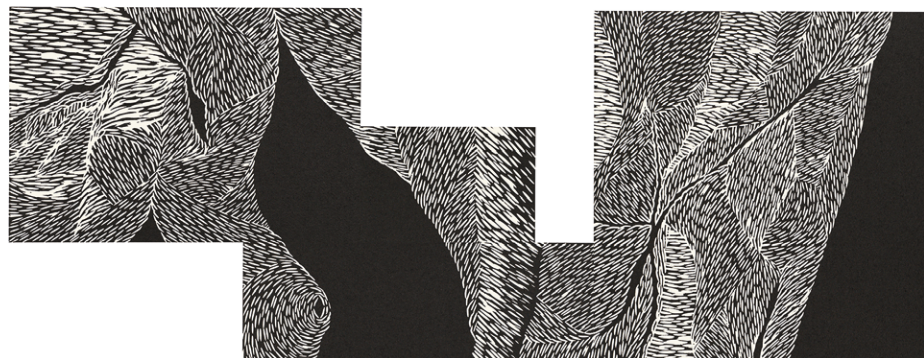




**AIATSIS**

Australian Institute of Aboriginal  
and Torres Strait Islander Studies  
**Corporate Plan 2025–2029**







Front cover:  
*Carving Memories: continued line,*  
*continued place (detail)*  
Tamika Grant-Iramu.

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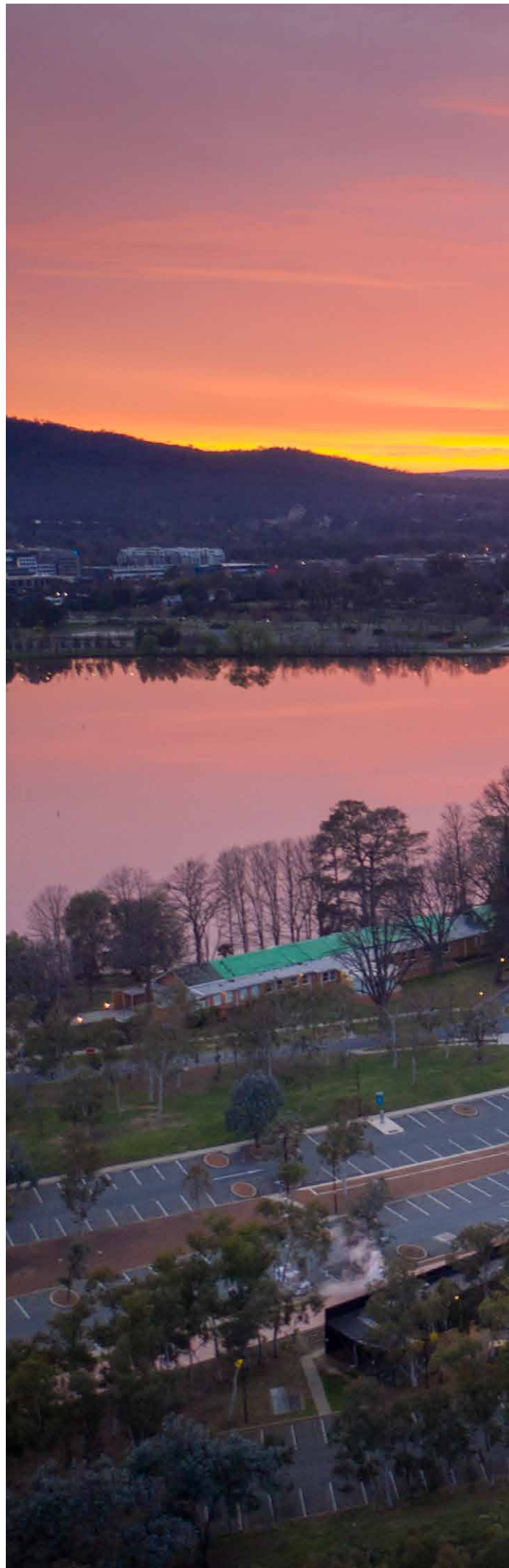
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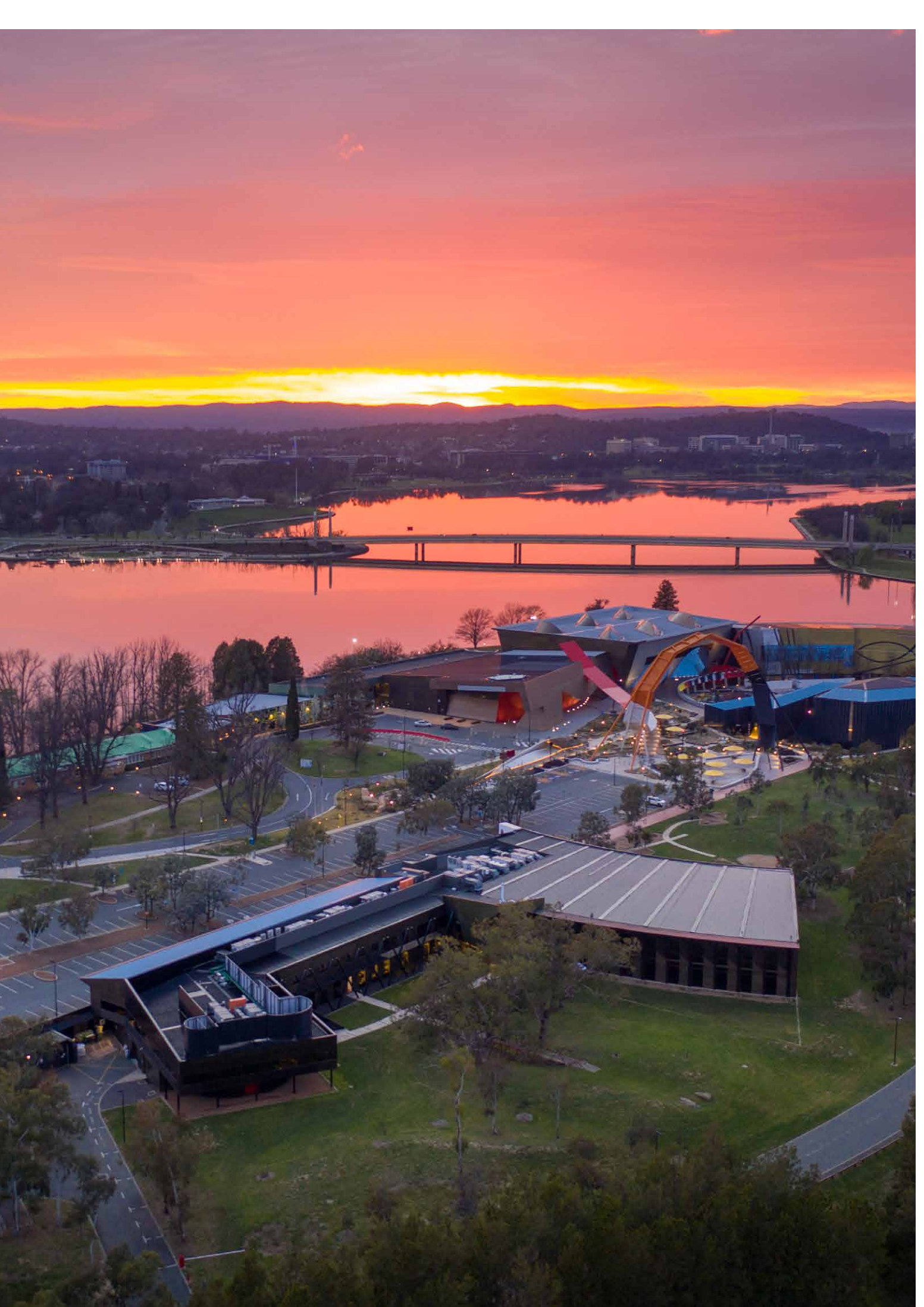
## Acknowledgement of Country

The Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) acknowledges all Aboriginal and Torres Strait Islander Traditional Custodians of Country and recognises their continuing connection to land, sea, culture and community.

We pay our respects to Elders past and present.

Right: the AIATSIS building in Canberra is named Maraga – a Ngunnawal word for a strong and robust shield.







# Introduction

## Chairperson's statement



As the Acting Deputy Chairperson of AIATSIS, I am honoured to present our Corporate Plan for 2025–2029, a statement of our continued commitment to preserving, amplifying and celebrating the cultures, knowledge systems, and lived experiences of Aboriginal and Torres Strait Islander peoples. 2025 represents a significant milestone for AIATSIS and its Council, for the first time in more than 20 years the composition of the AIATSIS Council consists of all members being Aboriginal and/or Torres Strait Islander people.

This Corporate Plan outlines our key priorities and strategic objectives for 2025–26 onwards and reaffirms our commitment to building a national identity that fully acknowledges and embraces the richness and diversity of the world's oldest living culture.

Through initiatives such as the Return of Cultural Heritage program, the national truth-telling process and our continued support of Indigenous data sovereignty, AIATSIS stands firmly in its vision: to create a world in which Aboriginal and Torres Strait Islander peoples' rights, knowledge, cultures and stories are recognised, respected, celebrated and valued. AIATSIS will continue to expand its work through research partnerships, investment in digital innovation, the continued care, preservation and digitisation of our nationally significant collection, and strengthening our engagement with communities both nationally and internationally.

Through these and other initiatives, we will continue to work tirelessly towards realising AIATSIS' purpose, to:

- create opportunities for everyone to encounter, engage with and be transformed by Aboriginal and Torres Strait Islander peoples' rights, knowledge, cultures and stories.
- enhance Aboriginal and Torres Strait Islander cultural vitality; and.
- shape our national narrative.

The Corporate Plan is a living document that will guide our efforts and decision-making processes, and we remain committed to transparent reporting on our performance, providing stakeholders with the information they need to assess our progress and success.

In presenting our 2025–2029 Corporate Plan, I look forward to continuing to work closely with our Minister and Portfolio, Government agencies, the Academy and Aboriginal and Torres Strait Islander peoples and organisations.

## Statement of preparation

As Acting Deputy Chair of the AIATSIS Council, I present the AIATSIS Corporate Plan, for the reporting period 2025–2029 as required under paragraph 35 (1) (b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act). This Plan has been prