 October 2025	29 October 2028	NSW	MIG, PRO
Casey Dutkowski	14 October 2024	13 October 2029	NSW	MIG, PRO
Suhad Dutra	9 October 2025	8 October 2028	NSW	MIG, PRO
Jessica Edis	8 November 2025	7 November 2028	WA	MIG, PRO
Thomas Ellison	14 October 2024	29 September 2029	SA	GEN, I&S, MIG, NDIS, PRO, T&B, VWC
Xanthe Emery	30 October 2025	29 October 2028	NSW	MIG, PRO
Peter Emmerton	14 October 2024	30 June 2029	SA	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Jennifer Ermert	16 October 2025	15 October 2028	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
Dr Stewart Fenwick	14 October 2024	30 June 2028	VIC	GEN, I&S, MIG, NDIS, PRO, SOC, T&B, VWC
Andrew Field	27 October 2025	26 October 2028	VIC	GEN, MIG, PRO, T&B
Garry Fitzgerald	16 October 2025	15 October 2028	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
Amanda Forsyth	1 June 2026	30 May 2030	SA	MIG, PRO
Neil Foster	14 October 2024	30 September 2029	QLD	MIG, NDIS, SOC
Brendan Fox	17 March 2025	16 March 2027	TAS	GEN, MIG, PRO
Estelle Frawley	27 October 2025	26 October 2028	SA	MIG, PRO, T&B
Maria Gagliardi	9 October 2025	8 October 2028	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
Dr 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
Donald Gordon	8 November 2025	7 November 2028	VIC	MIG, PRO
Benjamin Goulding	8 November 2025	7 November 2028	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

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Yvonne Grant	19 January 2026	18 January 2029	NSW	MIG, PRO, T&B
Dr Carolyn Graydon	26 February 2026	25 February 2029	VIC	MIG, PRO
Katarina Grenfell	19 January 2026	18 January 2029	SA	MIG, PRO, T&B
Timothy Griffin	1 June 2026	30 May 2031	SA	GEN, I&S, MIG, PRO, T&B, VWC
Timothy Griffiths	13 January 2025	12 January 2028	NSW	GEN, MIG, PRO, T&B
John (Richard) Guemy	30 October 2025	29 October 2028	NSW	GEN, MIG, PRO
Ratula Gupta	19 January 2026	18 January 2029	NSW	MIG, PRO, VWC
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
Genevieve Hamilton	14 October 2024	30 June 2028	VIC	I&S, MIG, PRO
Karen Hamilton	5 February 2026	4 February 2029	QLD	GEN, MIG, NDIS, SOC
Rachelle Hampson	14 October 2024	18 August 2028	QLD	GEN, MIG, NDIS, PRO, SOC, VWC
Gregory Hanson	16 October 2025	15 October 2028	VIC	MIG, PRO
Lisa Harris	13 January 2025	12 January 2028	QLD	GEN, MIG, NDIS, PRO, T&B
Peter Harris	27 October 2025	26 October 2028	VIC	GEN, MIG, PRO, SOC, T&B
Katherine Harvey	14 October 2024	13 October 2029	SA	MIG, PRO
Parastou Hatami	27 October 2025	26 October 2028	ACT	MIG, PRO
Deborah Heron	14 October 2024	13 October 2029	QLD	MIG, NDIS, SOC
Virajith Hewaarachchi	2 December 2024	1 December 2029	VIC	MIG, PRO
Amanda Hickey	27 October 2025	26 October 2028	VIC	MIG, NDIS
Lorraine Hill	14 October 2024	29 September 2029	QLD	GEN, I&S, MIG, PRO, SOC
Dr Asher Hirsch	14 October 2024	13 October 2029	VIC	MIG, PRO
Dr Khanh Hoang	9 October 2025	8 October 2028	QLD	MIG, PRO
Dr Susan Hoffman	14 October 2024	30 June 2028	WA	GEN, MIG, PRO, SOC
Susan Hogarth	19 January 2026	18 January 2029	QLD	MIG, PRO
Richard Hooker	14 October 2024	13 October 2029	WA	GEN, MIG, PRO, SOC, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Edward Howard	14 October 2024	13 October 2028	QLD	MIG, PRO
James Horsley	8 November 2025	7 November 2028	VIC	MIG, PRO
Noelle Hossen	4 December 2025	3 December 2028	WA	MIG, PRO
Denny Hughes	30 October 2025	29 October 2028	VIC	MIG, PRO
Lesley Hunt	19 January 2026	18 January 2029	QLD	MIG, PRO
Penelope Hunter	14 October 2024	30 June 2029	NSW	GEN, MIG, NDIS, PRO
Sarah Irvine	16 October 2025	15 October 2028	TAS	GEN, MIG, NDIS, SOC
Meredith Jackson	27 October 2025	26 October 2028	QLD	GEN, MIG, NDIS, PRO, SOC
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
Dr Rachelle Johnston	4 December 2025	3 December 2028	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
Reetu Kakkar	1 June 2026	30 May 2029	NSW	MIG, PRO
Samira Kamandi	9 October 2025	8 October 2028	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
Elisa Kidston	14 October 2024	30 September 2028	QLD	GEN, MIG, PRO, SOC
Hee-Jung Kim	30 October 2025	29 October 2028	NSW	MIG, PRO
Anita King	14 October 2024	18 August 2029	VIC	GEN, MIG, NDIS, PRO, SOC
Dr Jackie King	27 October 2025	26 October 2028	VIC	MIG, NDIS, PRO
Matthew King	9 October 2025	8 October 2028	QLD	GEN, MIG, NDIS, SOC
Sandra Koller	17 March 2025	16 March 2027	NSW	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
John Kotsifas	4 December 2025	3 December 2028	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
James Larcombe	19 January 2026	18 January 2029	NSW	GEN, MIG, PRO, SOC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Deborah Laver	5 February 2026	4 February 2029	NSW	GEN, MIG, PRO, SOC
Joshua Le Vay	30 October 2025	29 October 2028	NSW	MIG, PRO
Gary Ledson	8 November 2025	7 November 2028	VIC	MIG, PRO
Stephanie Lee-Brodzeli	1 June 2026	31 May 2029	NSW	
Alicia Le'Roy	27 October 2025	26 October 2028	WA	MIG, PRO, SOC, T&B
Luca Lesic	2 February 2026	1 February 2029	VIC	MIG, PRO
Simon Letch	14 October 2024	30 June 2029	QLD	GEN, MIG, NDIS, PRO, SOC
Lisa Maree Lo Piccolo	16 October 2025	15 October 2028	VIC	MIG, PRO
Jennifer Lock	14 October 2024	18 August 2028	SA	GEN, MIG, NDIS, PRO, SOC, VWC
Hamish Locke	1 June 2026	30 May 2031	TAS	GEN, MIG, NDIS, PRO, SOC
Ben Lumsdaine	4 December 2025	3 December 2028	NSW	MIG, PRO
Li Ting Luo	14 October 2024	13 October 2028	VIC	GEN, MIG, PRO, T&B
Scott MacKenzie	1 June 2026	30 May 2029	QLD	GEN, MIG, NDIS, PRO, SOC, VWC
Dr Jennifer Maclean	14 October 2024	18 August 2028	NSW	GEN, MIG, NDIS, PRO, SOC
Rebecca Maerschel	19 January 2026	18 January 2029	SA	MIG, PRO
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	4 December 2025	3 December 2028	WA	MIG, PRO
Laura-Leigh Manville	14 October 2024	18 August 2029	QLD	GEN, MIG, SOC
Maxina Martellotta	5 February 2026	4 February 2029	WA	GEN, MIG, NDIS, PRO, SOC
Janelle Martin	1 June 2026	30 May 2031	QLD	MIG, PRO
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	QLD	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Carolyn McAnally	14 October 2024	13 October 2029	QLD	GEN, I&S, MIG, PRO, T&B
Louise McBride	14 October 2024	29 September 2029	NSW	GEN, I&S, MIG, T&B
Maralean McCalman	5 February 2026	4 February 2029	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
Laura McDonough	1 June 2026	30 May 2030	VIC	GEN, MIG, PRO
Kylie McGrath	2 December 2024	1 December 2028	QLD	MIG, PRO
Robert McLaughlin	5 February 2026	4 February 2029	ACT	I&S, MIG, PRO, VWC
Jessica McLeod	16 October 2025	15 October 2028	VIC	MIG, PRO, SOC
Stefanie Memmott	4 December 2025	3 December 2028	NSW	MIG, PRO
Justin Meyer	14 October 2024	13 October 2028	VIC	MIG, PRO
Sophia Michael	19 January 2026	18 January 2029	NSW	MIG, PRO
Rebecca Mikhail	30 October 2025	29 October 2028	NSW	MIG, PRO
Dr Paul Millar	14 October 2024	18 August 2028	NSW	GEN, I&S, MIG, NDIS, PRO, VWC
Morag Milton	19 January 2026	18 January 2029	VIC	MIG, PRO
Ali Mojtahedi	19 January 2026	18 January 2029	NSW	MIG, PRO
Justin Moyes	27 October 2025	26 October 2028	NSW	MIG, PRO
Sydelle Muling	8 November 2025	7 November 2028	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
Elizabeth Needham	27 October 2025	26 October 2028	WA	GEN, I&S, MIG, NDIS, PRO, SOC
John Neill	19 January 2026	18 January 2031	NT	GEN, MIG, NDIS, PRO, T&B, VWC
Ashley Ngion	2 February 2026	1 February 2029	VIC	MIG, PRO
Paul Noonan	14 October 2024	30 June 2029	VIC	GEN, MIG, PRO, SOC
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

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Jonathon Papalia	14 October 2024	18 August 2029	WA	GEN, I&S, MIG, NDIS, PRO, SOC, VWC
Stacey Parker	27 October 2025	26 October 2028	QLD	MIG, PRO
Jason Pennell	14 October 2024	30 June 2028	VIC	GEN, MIG, PRO
Leah Perkins	27 October 2025	26 October 2028	VIC	MIG, PRO
Robert Perry	19 January 2026	18 January 2031	NT	MIG, NDIS, PRO, VWC
Myra Poon	14 October 2024	13 October 2029	QLD	GEN, MIG, PRO, T&B
Damien Power	30 October 2025	29 October 2028	NSW	MIG, PRO
France Prasad	27 October 2025	26 October 2028	VIC	MIG, PRO, VWC
Radhika Prasad	30 October 2025	29 October 2028	NSW	GEN, MIG, PRO, SOC, VWC
Victoria Price	16 October 2025	15 October 2028	VIC	MIG, PRO
Lara Proske	9 October 2025	8 October 2028	SA	GEN, MIG, NDIS, PRO, SOC
Natalie Purcell	26 February 2026	25 February 2029	NSW	MIG, NDIS, PRO
Noel Reeves	1 June 2026	30 May 2030	QLD	MIG, PRO
Adrian Richards	1 June 2026	30 May 2030	VIC	GEN, MIG, PRO, T&B
Fraser Robertson	9 October 2025	8 October 2028	WA	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Linda Rogers	1 June 2026	30 May 2031	NSW	GEN, MIG, NDIS, PRO, SOC
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
Dr Frank Russo	14 October 2024	30 June 2028	NSW	MIG, PRO
Emily Rutherford	14 October 2024	29 September 2028	SA	MIG, PRO
Amanda Ryding	5 February 2026	4 February 2029	NSW	GEN, MIG, NDIS, SOC
Dr Gerard Sammon	14 October 2024	13 October 2029	QLD	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, MIG, NDIS, SOC
Katharine Scarlett	13 January 2025	12 January 2028	VIC	GEN, MIG, PRO, T&B

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Grant Schubert	13 January 2025	12 January 2028	VIC	GEN, I&S, MIG, PRO, SOC, T&B
Imogen Selley	14 October 2024	29 September 2029	SA	MIG, NDIS, PRO, T&B
Mary Sheargold	14 October 2024	13 October 2029	VIC	MIG, PRO
Inge Sheck	16 October 2025	15 October 2028	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
Dr Gabrielle Simm	18 December 2025	17 December 2028	VIC	MIG, PRO
Michael Simmons	9 October 2025	8 October 2028	ACT	MIG, PRO
Raymond Smith	5 February 2026	4 February 2029	WA	GEN, I&S, MIG, NDIS, PRO, SOC, VWC
Rebecca Smith	14 October 2024	13 October 2029	SA	GEN, MIG, T&B
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
Lauri Stewart	1 June 2026	30 May 2029	VIC	GEN, MIG, PRO, T&B
Claire Stokes	14 October 2024	29 September 2028	SA	GEN, MIG, PRO, T&B
Warren Strange	14 October 2024	13 October 2028	QLD	GEN, MIG, 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
Fraser Syme	14 October 2024	13 October 2029	VIC	MIG, PRO
Sally Szmerling	19 January 2026	18 January 2029	VIC	MIG, PRO
Angela Theodorelos	19 January 2026	18 January 2029	ACT	MIG, PRO
Heidi Thomas	27 October 2025	26 October 2028	VIC	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
Richard Timpson	19 January 2026	18 January 2029	VIC	MIG, PRO

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Justin Toohey	5 February 2026	4 February 2029	QLD	GEN, MIG, NDIS, SOC
Patricia Tyson	9 October 2025	8 October 2028	NSW	MIG, PRO
Neha Vaidyanathan	1 June 2026	30 May 2030	QLD	MIG, PRO
Katherine Valentine	19 January 2026	18 January 2029	VIC	MIG, PRO, VWC
Andrew Verduci	8 November 2025	7 November 2028	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	16 October 2025	15 October 2028	VIC	MIG, PRO
Kate Walshe	19 January 2026	18 January 2029	NSW	MIG, PRO
Bryony Walters	14 October 2024	13 October 2029	NSW	MIG, SOC
Susan Waring	14 October 2024	18 August 2028	QLD	GEN, MIG, NDIS, PRO, SOC, T&B, VWC
Dr Gregory Weeks	30 October 2025	29 October 2028	NSW	GEN, MIG, PRO, SOC
Katy Welch	1 June 2026	31 May 2029	WA	MIG, PRO
Bruce Wells	14 October 2024	13 October 2029	QLD	MIG, PRO
Paul White	9 October 2025	8 October 2028	NSW	MIG, PRO
Catherine Willis	14 October 2024	18 August 2029	VIC	GEN, MIG, T&B
Carolyn Wilson	16 October 2025	15 October 2028	SA	MIG, PRO
Jennifer Wilson	14 October 2024	13 October 2029	ACT	GEN, MIG, NDIS, PRO, VWC
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	30 October 2025	29 October 2028	NSW	MIG, PRO
Sophia Ziebell-Barnes	8 November 2025	7 November 2028	VIC	GEN, MIG, PRO, SOC
Malek Zraika	13 January 2025	12 January 2028	NSW	GEN, MIG, NDIS, PRO, T&B
Sessional				
Dr William Appleton	14 October 2024	30 June 2027	VIC	GEN, MIG, SOC, VWC
David Barker	1 June 2026	30 May 2031	NSW	MIG, NDIS, PRO, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Troy Barty	19 January 2026	18 January 2030	VIC	GEN, MIG, NDIS, PRO, SOC
Michelle Baulch	14 October 2024	13 October 2027	TAS	GEN, MIG, SOC
Eliza Bergin	19 January 2026	18 January 2029	SA	GEN, MIG, PRO, T&B
Dr Alexandra Bordujenko	14 October 2024	30 June 2027	QLD	GEN, MIG, NDIS, SOC, VWC
John Boultbee AM	14 October 2024	29 September 2027	NSW	GEN, MIG, PRO, T&B
Dr Christhilde Breheny	14 October 2024	30 June 2028	TAS	GEN, MIG, SOC
Steven Brnovic	1 June 2026	30 May 2031	VIC	GEN, MIG, PRO, T&B
Moira Brophy	14 October 2024	30 June 2029	NSW	GEN, MIG, PRO, SOC, VWC
Naomi Bryant	19 January 2026	18 January 2031	TAS	GEN, MIG, NDIS, PRO, SOC, VWC
Alexander Byers	14 October 2024	30 June 2027	QLD	GEN, MIG, SOC
Ian Campbell	1 June 2026	30 May 2030	NSW	GEN, I&S, MIG, PRO, VWC
Dr Jennifer Cavanagh	14 October 2024	30 June 2027	QLD	MIG, SOC, VWC
Rachel Chrapot	19 January 2026	18 January 2029	VIC	MIG, PRO
Damian Creedon	14 October 2024	30 June 2027	WA	MIG, PRO
Maria Cristoffanini	27 October 2025	26 October 2030	WA	MIG, PRO
Julia Davey	1 June 2026	30 May 2031	SA	GEN, MIG, NDIS, PRO, T&B
Bernadette Day	14 October 2024	29 September 2027	SA	GEN, MIG, PRO
John Devereux	14 October 2024	30 June 2029	QLD	GEN, MIG, SOC
Deborah Dinnen	14 October 2024	10 October 2029	NSW	GEN, MIG, PRO, T&B, VWC
Kathryn Bennett	1 June 2026	30 May 2031	NSW	
Maritsa Eftimiou	1 June 2026	30 May 2031	NSW	GEN, MIG, NDIS, PRO, SOC
David Evenden	1 June 2026	30 May 2030	NSW	GEN, MIG, NDIS, PRO
Sarah Fisher	2 February 2026	1 February 2031	VIC	MIG, PRO
Dr Ian Freckelton AO KC	19 January 2026	18 January 2030	VIC	GEN, MIG, PRO, SOC, T&B

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Patrick Gardner	14 October 2024	13 October 2027	NSW	GEN, MIG, NDIS, PRO, T&B
Nicholas Gaudion	14 October 2024	30 June 2027	NSW	GEN, T&B
Jane Goddard	27 October 2025	26 October 2030	NSW	GEN, MIG, PRO, SOC, T&B
Amanda Goodier	30 October 2025	29 October 2028	WA	MIG, PRO
Jocelyn Green	14 October 2024	30 September 2028	QLD	MIG, SOC
Helen Grutzner	14 October 2024	13 October 2027	VIC	GEN, MIG, SOC, VWC
Simone Healy	1 June 2026	30 May 2030	QLD	GEN, MIG, 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
Sally Hunt	19 January 2026	18 January 2029	NSW	MIG, PRO
Anjum Kasmani	27 October 2025	26 October 2030	ACT	MIG, PRO
Dr Niamh Kinchin	27 October 2025	26 October 2030	NSW	MIG, PRO
Dr Robert King	14 October 2024	30 September 2027	QLD	GEN, MIG, NDIS, SOC
Suzanne Leal	14 October 2024	29 September 2027	NSW	GEN, MIG, NDIS, PRO, SOC
Tamara Quinn	14 October 2024	30 June 2027	VIC	GEN, MIG, PRO
Julia Leonard	14 October 2024	30 June 2027	NSW	GEN, MIG, NDIS, SOC
Dr Stephen Lewinsky	14 October 2024	30 September 2027	VIC	GEN, MIG, SOC, VWC
Anne Lynch	19 January 2026	18 January 2031	NSW	MIG, PRO
Dr Geoffrey Markov	14 October 2024	30 June 2027	VIC	GEN, MIG, SOC, VWC
Rosemary Mathlin	2 December 2024	1 December 2027	NSW	MIG, PRO
John McAteer	14 October 2024	13 October 2027	NSW	GEN, MIG, NDIS, PRO
Paul McDonald	1 June 2026	30 May 2030	QLD	GEN, MIG, PRO, T&B
Lilly Mojsin	14 October 2024	30 June 2028	NSW	MIG, PRO
Marianna Moustafine	14 October 2024	30 June 2027	NSW	I&S, MIG, PRO
Kyriakos Nalpantidis	14 October 2024	13 October 2027	VIC	GEN, MIG, NDIS, SOC, VWC
Teng Chuan Ng	1 June 2026	30 May 2031	NSW	GEN, MIG, PRO, T&B, VWC

Name	Date appointment commenced	Date appointment ends	Location	Jurisdictional areas
Steven Norman	14 October 2024	30 June 2029	NSW	MIG, PRO
Christopher Platt	1 June 2026	31 May 2029	SA	GEN, MIG, PRO
Jason Rafeeq	27 October 2025	26 October 2029	NSW	MIG, PRO
John-Paul Redmond	1 June 2026	30 May 2030	NSW	GEN, MIG, PRO
Felicity Rogers	14 October 2024	13 October 2027	NSW	I&S, MIG, PRO, VWC
Dr Susannah Sage Jacobson	27 October 2025	26 October 2028	SA	GEN, MIG, PRO, SOC
Dr Frances Simmons	19 January 2026	18 January 2031	NSW	GEN, MIG, PRO
Charlotte Steer	19 January 2026	18 January 2030	NSW	MIG, PRO, SOC
Stuart Sutherland	1 June 2026	30 May 2031	NSW	MIG, PRO, SOC
Dr Nikolas Tan	27 October 2025	26 October 2028	VIC	MIG, PRO
Kathleen Timbs	5 February 2026	4 February 2029	NSW	GEN, MIG, PRO, SOC
Dr Andrea Treble	14 October 2024	29 September 2027	VIC	GEN, MIG, NDIS, PRO, SOC, VWC
Anne Trengove	17 March 2025	16 March 2027	SA	MIG, PRO, SOC, VWC
Dr Helen Watchirs OAM	27 October 2025	26 October 2029	ACT	GEN, MIG, PRO, SOC
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

The table below shows the number of members assigned to each jurisdictional area at 30 June 2026. 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 presidents
- under section 199(2) of the ART Act for a senior member who is a list leader.

Table A1.2: Number of senior members and members assigned to each jurisdictional area at 30 June 2026

Jurisdictional area	Judicial deputy president	Non-judicial deputy president (salaried)	Non-judicial deputy president (sessional)	Senior member (salaried)	Senior member (sessional)	General member (salaried)	General member (sessional)	Total
General	9	7	2	32	8	139	43	**240**
Intelligence and Security	9	7	2	6	2	23	3	**52**
Migration	9	7	2	38	9	277	66	**408**
National Disability and Insurance Scheme	9	7	2	22	5	82	15	**142**
Protection	9	7	2	33	3	252	52	**358**
Social Security	9	7	2	21	3	94	30	**166**
Taxation and Business	9	7	2	14	5	58	11	**106**
Veterans' and Workers' Compensation	9	7	2	20	5	58	17	**118**

Appointment changes during the reporting period

The table below shows all appointment changes during the reporting year. It includes members who:

- were appointed to the Tribunal
- were reappointed to the Tribunal
- ended their appointments
- changed appointment type between salaried and sessional.

Note: Three members declined their appointments before their appointments commenced and are not reflected in this table.

Judicial deputy presidents

Name	Appointment changes during reporting period	Type	Category
The Hon Justice Victoria Bennett AO	Appointment ended	Sessional	Judicial deputy president
The Hon Justice Berna Collier	Reappointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Craig Colvin	Appointment ended	Sessional	Judicial deputy president
The Hon Justice Roger Derrington	Appointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Ian Jackman	Reappointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Timothy McEvoy	Reappointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Alister McNab	Appointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Melissa Perry	Reappointed to the Tribunal	Sessional	Judicial deputy president
The Hon Justice Thomas Thawley	Reappointed to the Tribunal	Sessional	Judicial deputy president

Senior members

Name	Appointment changes during reporting period	Type	Category
Giovanni Longo	Appointment ended	Salaried	Senior member
Irene O'Connell OAM	Appointment ended	Salaried	Senior member

General members

Name	Appointment changes during reporting period	Type	Category
Rachael Adolphe	Appointed to the Tribunal	Salaried	General member
Kylie Allen	Reappointed to the Tribunal	Salaried	General member
Dr Adrienne Anderson	Reappointed to the Tribunal	Salaried	General member
Mia Bailey	Reappointed to the Tribunal	Salaried	General member
Joanne Bakas	Reappointed to the Tribunal	Salaried	General member
Dale Bampton	Appointed to the Tribunal	Salaried	General member
Dr M Ehteshamul Bari	Appointed to the Tribunal	Salaried	General member
David Barker	Changed from salaried to sessional appointment	Salaried	General member
Daniel Bartlett	Appointed to the Tribunal	Salaried	General member
Glynis Bartley	Appointment ended	Salaried	General member
Troy Barty	Changed from salaried to sessional appointment	Salaried	General member
Richard Bean	Appointed to the Tribunal	Salaried	General member
Jennifer Beard	Appointment ended	Sessional	General member
Angela Beckett	Appointment ended	Sessional	General member
Eliza Bergin	Appointed to the Tribunal	Sessional	General member
Alicia Bills	Reappointed to the Tribunal	Salaried	General member
Sarah Bish	Appointment ended	Salaried	General member
Adam Booker	Appointment ended	Sessional	General member
Michelle Boyle	Appointed to the Tribunal	Salaried	General member
Melissa Bray	Appointment ended	Salaried	General member
Michael Brereton	Reappointed to the Tribunal	Salaried	General member
Steven Brnovic	Appointed to the Tribunal	Sessional	General member

Name	Appointment changes during reporting period	Type	Category
Mitchell Bruce-Smith	Appointed to the Tribunal	Salaried	General member
Naomi Bryant	Changed from salaried to sessional appointment	Salaried	General member
Talitha Burson	Appointed to the Tribunal	Salaried	General member
Bryn Butler	Reappointed to the Tribunal	Salaried	General member
Jason Cabarrús	Reappointed to the Tribunal	Salaried	General member
Ian Campbell	Appointed to the Tribunal	Sessional	General member
Rosalinda Casamento	Appointed to the Tribunal	Salaried	General member
Rachel Chrapot	Appointed to the Tribunal	Sessional	General member
Chelsea Clark	Appointed to the Tribunal	Salaried	General member
Dr Sevda Clark	Changed from sessional to salaried appointment	Sessional	General member
Lisa Coffey	Appointed to the Tribunal	Salaried	General member
Alison Colvin	Appointment ended	Salaried	General member
Katherine Cook	Appointed to the Tribunal	Salaried	General member
Erika Cornwell	Appointment ended	Sessional	General member
Clyde Cosentino	Reappointed to the Tribunal	Salaried	General member
David Cosgrave	Appointment ended	Salaried	General member
Sarah Anne Costanzo	Appointed to the Tribunal	Salaried	General member
Maria Cristoffanini	Appointed to the Tribunal	Sessional	General member
Mark Cuomo	Appointed to the Tribunal	Salaried	General member
Jacqueline Dalling	Appointed to the Tribunal	Salaried	General member
Julia Davey	Appointed to the Tribunal	Sessional	General member
Phillip Davies	Appointed to the Tribunal	Salaried	General member
Alison Dayman	Appointed to the Tribunal	Salaried	General member
Gabrielle Deal	Appointment ended Appointed to the Tribunal	Salaried	General member
Dione Dimitriadis	Appointment ended	Salaried	General member
Namoi Dougall	Appointed to the Tribunal	Salaried	General member
Alan Duri	Appointed to the Tribunal	Salaried	General member
Suseela Durvasula	Reappointed to the Tribunal	Salaried	General member
Suhad Dutra	Reappointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Jessica Edis	Reappointed to the Tribunal	Salaried	General member
Kathryn Bennett	Appointed to the Tribunal	Sessional	General member
Maritsa Eftimiou	Changed from salaried to sessional appointment	Salaried	General member
Xanthe Emery	Reappointed to the Tribunal	Salaried	General member
Jennifer Ermert	Reappointed to the Tribunal	Salaried	General member
David Evenden	Appointed to the Tribunal	Sessional	General member
Amy Faram	Appointment ended	Salaried	General member
Paul Favell	Appointment ended	Salaried	General member
Andrew Field	Appointed to the Tribunal	Salaried	General member
Sarah Fisher	Appointed to the Tribunal	Sessional	General member
Garry Fitzgerald	Reappointed to the Tribunal	Salaried	General member
Amanda Forsyth	Appointed to the Tribunal	Salaried	General member
Estelle Frawley	Appointed to the Tribunal	Salaried	General member
Dr Ian Freckelton AO KC	Appointed to the Tribunal	Sessional	General member
Maria Gagliardi	Reappointed to the Tribunal	Salaried	General member
Helen Glass	Appointment ended	Salaried	General member
Jane Goddard	Appointed to the Tribunal	Sessional	General member
Nathan Goetz	Appointment ended	Salaried	General member
Amanda Goodier	Reappointed to the Tribunal	Salaried	General member
Donald Gordon	Reappointed to the Tribunal	Salaried	General member
Benjamin Goulding	Reappointed to the Tribunal	Salaried	General member
Yvonne Grant	Appointed to the Tribunal	Salaried	General member
Dr Carolyn Graydon	Reappointed to the Tribunal	Salaried	General member
Katarina Grenfell	Appointed to the Tribunal	Salaried	General member
Michael Griffin AM	Appointment ended	Sessional	General member
Timothy Griffin	Changed from sessional to salaried appointment	Sessional	General member
Richard Guemy	Reappointed to the Tribunal	Salaried	General member
Ratula Gupta	Appointed to the Tribunal	Salaried	General member
Melissa Haag	Appointment ended	Salaried	General member
Karen Hamilton	Reappointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Mary Hanna	Appointment ended	Salaried	General member
Gregory Hanson	Reappointed to the Tribunal	Salaried	General member
Jonathan Hanton	Appointment ended	Sessional	General member
Peter Harris	Appointed to the Tribunal	Salaried	General member
Susan Harris Rimmer	Appointment ended	Sessional	General member
Parastou Hatami	Appointed to the Tribunal	Salaried	General member
Simone Healy	Appointed to the Tribunal	Sessional	General member
Jessica Henderson	Appointment ended	Salaried	General member
Amanda Hickey	Appointed to the Tribunal	Salaried	General member
Dr Khanh Hoang	Reappointed to the Tribunal	Salaried	General member
Susan Hogarth	Appointed to the Tribunal	Salaried	General member
James Horsley	Reappointed to the Tribunal	Salaried	General member
Noelle Hossen	Reappointed to the Tribunal	Salaried	General member
Denny Hughes	Reappointed to the Tribunal	Salaried	General member
Lesley Hunt	Appointed to the Tribunal	Salaried	General member
Sally Hunt	Appointed to the Tribunal	Sessional	General member
Sarah Irvine	Reappointed to the Tribunal	Salaried	General member
Meredith Jackson	Appointed to the Tribunal	Salaried	General member
Peter Jensen	Appointment ended	Salaried	General member
Dr Rachelle Johnston	Reappointed to the Tribunal	Salaried	General member
Michael Jones	Appointment ended	Sessional	General member
Reetu Kakkar	Appointed to the Tribunal	Salaried	General member
Samira Kamandi	Reappointed to the Tribunal	Salaried	General member
Anjum Kasmani	Appointed to the Tribunal	Sessional	General member
Hollie Kerwin	Appointment ended	Salaried	General member
Hee-Jung Kim	Reappointed to the Tribunal	Salaried	General member
Dr Niamh Kinchin	Appointed to the Tribunal	Sessional	General member
Dr Jackie King	Appointed to the Tribunal	Salaried	General member
Matthew King	Reappointed to the Tribunal	Salaried	General member
John Kotsifas	Reappointed to the Tribunal	Salaried	General member
James Larcombe	Appointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Deborah Laver	Reappointed to the Tribunal	Salaried	General member
Joshua Le Vay	Reappointed to the Tribunal	Salaried	General member
Gary Ledson	Reappointed to the Tribunal	Salaried	General member
Rebecca Lee	Appointment ended	Salaried	General member
Stephanie Lee-Brodzeli	Appointed to the Tribunal	Salaried	General member
Alicia Le'Roy	Appointed to the Tribunal	Salaried	General member
Luca Lesic	Appointed to the Tribunal	Salaried	General member
Lisa Maree Lo Piccolo	Reappointed to the Tribunal	Salaried	General member
Hamish Locke	Appointed to the Tribunal	Salaried	General member
Ben Lumsdaine	Reappointed to the Tribunal	Salaried	General member
Anne Lynch	Appointed to the Tribunal	Sessional	General member
Scott MacKenzie	Appointed to the Tribunal	Salaried	General member
Rebecca Maerschel	Appointed to the Tribunal	Salaried	General member
Sophie Manera	Reappointed to the Tribunal	Salaried	General member
Maxina Martellotta	Reappointed to the Tribunal	Salaried	General member
Janelle Martin	Appointed to the Tribunal	Salaried	General member
Maralean McCalman	Reappointed to the Tribunal	Salaried	General member
Paul McDonald	Appointed to the Tribunal	Sessional	General member
Laura McDonough	Appointed to the Tribunal	Salaried	General member
Aneita McGregor	Appointment ended	Salaried	General member
Robert McLaughlin	Reappointed to the Tribunal	Salaried	General member
Jessica McLeod	Reappointed to the Tribunal	Salaried	General member
Roderick McRae	Appointment ended	Sessional	General member
Stefanie Memmott	Reappointed to the Tribunal	Salaried	General member
Belinda Mericourt	Reappointed to the Tribunal Appointment ended	Salaried	General member
Sophia Michael	Appointed to the Tribunal	Salaried	General member
Rebecca Mikhail	Reappointed to the Tribunal	Salaried	General member
Morag Milton	Appointed to the Tribunal	Salaried	General member
Jillian Moir	Appointment ended	Sessional	General member
Ali Mojtahedi	Appointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Justin Moyes	Appointed to the Tribunal	Salaried	General member
Sydelle Muling	Reappointed to the Tribunal	Salaried	General member
Craig Mulvey	Appointment ended	Sessional	General member
Elizabeth Needham	Appointed to the Tribunal	Salaried	General member
John Neill	Appointed to the Tribunal	Salaried	General member
Teng Chuan Ng	Appointed to the Tribunal	Sessional	General member
Ashley Ngion	Appointed to the Tribunal	Salaried	General member
Siran Nyabally	Reappointed to the Tribunal Appointment ended	Salaried	General member
Stacey Parker	Appointed to the Tribunal	Salaried	General member
Linda Pearson	Appointment ended	Salaried	General member
Leah Perkins	Appointed to the Tribunal	Salaried	General member
Robert Perry	Appointed to the Tribunal	Salaried	General member
Franca Petrone	Appointment ended	Salaried	General member
Christopher Platt	Appointed to the Tribunal	Sessional	General member
Damien Power	Reappointed to the Tribunal	Salaried	General member
France Prasad	Appointed to the Tribunal	Salaried	General member
Radhika Prasad	Reappointed to the Tribunal	Salaried	General member
Victoria Price	Reappointed to the Tribunal	Salaried	General member
Lara Proske	Reappointed to the Tribunal	Salaried	General member
Natalie Purcell	Reappointed to the Tribunal	Salaried	General member
Julie Quinlivan	Appointment ended	Sessional	General member
Jason Rafeeq	Appointed to the Tribunal	Sessional	General member
John-Paul Redmond	Appointed to the Tribunal	Sessional	General member
Noel Reeves	Appointed to the Tribunal	Salaried	General member
Adrian Richards	Appointed to the Tribunal	Salaried	General member
Fraser Robertson	Reappointed to the Tribunal	Salaried	General member
Linda Rogers	Appointed to the Tribunal	Salaried	General member
Alison Ryan	Changed from salaried to sessional appointment Appointment ended	Salaried	General member
Amanda Ryding	Reappointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Dr Susannah Sage Jacobson	Appointed to the Tribunal	Sessional	General member
Naomi Schmitz	Appointment ended	Salaried	General member
Frank Schoneveld	Appointment ended	Salaried	General member
Inge Sheck	Reappointed to the Tribunal	Salaried	General member
Dr Gabrielle Simm	Reappointed to the Tribunal	Salaried	General member
Dr Frances Simmons	Changed from salaried to sessional appointment	Salaried	General member
Michael Simmons	Reappointed to the Tribunal	Salaried	General member
Raymond Smith	Reappointed to the Tribunal	Salaried	General member
Shellee Smith	Appointment ended	Salaried	General member
Charlotte Steer	Appointed to the Tribunal	Sessional	General member
Daniel Stewart	Appointment ended	Salaried	General member
Lauri Stewart	Appointed to the Tribunal	Salaried	General member
Tracey Summerfield	Appointment ended	Sessional	General member
Stuart Sutherland	Appointed to the Tribunal	Sessional	General member
Sally Szmerling	Appointed to the Tribunal	Salaried	General member
Dr Nikolas Tan	Appointed to the Tribunal	Sessional	General member
Angela Theodorelos	Appointed to the Tribunal	Salaried	General member
Heidi Thomas	Appointed to the Tribunal	Salaried	General member
David Thompson	Appointment ended	Salaried	General member
Kathleen Timbs	Reappointed to the Tribunal Changed from salaried to sessional appointment	Sessional	General member
Rupert Timms	Appointment ended	Salaried	General member
Richard Timpson	Appointed to the Tribunal	Salaried	General member
Justin Toohey	Reappointed to the Tribunal	Salaried	General member
Matthew Tubridy	Appointment ended	Salaried	General member
Patricia Tyson	Reappointed to the Tribunal	Salaried	General member
Neha Vaidyanathan	Appointed to the Tribunal	Salaried	General member
Katherine Valentine	Appointed to the Tribunal	Salaried	General member
Andrew Verduci	Reappointed to the Tribunal	Salaried	General member
Catherine Wall	Reappointed to the Tribunal	Salaried	General member

Name	Appointment changes during reporting period	Type	Category
Kate Walshe	Appointed to the Tribunal	Salaried	General member
Dr Helen Watchirs OAM	Appointed to the Tribunal	Sessional	General member
Phillippa Wearne	Appointment ended	Salaried	General member
Dr Gregory Weeks	Reappointed to the Tribunal	Salaried	General member
Katy Welch	Appointed to the Tribunal	Salaried	General member
Paul White	Reappointed to the Tribunal	Salaried	General member
Adrian Williams	Appointment ended	Salaried	General member
Carolyn Wilson	Reappointed to the Tribunal	Salaried	General member
Paul Windsor	Appointment ended	Salaried	General member
Sue Zelinka	Reappointed to the Tribunal	Salaried	General member
Sophia Ziebell-Barnes	Reappointed to the Tribunal	Salaried	General member
Deborah Ziegler	Appointment ended	Sessional	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). The President's functions are set out in section 193 of the ART Act and the jurisdictional area leaders' functions are set out in section 197(5).

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 now known as Mallesons.

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 as 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 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 held 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 worked on 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 on 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 conducting 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. Prior to her appointment as deputy president, she was the practice leader for the Migration and Refugee Division in the Adelaide registry and for the Social Security second review caseload.

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 trained as a mediator.

Member conduct, performance and overview of President's actions

Statutory context

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.

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. The provisions of the Performance Standard commenced progressively from that date and have been reviewed and updated as required.

In the following section, references to members are to non-judicial members.

Section 203 of the ART Act sets out the action the President may take if the President forms the opinion that a member may have engaged in conduct that:

- may constitute a breach of the Code (section 203(1)(a))
- may constitute a breach of the Performance Standard (section 203(1)(b))
- may constitute a ground for terminating the appointment of the member in accordance with section 221 (section 203(1)(c))
- may adversely affect or may have adversely affected the performance of the official duties of the member (section 203(1)(d)), or
- may adversely affect, or may have adversely affected, public trust and confidence in the Tribunal (section 203(1)(e)).

The action that the President may take after forming the abovementioned opinion in relation to a member includes:

- authorise a person to investigate the member's conduct and provide a report on the investigation (section 203(2)(a)(i), (ii) and (vi))
- take any measures in relation to the member that the President believes are reasonably necessary to maintain public trust and confidence in the Tribunal (section 203(2)(a)(vii)
- take no action or no further action, in relation to the conduct (section 203(2)(b)),
- temporarily restrict the member's duties if the President reasonably believes that doing so is in the public, or the Tribunal's, interest (section 203(3)).

Section 221 of the ART Act sets out 10 grounds on which the Governor-General may, on the recommendation of the Attorney-General, terminate the appointment of a member.

These grounds include:

- the member's conduct or behaviour amounts to serious misconduct by the member (section 221(1)(c))
- the member is a salaried member and is absent, except on leave of absence, for 5 consecutive days or for 10 days in any 12 months (section 221(1)(d))
- the member is a sessional member and is unavailable, except on leave of absence, to perform the duties of the member's office for more than 3 months (section 221(1)(e))
- the member engages in conduct that constitutes a serious breach of the Code (section 221(1)(f))
- the member engages in conduct that constitutes a serious breach of the Performance Standard (section 221(1)(g)).

Section 221(2) of the ART Act contains a non-exhaustive definition of 'serious breach'.

Section 222 of the ART Act provides that, if the President reasonably believes there are grounds for terminating a member's appointment under section 221, the President must notify the Attorney-General as soon as possible.

Member Code of Conduct

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

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

The actions taken by the President during the reporting period under section 203 of the ART Act, in relation to conduct which may be in breach of the Code, is outlined below under the heading 'Overview of actions taken by the President'.

Complaints alleging breaches of the Code of Conduct

Oral communications or correspondence sent in writing by members of the public to the Tribunal that raise grievances about members' conduct are assessed by the General Counsel against the Code in accordance with the Tribunal's Protocol for Complaints. For ease of reference, such correspondence and oral communications will be described as 'grievance communications'.

During the reporting period, the General Counsel:

- received 73 grievance communications, 10 of which remained in progress as at 30 June 2026
- finalised 75 grievance communications, including some that were made before 1 July 2025.[1]

Of the 75 grievance communications that were finalised during the reporting period, 28 raised grievances solely outside the scope of the Code and 5 raised grievances solely within its scope. A further 42 grievance communications fell both within and outside the scope of the Code.

The most common grievances concerned alleged legal or factual errors in a Tribunal decision, which were raised in 48 grievance communications, and alleged procedural errors or lack of procedural fairness, which arose in 39 grievance communications. While such grievances fall outside the scope of the Code, parties who are dissatisfied with a decision of the Tribunal on these grounds may seek other avenues for judicial remedies or, in some cases, seek further Tribunal review of a Tribunal decision. The Tribunal's Protocol for Complaints does not apply to grievances about Tribunal decisions, as the Tribunal's internal complaints processes are not intended to duplicate or expand upon these existing statutory avenues.

The 47 grievance communications that raised grievances within the scope of the Code can be classified as 'formal member complaints'. Of these, the most common grievance was an alleged failure to comply with the obligations regarding courtesy and respect in Part 12 of the Code, which was raised in 37 grievance communications. Alleged discrimination contrary to Part 15 of the Code was raised in 7 grievance communications.

Part 21 of the Code provides that, where the President is satisfied that a member has breached the Code but the breach is not a serious breach, the President may take action in relation to the member. This may include counselling the member, requiring them to undertake training, recommending that the member be assisted by a mentor, and reprimanding the member.

[1] For reporting purposes, a grievance communication by a member of the public that raises more than one grievance about a member is counted as a single grievance communication. Where a grievance communication raises concerns about the conduct of more than one member, this is counted as a separate grievance communication against each of the members concerned. These figures do not include complaints made to the Tribunal's General Complaints team about decisions made by members, which do not raise any grievance about the member's conduct. Such complaints are dealt with by the General Complaints team and reported separately in **Chapter 3: Performance**.

Where the President is satisfied that a breach is a serious breach, this would engage a ground for termination under section 221(1)(f) of the ART Act. The President would then be required to notify the Attorney-General under section 222 of the ART Act.

During the reporting period, the President was not satisfied that any finalised grievance communication established a breach of the Code.

Although a grievance communication may not establish a breach of the Code, it may raise matters that inform feedback that is provided to members and enhancements to the Tribunal's training, education and professional development programs for members.

During the reporting period, the Tribunal received one complaint from a member or staff member alleging a breach of the Code by a member. That complaint was withdrawn.

Performance Standard

The Performance Standard is an important document because it sets out the minimum standards of performance expected of Tribunal members. This includes establishing the minimum number of allocated Tribunal Case Work days to be completed in each financial year, and timeframes for delivery of decisions and reasons. The Performance Standard enables members to apply for adjustments to its requirements to avoid any anomalies or unfairness which may arise in their particular circumstances.

The Performance Standard also sets out the measures undertaken by the Tribunal to assist members to meet the Performance Standard, including mentoring, education, training and professional development.

During the reporting period, the Tribunal took steps to improve the quality of data collection and real-time reporting of member performance. The Tribunal has also been developing tools and providing training to assist members to monitor their progress against the Performance Standard.

Part 11 of the Performance Standard provides that, where the President is satisfied that a member has breached the Performance Standard but the breach is not a serious breach, the President may take action in relation to the member. This may include counselling the member, requiring the member to undertake training, recommending that the member be assisted by a mentor, or reprimanding the member.

Where the President is satisfied that a breach is a serious breach, this would engage a ground for termination under section 221(1)(g) of the ART Act. The President would then be required to notify the Attorney-General under section 222 of the ART Act.

Overview of actions taken by the President

Section 242(2)(j) of the ART Act requires the report by the President to include an overview of any actions taken during the year, including any actions taken under section 203, in relation to:

(i) non-judicial members upholding the Code of Conduct

(ii) non-judicial members meeting the Performance Standard, or

(iii) the training, education and professional development of members.

This part of the annual report deals with subparagraphs (i) and (ii) of section 242(2)(j) of the ART Act.

During the reporting period, the President or the Acting President took action under sections 203 of the ART Act in relation to 5 members, and action under section 222 in relation to 2 of the 5 members.

For ease of reference, the 5 members in relation to whom action was taken will be referred to as Member 2026.1, Member 2026.2, Member 2026.3, Member 2026.4 and Member 2026.5.

Member 2026.1

Member 2026.1 is one of the members in respect of whom the 2024–25 annual report stated that the President had initiated an investigation into possible breaches of the Code and that the investigation was ongoing as at 30 June 2025.

A retired judge was engaged to conduct 2 concurrent investigations. In relation to the first investigation, the investigator found during the reporting period that the member had engaged in conduct which may adversely affect and may have adversely affected public trust and confidence in the Tribunal (section 203(1)(e) of the ART Act). The investigator made recommendations, including that the member be directed to undertake counselling. The President adopted all of the findings and recommendations.

In relation to the second investigation, the investigator found during the reporting period that the member had engaged in conduct that constituted a serious breach of the Code. The investigator made recommendations, including that the member: be counselled; be reprimanded; be directed to undertake training or further education; and be directed to consider providing an apology to the President and two other individuals within the Tribunal. The President adopted all of the findings and recommendations. The President notified the Attorney-General pursuant to section 222 of the ART Act that he reasonably believed that there is a ground for terminating the member's appointment under section 221(1)(f).

Following receipt of the investigator's second investigation report, the member provided a written apology to the President and 2 other individuals within the Tribunal.

Prior to 30 June 2026, relying on separate factual circumstances, the President notified the Attorney-General pursuant to section 222 of the ART Act that he reasonably believed that there is a ground for terminating the member's appointment on the basis that the member engaged in conduct that constitutes a serious breach of the Performance Standard (section 221(1)(g)).

This second notification under section 222 of the ART Act was followed by a third notification under section 222, which included reliance on the ground that the member had engaged in conduct that amounts to serious misconduct (section 221(1)(c)).

Member 2026.2

Member 2026.2 is one of the members in respect of whom the 2024–25 annual report stated that the President had initiated an investigation into possible breaches of the Code and that the investigation was ongoing as at 30 June 2025.

That investigation was conducted by an independent investigator, who found during the reporting period that the member had engaged in conduct that constituted a breach of the Code but which did not constitute a serious breach of the Code for the purposes of section 221 of the ART Act. The investigator made recommendations which included that the member receive training and education, counselling and mentoring. The President adopted all of the findings and recommendations.

Prior to 30 June 2026, relying on separate factual circumstances, the President authorised a retired judge under section 203(2)(a) of the ART Act to conduct an investigation on whether the member had breached the Performance Standard, and to report on the investigation. The retired judge found that the member had breached the Performance Standard but that the breaches were not serious breaches for the purposes of section 221(1)(g). The retired judge made recommendations which included that the member receive education or training and mentoring. The President adopted all of the findings and recommendations.

Member 2026.3

During the reporting period, the President notified the Attorney-General pursuant to section 222 of the ART Act that he reasonably believed that there is a ground for terminating the appointment of Member 2026.3 on the basis that the member, as a salaried member, was absent, except on leave of absence, for 10 days in any 12 months (section 221(1)(d)).

This notification was followed by a further notification under section 222 of the ART Act, which was based on separate factual circumstances. That second notification included reliance on the ground that the member had engaged in conduct that amounts to serious misconduct (section 221(1)(c)).

Members 2026.4 and 2026.5

During the reporting period, relying on an opinion under section 203(1)(e) of the ART Act, pursuant to sections 200(1) and 203(2)(a)(vii), Members 2026.4 and 2026.5 were directed to attend for an independent medical assessment.

During the reporting period, the President temporarily restricted the duties of some of the abovementioned 5 members under section 203(2)(a)(vii) or section 203(3) of the ART Act.

Appendix 2: Additional staffing statistics

This appendix contains:

- details of the accountable authority during 2025–26
- statistics on the staff of the Tribunal (which does not include members of the Tribunal) at 30 June 2026
- statistics on APS employees of the Tribunal at 30 June 2026
- the salary ranges available for APS employees during 2025–26.

Table A2.1: Details of the accountable authority during 2025–26

Name	Position Held	Period as the accountable authority or member within the reporting period	
		Start date (1 July 2025 or after)	End date (30 June 2026 or before)
Michael Hawkins AM	Chief Executive Officer and Principal Registrar	1 July 2025	30 June 2026

Table A2.2: All ongoing employees, 30 June 2026

Location	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	107	8	**115**	157	56	**213**	3	0	**3**	0	0	**0**	0	0	**0**	**331**
Qld	57	6	**63**	70	20	**90**	0	0	**0**	0	0	**0**	0	0	**0**	**153**
SA	31	3	**34**	57	14	**71**	0	0	**0**	0	0	**0**	0	0	**0**	**105**
Tas	7	0	**7**	14	4	**18**	0	0	**0**	0	0	**0**	0	0	**0**	**25**
Vic	111	7	**118**	186	28	**214**	1	2	**3**	0	0	**0**	0	0	**0**	**335**
WA	19	3	**22**	49	19	**68**	0	0	**0**	0	0	**0**	0	0	**0**	**90**
ACT	31	2	**33**	39	11	**50**	0	0	**0**	0	0	**0**	0	0	**0**	**83**
NT	1	0	**1**	3	0	**3**	0	0	**0**	0	0	**0**	0	0	**0**	**4**
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	**364**	**29**	**393**	**575**	**152**	**727**	**4**	**2**	**6**	**0**	**0**	**0**	**0**	**0**	**0**	**1,126**

Table A2.3: All ongoing employees, 30 June 2025

Location	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**

Table A2.4: All non-ongoing* employees, 30 June 2026

Location	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	4	1	**5**	13	2	**15**	0	0	**0**	0	0	**0**	0	0	**0**	**20**
Qld	3	1	**4**	5	0	**5**	0	0	**0**	0	0	**0**	0	0	**0**	**9**
SA	2	0	**2**	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**	**2**
Tas	0	0	**0**	2	0	**2**	0	0	**0**	0	0	**0**	0	0	**0**	**2**
Vic	11	1	**12**	8	4	**12**	0	0	**0**	0	0	**0**	0	0	**0**	**24**
WA	1	0	**1**	2	2	**4**	0	0	**0**	0	0	**0**	0	0	**0**	**5**
ACT	1	0	**1**	4	3	**7**	0	0	**0**	0	0	**0**	0	0	**0**	**8**
NT	0	0	**0**	2	0	**2**	0	0	**0**	0	0	**0**	0	0	**0**	**2**
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	**22**	**3**	**25**	**36**	**11**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**72**

* Includes non-ongoing specified term and non-ongoing specified task.

Table A2.5: All non-ongoing* employees, 30 June 2025

Location	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**

* Includes non-ongoing specified term, non-ongoing specified task, non-ongoing irregular/intermittent and labour hire staff.

Table A2.6: *Public Service Act 1999* ongoing employees, 30 June 2026

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	2	0	**2**	1	0	**1**	0	0	**0**	0	0	**0**	0	0	**0**	**3**
SES 1	1	0	**1**	4	0	**4**	0	0	**0**	0	0	**0**	0	0	**0**	**5**
EL 2	28	1	**29**	30	10	**40**	0	0	**0**	0	0	**0**	0	0	**0**	**69**
EL 1	61	4	**65**	96	22	**118**	0	0	**0**	0	0	**0**	0	0	**0**	**183**
APS 6	67	2	**69**	112	24	**136**	0	0	**0**	0	0	**0**	0	0	**0**	**205**
APS 5	66	0	**66**	88	13	**101**	0	0	**0**	0	0	**0**	0	0	**0**	**167**
APS 4	123	14	**137**	210	66	**276**	4	1	**5**	0	0	**0**	0	0	**0**	**418**
APS 3	16	7	**23**	34	15	**49**	0	1	**1**	0	0	**0**	0	0	**0**	**73**
APS 2	0	1	**1**	0	2	**2**	0	0	**0**	0	0	**0**	0	0	**0**	**3**
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	**364**	**29**	**393**	**575**	**152**	**727**	**4**	**2**	**6**	**0**	**0**	**0**	**0**	**0**	**0**	**1,126**

Table A2.7: *Public Service Act 1999* ongoing employees, 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 A2.8: *Public Service Act 1999* non-ongoing* employees, 30 June 2026

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	0	0	**0**	1	0	**1**	0	0	**0**	0	0	**0**	0	0	**0**	**1**
EL 2	1	0	**1**	1	0	**1**	0	0	**0**	0	0	**0**	0	0	**0**	**2**
EL 1	2	0	**2**	2	0	**2**	0	0	**0**	0	0	**0**	0	0	**0**	**4**
APS 6	2	0	**2**	1	1	**2**	0	0	**0**	0	0	**0**	0	0	**0**	**4**
APS 5	1	0	**1**	5	1	**6**	0	0	**0**	0	0	**0**	0	0	**0**	**7**
APS 4	9	2	**11**	20	6	**26**	0	0	**0**	0	0	**0**	0	0	**0**	**37**
APS 3	7	1	**8**	6	3	**9**	0	0	**0**	0	0	**0**	0	0	**0**	**17**
APS 2	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**	**0**
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	**22**	**3**	**25**	**36**	**11**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**72**

* Includes non-ongoing specified term and non-ongoing specified task.

Table A2.9: *Public Service Act 1999* non-ongoing* employees, 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**	–	–	**–**	–	–	**–**	–	–	**–**	**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**

* Includes non-ongoing specified term, non-ongoing specified task and non-ongoing irregular/intermittent.

Table A2.10: *Public Service Act 1999* employees by full-time and part-time, 30 June 2026

Classification	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	3	0	**3**	0	0	**0**	**3**
SES 1	5	0	**5**	1	0	**1**	**6**
EL 2	58	11	**69**	2	0	**2**	**71**
EL 1	157	26	**183**	4	0	**4**	**187**
APS 6	179	26	**205**	3	1	**4**	**209**
APS 5	154	13	**167**	6	1	**7**	**174**
APS 4	337	81	**418**	29	8	**37**	**455**
APS 3	50	23	**73**	13	4	**17**	**90**
APS 2	0	3	**3**	0	0	**0**	**3**
APS 1	0	0	**0**	0	0	**0**	**0**
Other	0	0	**0**	0	0	**0**	**0**
Total	**943**	**183**	**1,126**	**58**	**14**	**72**	**1,198**

Note: Includes non-ongoing specified term and non-ongoing specified task.

Table A2.11: *Public Service Act 1999* employees by full-time and part-time, 30 June 2025

Classification	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**	0	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**

Note: Includes non-ongoing specified term, non-ongoing specified task and non-ongoing irregular/intermittent.

Table A2.12: *Public Service Act 1999* employment type by location, 30 June 2026

Location	Ongoing	Non-ongoing*	Total
NSW	331	20	351
Qld	153	9	162
SA	105	2	107
Tas	25	2	27
Vic	335	24	359
WA	90	5	95
ACT	83	8	91
NT	4	2	6
External Territories	0	0	0
Overseas	0	0	0
Total	1,126	72	1,198

Note: Includes non-ongoing specified term and non-ongoing specified task.

Table A2.13: *Public Service Act 1999* employment type by location, 30 June 2025

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

Note: Includes non-ongoing specified term, non-ongoing specified task and non-ongoing irregular/intermittent.

Table A2.14: *Public Service Act 1999* Indigenous employment, 30 June 2026

Employment basis	Total
Ongoing	21
Non-ongoing	0
Total	21

Note: Includes non-ongoing specified term and non-ongoing specified task.

Table A2.15: *Public Service Act 1999* Indigenous employment, 30 June 2025

Employment basis	Total
Ongoing	14
Non-ongoing	5
Total	19

Note: Includes non-ongoing specified term, non-ongoing specified task and non-ongoing irregular/intermittent.

Table A2.16: *Public Service Act 1999* employment salary ranges by classification level (minimum/maximum)

Classification	Minimum salary	Maximum salary
SES 2	$306,328	$340,365
SES 1	$221,171	$279,056
EL 2	$145,680	$165,622
EL 1	$121,755	$143,202
APS 6	$99,734	$111,701
APS 5	$88,834	$96,829
APS 4	$79,501	$86,318
APS 3	$74,158	$76,992
APS 2	$62,775	$70,452
APS 1	$57,497	$61,159
Minimum/maximum range	$57,497	$340,365

Appendix 3: Resourcing tables

This appendix contains:

- a table summarising the total resources of the Administrative Review Tribunal
- a table showing the total expenses for the Tribunal's outcomes.

Resource statements

Table A3.1: Resource statement, 2025–26

	Current available appropriation (a) $'000	Payments made (b) $'000	Balance remaining (a)-(b) $'000
Departmental			
Annual appropriations – ordinary annual services[1]	332,546	183,033	149,513
Prior year appropriations available – ordinary annual services	92,587	92,587	–
Annual appropriations – other services – non-operating[2]	6,189	6,189	–
Prior year appropriations available – other services – non-operating	4,519	4,519	–
Total departmental annual appropriations (c)[3]	435,841	286,328	149,513
Total departmental special appropriations (d)	–	–	–
Opening balance – special accounts	–	–	–
Special account receipts	–	–	–
Total special accounts (e)	–	–	–
less departmental appropriations drawn from annual/special appropriations and credited to special accounts (f)	–	–	–
Total departmental resourcing (c+d+e-f)	435,841	286,328	149,513
Administered			
Annual appropriations – ordinary annual services	–	–	–
Prior year appropriations available – ordinary annual services	–	–	–
Annual appropriations – other services – non-operating	–	–	–
Prior year appropriations available – other services – non-operating	–	–	–

	Current available appropriation (a) $'000	Payments made (b) $'000	Balance remaining (a)-(b) $'000
Annual appropriations – other services – specific payments to States, ACT, NT and local government	–	–	–
Prior year appropriations available other services – specific payments to States, ACT, NT and local government	–	–	–
Annual appropriations – other services – new administered expenses	–	–	–
Prior year appropriations available – other services – new administered expenses	–	–	–
Total administered annual appropriations (g)	–	–	–
Total administered special appropriations (h)[4]	20,000	17,600	2,400
Opening balance – special accounts	–	–	–
Special account receipts	–	–	–
Total special accounts receipts (i)	–	–	–
less administered appropriations drawn from annual/special appropriations and credited to special accounts (j)	–	–	–
less payments to corporate entities from annual/special appropriations (k)	–	–	–
Total administered resourcing (g+h+i-j-k)	20,000	17,600	2,400
Total resourcing and payments for ART	455,841	303,928	151,913

[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] Refund receipts under section 77 of the *Public Governance, Performance and Accountability Act 2013*.

Expenses by outcomes

Table A3.2: Expenses by outcome, 2025–26

Outcome 1: Administrative Review Tribunal	Budget* 2025–26 (a) $'000	Actual 2025–26 (b) $'000	Variation 2025–26 (b) – (a) $'000
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[1]	–	–	–
Special appropriations	7,800	17,600	9,800
Special accounts	–	–	–
Payments to corporate entities	–	–	–
Expenses not requiring appropriation in the Budget year[2]	5,000	26,081	21,081
Administered total	12,800	43,681	30,881
Departmental expenses			
Departmental appropriation	268,370	330,487	62,117
s74 External Revenue[1]	300	1,906	1,606
Special appropriations	–	–	–
Special accounts	–	–	–
Expenses not requiring appropriation in the Budget year[2]	28,700	27,355	(1,345)
Departmental total	268,670	332,393	63,723
Total expenses for Program 1.1	283,570	296,885	13,315
Outcome 1 totals by appropriation type	–	–	–
Administered expenses	–	–	–
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	–	–	–

Outcome 1: Administrative Review Tribunal	Budget* 2025–26 (a) $'000	Actual 2025–26 (b) $'000	Variation 2025–26 (b) – (a) $'000
Other services (Appropriation Bill Nos. 2, 4 and 6)	–	–	–
s74 External Revenue[1]	–	–	–
Special appropriations	7,800	17,600	9,800
Special accounts	–	–	–
Payments to corporate entities	–	–	–
Expenses not requiring appropriation in the Budget year[2]	5,000	26,081	21,081
Administered total	12,800	43,681	30,881
Departmental expenses	–	–	–
Departmental appropriation	268,370	330,487	62,117
s74 External Revenue[1]	300	1,906	1,606
Special appropriations	–	–	–
Special accounts	–	–	–
Expenses not requiring appropriation in the budget year[2]	28,700	27,355	(1,345)
Departmental total	268,670	332,393	63,723
Total expenses for Outcome[1]	283,570	296,885	13,315
Average staffing level (number)[3]	993	1,094	101

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

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

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

3 Average staffing level numbers exclude Tribunal members.

Appendix 4: Executive remuneration

This appendix contains information about executive remuneration for:

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

Table A4.1: Information about remuneration for key management personnel

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	Average termination benefits	
Justice Kyrou AO	President[a]	–	–	–	–	–	–	–	–
Michael Hawkins AM	Chief Executive Officer and Principal Registrar	462,625	0	0	29,999	10,805	0	0	**503,429**
Jamie Crew PSM	Chief Operating Officer	332,376	0	0	61,884	8,415	0	0	**402,675**
Kelvin Zhu	Chief Data and AI Officer	300,833	0	0	49,850	7,797	0	0	**358,480**

[a] The President's salary is paid by the Federal Court rather than the Tribunal.

Table A4.2: Information about remuneration for senior executives*

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	87,003	0	0	11,447		-8,514	1,467	**91,404**
$220,001–$245,000	1	204,670	0	4,108	32,324	5,019	0	0	**246,121**
$295,001–$320,000	3	266,590	0	0	43,589	315	0	0	**310,494**
$320,001–$345,000	1	272,502	0	3,681	49,433	-3,467	0	0	**322,149**
$345,001–$370,000	1	287,250	0	0	51,237	6,880	0	0	**345,367**
$395,001–$420,000	1	147,284	0	0	30,151	-20,891	0	241,896	**398,440**

* 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*

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	Average total remuneration
$270,001 – $295,000	1	4,285	0	0	1,303	50	0	287,071	**292,709**
$345,001 – $370,000	1	292,930	0	0	44,303	7,029	0	22,000	**366,262**

* Some of the individuals in this remuneration band have been in these roles for only a portion of the reporting period.

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 (NDIS) 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.

Overview of applications statistics

Table A5.1: Applications lodged, finalised and on hand by jurisdictional area, 2025–26

Jurisdictional area	Lodged		Finalised		On hand at year end	
	No.	% of total	No.	% of total	No.	% of total
General	3,768	4%	2,833	4%	2,437	2%
Intelligence and Security	11	<1%	8	<1%	12	<1%
Migration	47,976	55%	23,830	36%	80,855	60%
NDIS	9,351	11%	8,082	12%	7,077	5%
Protection	17,239	20%	22,508	34%	37,503	28%
Social Security	5,417	6%	5,560	8%	1,690	1%
Taxation and Business	1,653	2%	1,622	2%	2,475	2%
Veterans' and Workers' Compensation	1,565	2%	1,457	2%	1,700	1%
Total*	**86,980**	**100%**	**65,900**	**100%**	**133,749**	**100%**

* Total does not include Guidance and Appeals Panel cases.

General jurisdictional area statistics

Table A5.2: Caseload overview – General jurisdictional area, 2024–25 to 2025–26

Jurisdictional area/list	Lodged			Finalised			On hand at year end			% finalised within 12 months		Median time to finalise (weeks)	
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	2024–25	2025–26
General	2,797	3,768	35%	2,329	2,833	22%	1,480	2,437	65%	94.2%	87.0%	17	22
Child Support	1,952	2,996	53%	1,706	1,965	15%	859	1,906	122%	97.4%	94.8%	17	18
Information and other	845	772	-9%	623	868	39%	621	531	-14%	85.3%	69.5%	18	34

Table A5.3: Outcomes of reviews – General jurisdictional area*, 2025–26

Jurisdictional area/list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
General	521	551	124	108	483	874	2,661
Child Support	436	512	31	58	316	479	1,832
Information and other	85	39	93	50	167	395	829

* 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 decision type, 2024–25 to 2025–26

Decision type	Lodged			Finalised			On hand at year end		
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change
Child Support	1,823	2,896	59%	1,583	1,830	16%	768	1,845	140%
Care percentage decision	543	1,017	87%	508	527	4%	189	679	259%
Change of assessment	749	910	21%	633	659	4%	385	644	67%
Non agency payment	108	222	106%	84	152	81%	44	115	161%
Particulars of the assessment	160	273	71%	132	168	27%	63	169	168%
Refusal of extension of time to object	106	156	47%	74	116	57%	42	82	95%
Other	157	318	103%	152	208	37%	45	156	247%

Intelligence and Security jurisdictional area statistics

Table A5.5: Caseload overview – Intelligence and Security jurisdictional area, 2024–25 to 2025–26

Jurisdictional area/list	Lodged			Finalised			On hand at year end			% finalised within 12 months		Median time to finalise (weeks)	
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	2024–25	2025–26
Intelligence and Security	9	11	22%	4	8	100%	7	12	71%	50%	62.5%	34	42

Table A5.6: Outcomes of reviews – Intelligence and Security jurisdictional area*, 2025–26

Jurisdictional area/list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Intelligence and Security	3	–	1	–	4	–	8

* 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 to 2025–26

Jurisdictional area/list	Lodged			Finalised			On hand at year end			% finalised within 12 months		Median time to finalise (weeks)	
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	2024–25	2025–26
Migration	46,651	47,976	3%	12,954	23,830	84%	56,698	80,855	43%	48.5%	40.9%	55	64
Character and citizenship	912	969	6%	765	1,118	46%	576	471	-18%	84.5%	82.3%	13	12
Family and partner Visas	2,293	2,165	-6%	1,704	1,732	2%	5,321	5,751	8%	22.8%	19.3%	147	134
Graduate and training visas*	–	3,345	–	–	1,111	–	–	4,917	–	–	57.9%	–	43
Study visas	32,198	29,346	-9%	5,639	13,231	135%	38,066	54,176	42%	43.8%	33.8%	59	68
Visitor, bridging and other visas	4,323	5,549	28%	2,219	3,743	69%	4,125	5,908	43%	69.3%	68.8%	23	27
Working, skilled and investment visas	6,925	6,602	-5%	2,627	2,895	10%	8,610	9,632	12%	47.2%	27.9%	61	82

* The Graduate and Training Visas Jurisdictional List commenced from 1 January 2026. However, all 2025–26 data for case types now administered under this list is included here.

Table A5.8: Outcomes of reviews – Migration jurisdictional area*, 2025–26

Jurisdictional area/ list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Migration	3,436	8,599	142	1,511	7,434	2,701	**23,823**
Character and citizenship	374	271	135	40	155	136	**1,111**
Family and partner visas	359	932	–	71	267	103	**1,732**
Graduate and training visas[1]	150	334	–	22	438	167	**1,111**
Study visas	1,844	5,436	–	1,072	4,590	289	**13,231**
Visitor, bridging and other visas	388	544	–	87	911	1,813	**3,743**
Working, skilled and investment visas	321	1,082	7	219	1,073	193	**2,895**

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

[1] The Graduate and Training Visas List commenced from 1 January 2026. For consistency, all 2025–26 data for case types now administered under this list is counted here.

National Disability Insurance Scheme jurisdictional area statistics

Table A5.9: Caseload overview – National Disability Insurance Scheme jurisdictional area, 2024–25 to 2025–26

Jurisdictional area/list	Lodged			Finalised			On hand at year end			% finalised within 12 months		Median time to finalise (weeks)	
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	2024–25	2025–26
NDIS	7,935	9,351	18%	5,014	8,082	61%	5,839	7,077	21%	78.7%	77.1%	27	34
Access	1,794	1,855	3%	1,183	1,806	53%	1,473	1,518	3%	66.4%	77.0%	35	36
Plans	6,141	7,496	22%	3,831	6,276	64%	4,366	5,559	27%	82.5%	77.1%	25	33

Table A5.10: Outcomes of reviews – National Disability Insurance Scheme jurisdictional area, 2025–26

Jurisdictional area/list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
NDIS	162	145	5,229	274	1,740	523	**8,073**
Access	76	22	1,033	63	406	204	**1,804**
Plans	86	123	4,196	211	1,334	319	**6,269**

* 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 to 2025–26

Country of reference	2024–25	2025–26	% change
China	3,231	2,502	-23%
India	3,794	2,315	-39%
Indonesia	992	1,265	28%
Vietnam	2,014	1,001	-50%
Fiji	801	911	14%
Philippines	1,477	898	-39%
Malaysia	953	692	-27%
Colombia	142	644	354%
Pakistan	218	582	167%
Other	5,525	6,429	16%
Total	**19,147**	**17,239**	**-10%**

Table A5.12: Protection cases finalised by country of reference, 2024–25 to 2025–26

Country of reference	2024–25	2025–26	% change
China	3,918	5,149	31%
Malaysia	6,475	4,435	-32%
Vietnam	1,312	2,789	113%
India	629	2,316	268%
Indonesia	555	1,473	165%
Thailand	654	1,359	108%
Fiji	506	801	58%
Philippines	179	577	222%
Taiwan	317	483	52%
Other	2,477	3,126	26%
Total	**17,022**	**22,508**	**32%**

Table A5.13: Protection cases on hand by country of reference, 2024–25 to 2025–26

Country of reference	2024–25	2025–26	% change
India	5,928	5,929	0%
China	8,042	5,407	-33%
Vietnam	4,834	3,047	-37%
Indonesia	2,830	2,632	-7%
Philippines	2,226	2,544	14%
Malaysia	5,615	1,876	-67%
Fiji	1,542	1,652	7%
East Timor	1,075	1,365	27%
Nepal	752	1,177	57%
Other	9,920	11,874	20%
Total	**42,764**	**37,503**	**-12%**

Table A5.14: Outcomes of reviews – Protection jurisdictional area, 2025–26

Jurisdictional area/country of reference	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Protection	8,286	1,820	–	8,661	2,190	1,551	**22,508**
China	1,672	159	–	2,804	319	195	**5,149**
Malaysia	1,989	477	–	1,446	200	323	**4,435**
Vietnam	587	99	–	1,671	279	153	**2,789**
India	1,111	115	–	590	412	88	**2,316**
Indonesia	633	116	–	474	133	117	**1,473**
Thailand	369	33	–	682	93	182	**1,359**
Fiji	430	76	–	118	67	110	**801**
Philippines	230	22	–	134	132	59	**577**
Taiwan	193	5	–	224	51	10	**483**
Other	1,072	718	–	518	504	314	**3,126**

* 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 to 2025–26

Jurisdictional area/list	Lodged			Finalised			On hand at year end			% finalised within 12 months		Median time to finalise (weeks)	
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	2024–25	2025–26
Social Security	6,516	5,417	-17%	6,682	5,560	-17%	1,804	1,690	-6%	96.3%	94.1%	12	13
Centrelink	6,351	5,332	-16%	6,516	5,454	-16%	1,768	1,676	-5%	96.2%	94.0%	12	13
Paid parental leave	165	85	-48%	166	106	-36%	36	14	-61%	100%	97.2%	15	13

Table A5.16: Outcomes of reviews – Social Security jurisdictional area, 2025–2026

Jurisdictional area/list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Social Security	1,856	1,279	436	199	425	1,355	**5,550**
Centrelink	1,818	1,265	433	197	420	1,311	**5,444**
Paid parental leave	38	14	3	2	5	44	**106**

* 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 to 2025–26

Jurisdictional list/ payment type	Lodged			Finalised			On hand at year end		
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change
Centrelink	5,628	4,558	-19%	5,710	4,551	-20%	1,192	1,195	0%
Age pension	669	603	-10%	638	598	-6%	179	183	2%
Carer payment	216	190	-12%	232	182	-22%	41	48	17%
Child care subsidy	391	313	-20%	413	293	-29%	80	100	25%
Disability support pension	1,333	998	-25%	1,265	1,094	-14%	297	200	-33%
Family tax benefit	1,025	833	-19%	1,121	788	-30%	208	252	21%
Jobseeker payment	503	425	-16%	520	414	-20%	105	117	11%
Newstart allowance	110	110	0%	119	102	-14%	21	29	38%
Parenting payment	259	280	8%	275	257	-7%	55	77	40%
Youth allowance	308	244	-21%	321	261	-19%	60	43	-28%
Other	814	562	-31%	806	562	-30%	146	146	0%

Table A5.18: Centrelink second review cases lodged, finalised and on hand by payment type, 2024–25 to 2025–26

Jurisdictional list/ payment type	Lodged			Finalised			On hand at year end		
	2024–25	2025–26	% change	2024–25	2025–26	% change	2024–25	2025–26	% change
Centrelink	723	774	7%	806	903	12%	576	481	-16%
Age pension	95	69	-27%	112	93	-17%	70	47	-33%
Carer payment	21	30	43%	33	29	-12%	21	21	0%
Child care subsidy	48	50	4%	54	53	-2%	28	25	-11%
Disability support pension	200	193	-4%	216	210	-3%	147	136	-7%
Family tax benefit	169	186	10%	177	229	29%	139	96	-31%
Jobseeker payment	57	72	26%	39	80	105%	46	40	-13%
Newstart allowance	10	20	100%	28	20	-29%	12	14	17%
Parenting payment	40	47	18%	37	60	62%	46	33	-28%
Youth allowance	24	25	4%	24	30	25%	19	13	-32%
Other	59	82	39%	86	99	15%	48	56	17%

Table A5.19: Centrelink first review lodgements by decision type*, 2024–25 to 2025–26

Decision type	2024–25		2025–26	
	No.	% of total	No.	% of total
Cancellation of payment	445	8%	377	8%
Debt	2,098	37%	2,040	45%
Rate of payment	353	6%	306	7%
Refusal of claim	1,926	34%	1,369	30%
Start date of payment	447	8%	277	6%
Other	359	6%	189	4%
Total	5,628	100%	4,558	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 Tribunal for each application.

Table A5.20: Centrelink second review lodgements by decision type*, 2024–25 to 2025–26

Decision type	2024–25		2025–26	
	No.	% of total	No.	% of total
Cancellation of payment	44	6%	46	6%
Debt	329	46%	426	55%
Rate of payment	52	7%	45	6%
Refusal of claim	223	31%	191	25%
Start date of payment	51	7%	38	5%
Other	24	3%	28	4%
Total	723	100%	774	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 Tribunal for each application.

Table A5.21: Paid parental leave first review lodgements by decision type*, 2024–25 to 2025–26

	2024–25		2025–26	
Decision type	No.	% of total	No.	% of total
Debt	33	21%	6	7%
Not payable	114	71%	67	83%
Payment	7	4%	6	7%
Start date of payment	6	4%	2	2%
Total	160	100%	81	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 ART for each application.

Table A5.22: Applications lodged by the Secretary* for second review of Centrelink decision, 2024–25 to 2025–26

	2024–25		2025–26	
	No.	% of total	No.	% of total
Lodged	36	–	23	–
Finalised	72	–	74	–
Decision affirmed by consent	1	1%	0	0%
Decision varied or set aside by consent	43	60%	13	18%
Decision affirmed by Tribunal	1	1%	0	0%
Decision varied or set aside by Tribunal	14	19%	47	64%
Dismissed by operation of law	1	1%	1	1%
No jurisdiction	0	0%	5	7%
Withdrawn by applicant	12	17%	8	11%

* The Secretary of the Department responsible for administering the relevant legislation.

Note: Percentages may not total to 100% due to rounding.

Taxation and Business jurisdictional area statistics

Table A5.23: Caseload overview – Taxation and Business jurisdictional area, 2024–25 to 2025–26

Jurisdictional area/list	Lodged			Finalised			On hand at year end			% finalised within 12 months		Median time to finalise (weeks)	
	2024–25	2025–26	% changed	2024–25	2025–26	% changed	2024–25	2025–26	% changed	2024–25	2025–26	2024–25	2025–26
Taxation and Business	1,318	1,653	25%	1,055	1,622	54%	2,413	2,475	3%	66.6%	65.6%	33	37
Regulation and Discipline	238	304	28%	166	321	93%	231	227	-2%	77.3%	78.3%	29	29
Taxation	1,080	1,349	25%	889	1,301	46%	2,182	2,248	3%	62.5%	58.3%	34	43

Table A5.24: Outcomes of reviews – Taxation and Business jurisdictional area, 2025–26

Jurisdictional area/list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Taxation and Business	168	192	314	101	426	316	**1,517**
Regulation and Discipline	28	13	52	11	146	69	**319**
Taxation	140	179	262	90	280	247	**1,198**

* 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 to 2025–26

Jurisdictional area/list	Lodged			Finalised			On hand at year end			% finalised within 12 months		Median time to finalise (weeks)	
	2024–25	2025–26	% changed	2024–25	2025–26	% changed	2024–25	2025–26	% changed	2024–25	2025–26	2024–25	2025–26
Veterans' and Workers' Compensation	1,472	1,565	6%	1,346	1,457	8%	1,586	1,700	7%	55.4%	49.7%	46	52
Veterans'	203	158	-22%	161	194	20%	206	171	-17%	57.1%	46.9%	43	54
Workers' Compensation	1,269	1,407	11%	1,185	1,263	7%	1,380	1,529	11%	55.2%	50.1%	47	52

Table A5.26: Outcomes of reviews – Veterans' and Workers' Compensation jurisdictional area, 2025–26

Jurisdictional area/list	Affirmed	Set aside	Consent	Dismissed	Withdrawn	No jurisdiction	Total
Veterans' and Workers' Compensation	76	23	998	36	242	75	**1,450**
Veterans'	34	11	30	7	75	35	**192**
Workers' Compensation	42	12	968	29	167	40	**1,258**

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

Appendix 6: Other mandatory information

This appendix contains:

- details about advertising and market research expenditure
- information about the Tribunal's audit and risk committee
- information about grants
- information about the Tribunal's disability reporting mechanism
- information about the Tribunal's ecologically sustainable development and environmental performance
- information about the Tribunal's APS Net Zero 2030 reporting
- corrections of errors in previous annual report.

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 2025–26. Non-campaign advertising expenditure of $116,000 (including GST) was paid to Universal McCann to advertise employment vacancies.

We paid ORIMA Research $75,000 (including GST) to conduct surveys of users of the Tribunal's services.

We paid Portable Australia $177,000 (including GST) to conduct surveys of users of the Tribunal's services.

There were no other reportable payments made in 2025–26.

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, financial reporting, and systems relating to risk and control. It also provides advice on the adequacy of the Tribunal's production of our financial and performance statements. The committee engages with the Tribunal's internal and external audit service providers as required.

The Audit and Risk Committee Charter is available on our website.

Former member Ms Penny McKay completed her term on the Audit and Risk Committee in 2025–26.

Table A6.1 Audit and risk committee members, 2025–26

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	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 has worked with PricewaterhouseCoopers in the areas of audit, financial reporting and risk	5	5	$19,950	Chair
Penny McKay	Commissioner Defence and Veterans' Service Commission (from 1 June 2026) Former Deputy CEO Australian Skills Quality Authority Former Deputy Commonwealth Ombudsman Former acting First Assistant Secretary, Integrity, Security and Assurance Division and 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	5	5	$0[a]	Member
Jenet Connell	21 years APS experience at the SES level (including 14 years at Band 3), private sector and state government experience (WA and Victoria) Former Deputy Australian Statistician Australian Bureau of Statistics Former Chief Operating Officer, Department of Immigration and Border Protection Former Deputy Secretary, Chief Operating Officer, Department of Finance Former Deputy Secretary, Detention Capability Review Taskforce Numerous government audit and private sector board positions Gateway Reviewer for Department of Finance Adjunct Professor, University of Canberra	5	5	$11,923	Member

[a] Penny McKay is a member of the Australian Public Service (APS) and provided her services in kind.

Grants

The Tribunal did not administer any grants programs in 2025–26.

Disability reporting mechanism

Australia's Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy's actions and outcome areas will be published and available at https://www.disabilitygateway.gov.au/ads.

Disability reporting is included in the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at http://www.apsc.gov.au.

During the reporting period, we updated our guidance so hiring managers and selection panels could improve their disability hiring practices including when implementing the RecruitAbility scheme.

Training packages for Selection Advisory Committee Chairs, panel members and delegates were also reviewed and will be strengthened to provide further guidance on managing bias, RecruitAbility and disability hiring.

Ecologically sustainable development and environmental performance

While the Tribunal does not develop or administer legislation or policy relating to the environment, we take steps to ensure our operations are environmentally sustainable.

We switch off lights and electrical devices when they are not required, encourage double-sided printing, recycle office waste and provide facilities to support members and staff who walk or cycle to work. When undertaking new fit-out works, we install light-emitting diode (LED) lights and fit lights with sensors and timers.

The Tribunal implemented several additional measures during the reporting year to reduce the environmental impact of our operations and improve our sustainability performance. These initiatives included installing battery recycling bins at some of our locations, introducing a secure destruction recycling program and increasing our spending on sustainable office products through our contracted stationery suppliers (see the table below). The Tribunal is also conducting desktop energy audits of each office to identify energy-saving measures for 2026–27.

The Tribunal implemented GreenPower procurement for 100% of electricity consumption at its Melbourne, Canberra and Sydney offices, effective 1 January 2026. This has brought the Tribunal's percentage of renewably sourced electricity to 33%, with further procurement work being completed to meet the 80% target by 2028.

When arranging new leases and fit-outs, the Tribunal considers the principles of ecologically sustainable development to align with principles and requirements of the Net Zero in Government Operations Strategy.

Theme	Steps taken to reduce effect	Measures to review and improve reducing the effect
Energy efficiency	Installed sensor-controlled lighting in any new fit-outs or refurbishments to tenancies Considered energy ratings of office machines when replacement was necessary Two tenancies currently have NABERS energy tenancy ratings, and a third tenancy has undergone metering correction work to enable future ratings.	Ensure new leases comply with the principles and requirements of the Net Zero in Government Operations Strategy in regard to NABERS rating targets. NABERS improvement plans for each site.
Electrification	The Tribunal does not currently procure any gas directly and will not procure any new equipment that requires gas.	Work with existing landlords to understand existing gas use and plans for electrification. Preference for fully electric buildings in new leasing decisions.
Waste	Participated in office waste recycling schemes. Opportunities for more recycling, usually using building owner schemes, are regularly investigated.	All registries recycled paper and cardboard during the reporting year. All registries also recycled some or all of 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 have been installed at certain tenancies to prevent environmental harm. Secure destruction recycling program. Simply Cups stands have been installed at certain tenancies to stop plastic lids being put into mixed recycling and landfill waste streams. As the Tribunal participates in whole-of-building recycling schemes with other tenants, separate data on recycling quantities is not currently available.
Water	Installed water saving devices such as dual-flush cisterns and waterless or low-water urinals in any new fit-outs or refurbishments to tenancies.	The Tribunal is not able to access data on water consumption in each of its tenancies.
Office Purchases	Preference sustainable office and stationery products that are either biodegradable or recycled 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 2025–26 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO_2-e) emissions.

Table A6.2: Greenhouse gas emissions inventory (location based), 2025–26

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	1,152.05	107.87	1,259.92
Natural gas	–	N/A	–	–
Solid waste	–	N/A	–	–
Refrigerants	–	N/A	N/A	–
Fleet and other vehicles	2.50	N/A	0.64	3.14
Domestic commercial flights	N/A	N/A	173.11	173.11
Domestic hire car	N/A	N/A	1.06	1.06
Domestic travel accommodation	N/A	N/A	–	–
Other energy	–	N/A	–	–
Total kg CO_2-e	2.50	1,152.05	282.68	1,437.23

Note: Scope 1, Scope 2, Scope 3 and Total emissions are presented as tonnes carbon dioxide equivalent (t CO_2-e).

Electricity emissions are calculated using the location-based method.

Refrigerants are being passed and are an optional source in 2025–26 emissions reporting. See the Emissions Reporting Framework for more details.

Table A6.3: Electricity greenhouse gas emissions, 2025–26

Emissions Source	Scope 2	Scope 3	Total	Electricity
Location-based electricity emissions	1,152.05	107.87	1,259.91	1,748,975.11
Market-based electricity emissions	770.60	104.65	875.25	951,352.48
Total renewable electricity	N/A	N/A	N/A	797,622.63
Renewable Power Percentage	N/A	N/A	N/A	302,397.80
Jurisdictional Renewable Power	N/A	N/A	N/A	114,240.16
GreenPower	N/A	N/A	N/A	315,480.44
Large-scale generation certificates	N/A	N/A	N/A	65,504.25

Note:

1. The table above presents emissions related to electricity usage using both the location-based and market-based accounting methods.
2. Scope 2, Scope 3 and Total emissions are presented as tonnes carbon dioxide equivalent (t CO_2-e). Electricity data is reported in kilowatt hours (kWh).
3. Total renewable energy excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs).
4. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
5. Jurisdictional Renewable Power refers to the Jurisdictional Renewable Power Percentage (JRPP). Currently, the Australian Capital Territory is the only jurisdiction with a JRPP.

Emissions Inventory Tables – Caveats

A portion of electricity and solid waste data was unable to be sourced and has not been included.

Greenhouse gas emissions reporting has been developed with methodology that is consistent with the Whole-of-Australian Government approach as part of 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.

At present, the Tribunal uses the following energy saving techniques:

- Offices are fitted with sensor lighting systems which turn off automatically if no movement is captured.
- Blockout blinds are installed in tenancies and drawn over external windows during warmer months to help keep office and open-plan areas cool.
- Air conditioning temperatures are set at 24 degrees and shut down at 6.00 pm.
- Drinking water heating and cooling systems operate from 6 am to 5 pm.
- Devices, including laptops and monitors are powered through soft wiring connectors and cannot be switched off at the source. All our equipment has power saver mode when not in use.
- New fit-outs are fitted with energy saving light fittings.

NABERS ratings have been undertaken in Canberra, Sydney and Brisbane. The Tribunal has received certificates and reports for these locations. Sydney was a co-assessment with building management.

Corrections of errors in previous annual report

On page 96, it was incorrectly reported that:

- our website was visited more than 1.5 million times between 14 October 2024 and 30 June 2025. The correct figure was 730,900. The number of views was 1.5 million.

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 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
17AE(1)(aa)(ii)	Appendix 2: Additional staffing statistics	Position title of the accountable authority or each member of the accountable authority	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
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 non-compliance with Finance law and action taken to remedy non-compliance	If applicable, mandatory
	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

PGPA Rule reference	Part of report	Description	Requirement
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
	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

PGPA Rule reference	Part of report	Description	Requirement
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: • 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 *Public Service Act 1999*	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
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)	N/A	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

PGPA Rule reference	Part of report	Description	Requirement
	Purchasing		
17AG(6)	Chapter 4: Management and accountability, 'Purchasing'	An assessment of entity performance against the *Commonwealth Procurement Rules*	Mandatory
	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
	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

PGPA Rule reference	Part of report	Description	Requirement
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
	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

PGPA Rule reference	Part of report	Description	Requirement
	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	Subcategories
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	–
242(2)(d)	**Chapter 3: Performance, Caseload overview**	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
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	–

Section of the ART Act	Part of report	Description	Subcategories
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 systemic issues
			Inform Ministers, entities and Administrative Review Council of systemic issues
242(2)(j)	**Appendix 1: Members of the Tribunal, Member Code of Conduct**	Overview of actions	Code of Conduct
	Appendix 1: Members of the Tribunal, Member Performance Standard		Performance Standard
	Chapter 4: Management and accountability, Member professional development		Training, education and professional development
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 Financial Officer
- primary financial statements including statements of comprehensive income, financial position, changes in equity; cash flow statement; administered schedules of comprehensive income, assets and liabilities, and reconciliation; and an administered cash flow statement
- an overview
- notes to the financial statements.

Australian National Audit Office

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 2026:

(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 2026 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 2026 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial 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 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.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

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



Li Lin

Audit Principal

Delegate of the Auditor-General

Canberra

14 September 2026



Financial Statements 2026

Administrative Review Tribunal

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http://www.finance.gov.au/about-us/copyright

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STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2026 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

14 September 2026



Dobe Temelkovski

Chief Financial Officer

14 September 2026

Statement of Comprehensive Income

for the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000	
NET COST OF SERVICES					
Expenses					
Employee benefits	1.1A	**219,587**	182,914	216,538	
Suppliers	1.1B	**46,177**	32,382	33,832	1
Depreciation and amortisation	3.2A	**27,355**	28,317	28,700	
Finance costs	1.1C	**3,317**	3,188	4,500	2
Impairment loss on financial instruments	1.1D	**-**	4	-	
Write-down and impairment of other assets	1.1E	**415**	-	-	3
Losses from asset sales/disposal	1.1F	**34**	3	-	
Total expenses		**296,885**	246,808	283,570	
Own-source income					
Own-source revenue					
Revenue from contracts with customers	1.2A	**1,906**	1,354	300	4
Other revenue	1.2B	**616**	594	-	
Total own-source revenue		**2,522**	1,948	300	
Gains					
Other gains	1.2C	**4**	-	600	5
Total gains		**4**	-	600	
Total own-source income		**2,526**	1,948	900	
Net (cost of) services		**(294,359)**	(244,860)	(282,670)	
Revenue from Government	1.2D	**330,487**	257,737	268,370	6
Surplus/(Deficit) on continuing operations		**36,128**	12,877	(14,300)	7

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. Suppliers
The variance in suppliers resulted from ART using additional resources consistent with increased caseload and Case Management System (CMS) activity.
2. Finance Costs
Resulting from lower than anticipated lease interest expense.
3. Write-down and impairment of other assets
The ART does not budget for asset impairment and during the asset review an impaired asset was identified and expensed.
4. Revenue from contracts with customers
The variance in revenue was due to higher than anticipated Section 74 receipts of leave entitlement transfers from other government agencies and Comcare receipts.
5. Other gains
Other gains anticipated in the budget were not realised.
6. Revenue from Government
Increase resulted from additional funding received in PAES.
7. Total comprehensive income /(loss)
Variance in comprehensive income for the period was primarily due to increased funding received in PAES which is not reflected in the Original Budget.

Statement of Financial Position

as at 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000	
ASSETS					
Financial assets					
Cash and cash equivalents	3.1A	**5,480**	4,519	4,535	1
Trade and other receivables	3.1B	**149,034**	94,346	69,971	2
Total financial assets		**154,514**	98,865	74,506	
Non-financial assets[1]					
Buildings	3.2A	**133,814**	167,264	147,660	
Plant and equipment	3.2A	**9,646**	9,208	5,903	3
Computer software	3.2A	**24,596**	20,666	25,642	
Other non-financial assets	3.2B	**7,472**	6,948	5,243	4
Total non-financial assets		**175,528**	204,086	184,448	
Total assets		**330,042**	302,951	258,954	
LIABILITIES					
Payables					
Suppliers	3.3A	**3,785**	2,674	7,453	5
Other payables	3.3B	**8,129**	6,092	5,501	6
Total payables		**11,914**	8,766	12,954	
Interest bearing liabilities					
Leases	3.4A	**146,966**	173,059	161,298	
Total interest bearing liabilities		**146,966**	173,059	161,298	
Provisions					
Employee provisions	6.1A	**41,606**	33,732	29,331	7
Other provisions	3.5A	**970**	1,125	1,190	8
Total provisions		**42,576**	34,857	30,521	
Total liabilities		**201,456**	216,682	204,773	
Net assets		**128,586**	86,269	54,181	
EQUITY					
Contributed equity		**138,548**	132,359	138,548	
Reserves		**12,893**	12,893	12,893	
Retained surplus/(Accumulated deficit)		**(22,855)**	(58,983)	(97,260)	9
Total equity		**128,586**	86,269	54,181	

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. Cash and cash equivalents
Increased cash consistent with increased funding from PAES.
2. Trade and other receivables
The variance in the trade and other receivables was attributable to the delay in actual appropriation drawdown and is consistent increased funding from PAES.
3. Plant and equipment
Increased plant & equipment reflects increased requirements for new laptops both replacement of existing and incremental for additional headcount.
4. Other non-financial assets
Increased non-financial assets reflects an increase in prepaid services and software.
5. Suppliers
The variance in suppliers resulted from ART's increased payment efficiency.
6. Other Payables
Higher balance in other payables results from increase in employee benefits resulting from payroll timing.
7. Employee provisions
The increase in employee provisions reflects higher staffing levels and annual adjustments to recreation and long service leave liabilities.
8. Other provisions
Lower other provisions resulted from reduced makegood lease requirements.
9. Retained surplus/(Accumulated deficit)
Lower accumulated deficits resulted from increase funding from PAES which was not included in the original budget.

Statement of Changes in Equity

for the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000
CONTRIBUTED EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		**132,359**	125,617	132,359
Transactions with owners				
Distributions to owners				
Equity injection - Appropriations		**2,038**	2,316	2,038
Departmental capital budget		**4,151**	4,426	4,151
Total transactions with owners		**6,189**	6,742	6,189
Closing balance as at 30 June 2026		**138,548**	132,359	138,548
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		**(58,983)**	(71,860)	(82,960)
Comprehensive income				
Surplus/(Deficit) for the period		**36,128**	12,877	(14,300)
Total comprehensive income		**36,128**	12,877	(14,300)
Closing balance as at 30 June 2026		**(22,855)**	(58,983)	(97,260)
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		**12,893**	12,893	12,893
Closing balance as at 30 June 2026		**12,893**	12,893	12,893

Statement of Changes in Equity continued

	Notes	2026 $'000	2025 $'000	Original Budget $'000	
TOTAL EQUITY					
Opening balance					
Balance carried forward from previous period		**86,269**	66,650	62,292	
Adjusted opening balance		**86,269**	66,650	62,292	
Comprehensive income					
Surplus/(Deficit) for the period		**36,128**	12,877	(14,300)	1
Total comprehensive income		**36,128**	12,877	(14,300)	
Transactions with owners					
Contributions by owners					
Equity injection - Appropriations		**2,038**	2,316	2,038	
Departmental capital budget		**4,151**	4,426	4,151	
Total transactions with owners		**6,189**	6,742	6,189	
Closing balance as at 30 June		**128,586**	86,269	54,181	

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. Surplus/(Deficit) for the period
The resulting surplus against the budgeted deficit for the period was due to increased appropriations from PAES which was not reflected in the original budget.

Cash Flow Statement
for the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000	
OPERATING ACTIVITIES					
Cash received					
Appropriations		**279,041**	238,220	271,510	
Sale of goods and rendering of services		**1,874**	1,293	300	1
Net GST refund		**7,330**	5,415	5,700	2
Total cash received		**288,245**	244,928	277,510	
Cash used					
Employees		**(209,154)**	(177,422)	(216,538)	
Suppliers		**(52,478)**	(42,441)	(38,932)	3
Interest payments on lease liabilities		**(3,317)**	(3,188)	(4,500)	4
Total cash used		**(264,949)**	(223,051)	(259,970)	
Net cash from operating activities		**23,296**	21,877	17,540	5
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment		**(10,923)**	(11,772)	(8,992)	6
Total cash used		**(10,923)**	(11,772)	(8,992)	
Net cash (used by) investing activities		**(10,923)**	(11,772)	(8,992)	
FINANCING ACTIVITIES					
Cash received					
Contributed equity		**6,189**	6,742	7,801	7
Total cash received		**6,189**	6,742	7,801	
Cash used					
Principal payments of lease liabilities		**(17,601)**	(17,259)	(14,400)	8
Total cash used		**(17,601)**	(17,259)	(14,400)	
Net cash (used by) financing activities		**(11,412)**	(10,517)	(6,599)	
Net (decrease) increase in cash held		**961**	(412)	1,949	
Cash and cash equivalents at the beginning of the reporting period		**4,519**	4,931	2,586	
Cash and cash equivalents at the end of the reporting period	3.1A	**5,480**	4,519	4,535	

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. Sale of goods and rendering of services
The variance in revenue was due to higher than anticipated Section 74 receipts of leave entitlement transfers from other government agencies and Comcare receipts.
2. Net GST refund
Increased Net GST refund was higher than anticipated due to an increased level of supplier activity to support increase in caseload.
3. Suppliers
The increase in supplier payments was primarily due to additional resources engaged to support the increased caseload and CMS development activities.
4. Interest payments on lease liabilities
The decrease in interest payments was primarily due to lower interest expense on lease liabilities.
5. Net cash from operating activities
Increase resulted from additional appropriations received in PAES which is not reflected in the Original Budget.
6. Purchase of property, plant and equipment
Higher plant & equipment reflects increased requirements for new laptops both replacement of existing and incremental for additional headcount.
7. Contributed equity
The variance against contributed equity was due to lower than anticipated drawdown of equity.
8. *Principal payments of lease liabilities*
Lease payments were higher than anticipated in the Original Budget.

Administered Schedule of Comprehensive Income

for the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000	
NET COST OF SERVICES					
Expenses					
Impairment loss on financial instruments	2.1A	**26,081**	17,494	5,000	1
Refund of application fees	2.1B	**17,600**	11,478	7,800	2
Total expenses		**43,681**	28,972	12,800	
Income					
Revenue					
Non-taxation revenue					
Revenue from contracts with customers	2.2A	**101,882**	57,671	40,000	3
Total non-taxation revenue		**101,882**	57,671	40,000	
Total revenue		**101,882**	57,671	40,000	
Surplus		**58,201**	28,699	27,200	

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 anticipated credit losses associated with uncollectable protection visa fees. The finalisation number of protection visa reviews was significantly higher than budgeted.
2. Refund of Application fees
The variance of application fees refunds was due to the large increase in case finalisations.
3. Revenue from contracts with customers
The increase is mainly due to the increase in finalisations of migration and visa protection cases. In addition, the application fees levied in 2025/26 have increased from the prior year.

Administered Schedule of Assets and Liabilities

as at 30 June 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000	
ASSETS					
Financial assets					
Cash and cash equivalents	4.1A	**1,546**	1,554	773	1
Trade and other receivables	4.1B	**2,394**	1,921	2,395	
Total financial assets		**3,940**	3,475	3,168	
Total assets administered on behalf of Government		**3,940**	3,475	3,168	
LIABILITIES					
Payables					
Trade creditors and accruals	4.2A	**5,705**	7,747	-	2
Contract liabilities	4.2A	**279,865**	189,280	79,902	3
Total payables		**285,570**	197,027	79,902	
Total liabilities administered on behalf of Government		**285,570**	197,027	79,902	
Net (liabilities)		**(281,630)**	(193,552)	(76,734)	

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
Increase resulted from higher number of applications and increased price
2. Trade creditors and accruals
Trade creditors and accruals relate to the refund of application fees payable. The variance to budget was due to increased finalisations and some applicants failing to provide their banking details to facilitate their refunds.
3. 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 obligations are finalised. The variance to budget was due to a higher number of applications received during the year.

Administered Reconciliation Schedule

for the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000
Opening assets less liabilities as at 1 July		**(193,552)**	(76,734)
Net (cost of) services			
Income		**101,882**	57,671
Expenses			
Impairment loss on financial instruments		**(26,081)**	(17,494)
Refund of application fees		**(17,600)**	(11,478)
Transfers (to)/from the Australian Government			
Appropriation transfers from Official Public Account		**20,000**	10,810
Appropriation transfers to OPA			
Transfers to OPA		**(166,279)**	(156,327)
Closing assets less liabilities as at 30 June 2026		**(281,630)**	(193,552)

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 2026

	Notes	2026 $'000	2025 $'000	Original Budget $'000	
OPERATING ACTIVITIES					
Cash received					
Sale of goods and rendering of services		**165,914**	156,505	35,000	1
Total cash received		**165,914**	156,505	35,000	
Cash used					
Other - Refund of application fees		**(19,643)**	(10,207)	(7,800)	2
Total cash used		**(19,643)**	(10,207)	(7,800)	
Net cash from operating activities		**146,271**	146,298	27,200	
Cash from Official Public Account					
Appropriations		**20,000**	10,810	7,800	3
Total cash from official public account		**20,000**	10,810	7,800	
Cash to Official Public Account					
Appropriations		**(166,279)**	(156,327)	(35,000)	4
Total cash to official public account		**(166,279)**	(156,327)	(35,000)	
Net increase in cash held		**(8)**	**781**	**-**	
Cash and cash equivalents at the beginning of the reporting period		**1,554**	773	773	
Cash and cash equivalents at the end of the reporting period	4.1A	**1,546**	1,554	773	

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
Increased cash received resulted from 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 finalisations of migration visa applications during the year.
3. Cash from Official Public Account - Appropriations
The variance against cash from the Official Public Account was due to a higher than anticipated number of refunds processed during the year.
4. Cash to Official Public Account - Appropriations
The variance against cash to Official Public Account was due to a higher than anticipated number of applications, which attract a fee during the year.

Overview

The ART is an Australian Government controlled, not-for-profit entity. The objective of the ART is to provide independent merits based review of a wide range of administrative decisions made under Commonwealth laws so as to ensure that the correct or a 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 Administrative Appeals Tribunal (AAT) ceased to exist.

The Administrative Review Tribunal was established on 14 October 2024 under the *Administrative Review Tribunal Act 2024* . The transfer of functions, assets and liabilities from the Administrative Appeals Tribunal occurred pursuant to the *Administrative Review Tribunal (Consequential and Transitional Provisions No. 1) Act 2024.*

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 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 2026

1.1 Expenses

	2026 $'000	2025 $'000
1.1A: Employee benefits		
Wages and salaries	**169,885**	137,456
Superannuation		
Defined contribution plans	**21,498**	16,478
Defined benefit plans	**6,024**	5,752
Leave and other entitlements	**21,658**	19,762
Separation and redundancies	**522**	3,466
Total employee benefits	**219,587**	182,914

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	**474**	309
Contractors	**4,810**	1,157
Travel	**1,244**	1,289
IT services	**14,433**	8,948
Hearing and related expenses	**6,631**	5,724
Properties operation expenses	**6,474**	5,438
Office support & Internet services	**1,280**	1,223
Training and staff development	**872**	1,098
Outsourced services	**4,310**	2,335
Subscription fees	**1,615**	1,518
Other	**2,124**	2,065
Total goods and services supplied or rendered	**44,267**	31,104
Goods supplied	**973**	809
Services rendered	**43,294**	30,295
Total goods and services supplied or rendered	**44,267**	31,104
Other suppliers		
Workers compensation expenses	**1,910**	1,278
Total other suppliers	**1,910**	1,278
Total suppliers	**46,177**	32,382

1.1C: Finance costs		
Interest on lease liabilities	**3,317**	3,188
Total finance costs	**3,317**	3,188

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: Write-down and Impairment of other asset		
Impairment of intangible assets other than goodwill	**415**	-
Total write-down and impairment of other assets	**415**	-
1.1F: Losses from asset sales/disposal		
Losses from asset sales/disposal	**34**	3
Total losses from asset sales/disposal	**34**	3

1.2 Own-Source Revenue and Gains

	2026 $'000	2025 $'000
Own-Source Revenue		
1.2A: Revenue from contracts with customers		
Rendering of services	**1,906**	1,354
Total revenue from contracts with customers	**1,906**	1,354
Disaggregation of revenue from contracts with customers		
Regulatory services	**253**	237
Service delivery	**1,653**	1,117
	1,906	1,354
Type of customer:		
Australian Government entities (related parties)	**1,906**	1,346
Non-government entities	**-**	8
	1,906	1,354
Timing of transfer of goods and services:		
Point in time	**1,906**	1,354
	1,906	1,354

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 activity where the ART generates its own source revenue is provision of services to other government agencies

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.

	2026 $'000	2025 $'000
1.2B: Other Revenue		
Resources received free of charge		
Remuneration of auditors	**94**	94
Liabilities assumed by other departments	**522**	500
Total other revenue	**616**	594

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	**330,487**	257,737
Total revenue from Government	**330,487**	257,737

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

	2026	2025
	$'000	$'000
2.1A: Impairment loss on financial instruments		
Impairment on trade and other receivables	**26,081**	17,494
Total impairment loss on financial instruments	**26,081**	17,494
2.1B: Other expenses		
Refund of application fees	**17,600**	11,478
Total other expenses	**17,600**	11,478

Accounting Policy

Refunds
Refunds for all jurisdictional areas are recognised after the case is finalised.

2.2 Administered - Income

	2026	2025
	$'000	$'000
Revenue		
Non–Taxation Revenue		
2.2A: Revenue from contracts with customers		
Rendering of services - Migration and General & Other	**69,034**	35,881
Rendering of services - Protection	**32,848**	21,790
Total revenue from contracts with customers	**101,882**	57,671

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

	2026 $'000	2025 $'000
3.1A: Cash and cash equivalents		
Cash on hand or on deposit	**5,480**	4,519
Total cash and cash equivalents	**5,480**	4,519

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	**4,194**	465
Appropriation receivables		
Appropriation receivables	**144,033**	92,587
Total appropriation receivables	**144,033**	92,587
Other receivables		
Statutory receivables	**807**	1,309
Total other receivables	**807**	1,309
Total trade and other receivables (gross)	**149,034**	94,361
Less expected credit loss allowance	**-**	(15)
Total trade and other receivables (net)	**149,034**	94,346

Credit terms for goods and services were within 28 days (2025: 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.

Notes to and forming part of the Financial Statements

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 $'000	Total $'000
As at 1 July 2025				
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 1 July 2025	**167,156**	**5,648**	**5,377**	**178,181**
Additions				
Transfers from WIP	**159**	**7,146**	**687**	**7,992**
Right-of-use assets	**1,190**	**-**	**-**	**1,190**
Remeasurement of leases for right-of-use assets	**(13,391)**	**-**	**-**	**(13,391)**
Disposals of Property, Plant and Equipment		**(34)**	**(415)**	**(449)**
Depreciation and amortisation	**(4,372)**	**(3,546)**	**(2,501)**	**(10,419)**
Depreciation on right-of-use assets	**(16,936)**	**-**	**-**	**(16,936)**
Total as at 30 June 2026	**133,806**	**9,214**	**3,148**	**146,168**
Total as at 2026 represented by				
Gross book value	**261,392**	**17,429**	**29,903**	**308,724**
Accumulated depreciation, amortisation and impairment	**(127,586)**	**(8,215)**	**(26,755)**	**(162,556)**
Total as at 30 June 2026	**133,806**	**9,214**	**3,148**	**146,168**
Carrying amount of right-of-use assets	**114,577**	**-**	**-**	**114,577**
Carrying amount of other property, plant and equipment	**19,229**	**9,214**	**3,148**	**31,591**

Work in Progress	Buildings $'000	Plant and equipment $'000	Computer Software $'000	Total $'000
Total as at 1 July 2025				
Gross book value	**108**	**3,560**	**15,289**	**18,957**
Purchase or internally developed	**59**	**4,018**	**6,846**	**10,923**
Less WIP transferred to assets	**(159)**	**(7,146)**	**(687)**	**(7,992)**
Net book value as at 30 June 2026	**8**	**432**	**21,448**	**21,888**
Total as at 30 June 2026 represented by				
Gross book value	**261,400**	**17,861**	**51,351**	**330,612**
Accumulated depreciation, amortisation and impairment	**(127,586)**	**(8,215)**	**(26,755)**	**(162,556)**
Total as at 30 June 2026	**133,814**	**9,646**	**24,596**	**168,056**

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 2026 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 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. The most recent revaluation was performed on 30 June 2024, with the next revaluation scheduled for 30 June 2029.

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:

	2026	2025
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)

Impairment
All assets were assessed for impairment at 30 June 2026. 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.

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.

Derecognition
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.

Intangibles
The ART's intangibles comprise internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

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 (2025: 3 to 5 years).

All software assets were assessed for indications of impairment as at 30 June 2026.

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.

Accounting Judgements and Estimates

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:

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.

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.

Accounting reviews were undertaken during the year in accordance with AASB 138 Intangible Assets and AASB 16 Leases.

Internally developed software is capitalised as an asset where the costs are expected to generate future economic benefits and can be measured reliably; otherwise they are expensed as incurred. Capitalised software is reviewed annually for impairment.

The Sydney lease contract was remeasured on 1 December 2025 following the finalisation of lease incentives of $12.36 million. The remeasurement reduced the right-of-use asset value and resulted in a $1.66 million reduction in depreciation expense for the year.

3.2 Non-Financial Assets continued

	2026 $'000	2025 $'000
3.2B: Other non-financial assets		
Prepayments	**7,472**	6,948
Total other non-financial assets	**7,472**	6,948

No indicators of impairment were found for other non-financial assets.

	2026 $'000	2025 $'000
3.3A: Suppliers		
Trade creditors and accruals	**3,785**	2,674
Total suppliers	**3,785**	2,674
3.3B: Other payables		
Salaries and wages	**6,349**	4,635
Superannuation	**1,780**	1,457
Total other payables	**8,129**	6,092

3.4 Interest Bearing Liabilities

	2026 $'000	2025 $'000
3.4A: Leases		
Lease liabilities	**146,966**	**173,059**
Total leases	**146,966**	**173,059**
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	**20,189**	**21,712**
Between 1 to 5 years	**79,818**	**89,194**
More than 5 years	**61,315**	**77,722**
Total leases	**161,322**	**188,628**

Total cash outflow for leases for the year ended 30 June 2026 was $20.918m (2025: $20.447m)

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

	2026 $'000	2025 $'000
3.5A: Other provisions		
	Total $'000	**Total $'000**
As at 1 July 2025	**1,125**	1,190
Amounts reversed	**(155)**	(65)
Total as at 30 June 2026	**970**	1,125

Accounting Judgements and Estimates

Provision for restoration
The ART is required to restore 4 (2025: 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

	2026 $'000	2025 $'000
4.1A: Cash and cash equivalents		
Cash on hand or on deposit	**1,546**	1,554
Total cash and cash equivalents	**1,546**	1,554
4.1B: Trade and other receivables		
Goods and services receivables	**91,264**	64,711
Total trade and other receivables (gross)	**91,264**	64,711
Less impairment loss allowance	**(88,870)**	(62,790)
Total trade and other receivables (net)	**2,394**	1,921

Credit terms for goods and services were within 7 days (2025: 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 2025-26, the Tribunal recorded a gross receivable of $91.3m and provided for an impairment loss allowance of $88.9m. 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

	2026 $'000	2025 $'000
4.2A: Suppliers		
Trade creditors and accruals	**5,705**	7,747
Contract liabilities from contracts with customers	**279,865**	189,280
Total suppliers	**285,570**	197,027

Settlement terms for suppliers is 30 days (2025: 30 days)

Accounting Policy

The ART applies AASB 15 *Revenue from Contracts with Customers* 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.

Funding

This section identifies the ART's funding structure.

5.1 Appropriations

5.1A: Annual appropriations ('recoverable GST inclusive')

Annual Appropriations for 2026

	Annual Appropriation[1&6]	Adjustments to appropriation[2]	Total appropriation	Appropriation applied in 2026 (current and prior years)	Variance[3]
	$'000	$'000	$'000	$'000	$'000
Departmental					
Ordinary annual services	**330,487**	**2,059**	**332,546**	**280,138**	**52,408**
Capital Budget[4]	**4,151**	**-**	**4,151**	**4,151**	**-**
Other services					
Equity Injections[5]	**2,038**	**-**	**2,038**	**2,038**	**-**
Total departmental	**336,676**	**2,059**	**338,735**	**286,327**	**52,408**

1. In 2025-26, 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. The variance is part of the $80M quarantine by Finance as per note 6 below.
4. Departmental Capital Budgets are appropriated through Appropriation Acts (No. 1 and No. 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 No. 4). They form part of ordinary annual services, and are separately identified in the Appropriation Acts.
6. The $80 million quarantine on the ART's 2025-26 operating appropriation reflects the Department of Finance's decision to temporarily quarantine a portion of the ART's unspent operating appropriations, having regard to the ART's projected funding requirements.

Annual Appropriations for 2025

	Annual Appropriation1&6	Adjustments to appropriation2	Total appropriation	Appropriation applied in 2025 (current and prior years)	Variance3
	$'000	$'000	$'000	$'000	$'000
Departmental					
Ordinary annual services	257,737	1,224	258,961	239,856	19,105
Capital Budget[4]	4,426	-	4,426	4,426	-
Other services					
Equity Injections[5]	2,316		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 attributable to lower than anticipated members and staff resulting recruitment delays.
4. Departmental Capital Budgets are appropriated through Appropriation Acts (No. 1 and No. 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 No. 4). They form part of ordinary annual services, and are separately identified in the Appropriation Acts.
6. In accordance with PGPA Rule section 17J, the ART has reported the AAT appropriation amount for FY24-25, and disclosed the $261.605m appropriation transferred from the AAT to the ART under s75.
7. The above 2025 table is recoverable GST exclusive.

5.1B: Unspent annual appropriations

	2026 $'000	2025 $'000
Departmental		
Appropriation Act (No. 1) 2024-25 - Operating	**-**	**92,587**
Supply Act (No. 1) 2025-26 - Operating	**88,821**	**-**
Appropriation Act (No. 3) 2025-26 - Operating	**55,212**	**-**
Cash and cash equivalents	**5,480**	**4,519**
Total departmental	**149,513**	**97,106**

1. $80m in Supply Act (No.1) 2025-2026 Operating was quarantined and will be available for drawdown in FY 2026-2027.
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

	Appropriation applied	
	2026	2025
Authority	**$'000**	$'000
PGPA Act section 77 (Repayments by the Commonwealth).	**20,000**	**10,810**
Total special appropriations applied	**20,000**	10,810

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

	2026 $'000	2025 $'000
Total comprehensive income - as per the Statement of Comprehensive Income	**36,128**	12,877
Plus : depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)	**10,419**	9,754
Plus : depreciation of right-of-use assets	**16,936**	18,563
Less : lease principal repayments	**(17,601)**	(17,259)
Net Cash Operating Surplus	**45,882**	**23,935**

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

	2026 $'000	2025 $'000
6.1A: Employee provisions		
Leave	**41,606**	33,732
Total employee provisions	**41,606**	33,732

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 method used at 30 June 2025. 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 last year because ART exceeded 1,000 members and staff. The primary accounting standard governing these provisions is AASB 119 Employee Benefits, which requires employee liabilities to be recognised in the balance sheet. The valuation incorporates assumptions relating to discount rates, retirement patterns, and benefit utilisation to determine the present value of future obligations. Discount rates are based on market yields of government bonds with terms comparable to the long service leave obligations. Factors that may increase future cash outflows, such as expected increases in remuneration rates, are also considered.

The FY2025 actuarial assessment resulted in increases of $1.767 million in long service leave liabilities and $1.370 million in annual leave liabilities. For FY2026, ART used the interim valuation model provided by the Australian Government Actuary, resulting in further increases of $1.457 million in long service leave liabilities and $0.744 million in annual leave liabilities. This interim valuation model will be used until the next actuarial assessment due in FY2028.

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, Chief Operating Officer and Chief Data and AI Officer. Key management personnel remuneration is reported in the table below:

	2026	2025
	$'000	$'000
Short-term employee benefits	**1,096**	785
Post-employment benefits	**142**	92
Other long-term employee benefits	**27**	19
Total key management personnel remuneration expenses[1]	**1,265**	896

The total number of key management personnel that are included in the above table is 3 (2025: 2).

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.

Notes to and forming part of the Financial Statements

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 relationships 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 (2025: 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 2026 (2025: Nil).

Unquantifiable Contingencies

There are no unquantifiable contingent liabilities as at 30 June 2026 (2025: 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

Quantifiable Administered Contingencies

There are no quantifiable contingent liabilities or assets at 30 June 2026 (2025: Nil).

Unquantifiable Administered Contingencies

There are no unquantifiable or remote contingent liabilities or assets at 30 June 2026 (2025: Nil).

7.2 Financial Instruments

	2026 $'000	2025 $'000
7.2A: Categories of financial instruments		
Financial assets at amortised cost		
Cash and cash equivalent	**5,480**	4,519
Trade and other receivables	**4,194**	465
Total financial assets at amortised cost	**9,674**	4,984
Total financial assets	**9,674**	4,984
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers	**3,785**	2,674
Total financial liabilities measured at amortised cost	**3,785**	2,674
Total financial liabilities	**3,785**	2,674

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 measured 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 (modem 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	
	2026	2025
	$'000	$'000
Non-financial assets		
Buildings (Leasehold improvements)	**19,229**	23,444
Plant and equipment	**9,214**	5,648
Total non-financial assets at fair value	**28,443**	29,092

Other information

8.1 Current/non-current distinction for assets and liabilities

8.1A: Current/non-current distinction for assets and liabilities

	2026	2025
	$'000	$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**5,480**	4,519
Trade and other receivables	**149,034**	94,346
Other non-financial assets	**7,472**	6,839
Total no more than 12 months	**161,986**	105,704
More than 12 months		
Buildings	**133,814**	167,264
Plant and equipment	**9,646**	9,208
Computer software	**24,596**	20,666
Other non-financial assets	**-**	109
Total more than 12 months	**168,056**	197,247
Total assets	**330,042**	302,951
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**3,785**	2,674
Other payables	**8,129**	6,092
Leases	**16,964**	18,819
Employee provisions	**20,462**	15,845
Total no more than 12 months	**49,340**	43,430
More than 12 months		
Leases	**130,002**	154,240
Employee provisions	**21,144**	17,887
Other provisions	**970**	1,125
Total more than 12 months	**152,116**	173,252
Total liabilities	**201,456**	216,682

8.2 Restructuring

	Administrative Appeals 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'	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
Affirm	If the Tribunal affirms a decision, the original decision is not changed
Alternative dispute resolution	Processes used to help parties resolve disputes without a hearing. *Related terms: Conciliation; dispute resolution*
Applicant	The individual or organisation that has lodged an application for review with the Tribunal. *Related term: Party*
Application	A request lodged with the Tribunal seeking review of an administrative decision
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 *Public Service Act 1999*
APSC	Australian Public Service Commission
ARC	Audit and Risk Committee
ART Act	*Administrative Review Tribunal Act 2024*
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, 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: Dispute resolution*

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 or registrar to discuss the progress of a case or deal with issues arising in a case
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 a case event, 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 term: Conciliation*
FBT	Fringe Benefits Tax
FCA	Federal Court of Australia
FCOFC	Full Court of the Federal Court of Australia
FOI Act	*Freedom of Information Act 1982*
FRR	Public Governance, Performance and Accountability (Financial Reporting) Rule 2015
Full-time equivalent or FTE	A measure of the size of the workforce that converts the hours worked by part-time and casual employees into the equivalent number of full-time employees
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
Guidance and Appeals Panel	A panel established under the *Administrative Review Tribunal Act 2024* that conducts reviews where a case raises significant issues or where a Tribunal decision may contain errors

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: Directions hearing; interlocutory hearing*
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
Merits review	A process that involves reconsidering an administrative decision based on its facts, law and policy to determine the correct or preferable outcome
NDIS	National Disability Insurance Scheme
Non-ongoing APS employee	A person engaged as an APS employee under 22(2)(b) or 22(2)(c) of the *Public Service Act 1999* 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 an in-person hearing or interview
Ongoing APS employee	A person engaged as an APS employee under 22(2)(a) of the *Public Service Act 1999*
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 types of cases, the decision-maker or other respondent to the application, and any other person who is added to the proceeding on the basis their interests are affected by the decision under review. *Related term: Applicant*

PCG	Portfolio Control Group
PCOG	Portfolio Control Operational Group
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PGPA (Financial Reporting) Rule 2015	Public Governance, Performance and Accountability 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 Programs	Portfolio Budget Statements explain the Budget appropriations for entities within a portfolio in terms of outcomes and 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 orders 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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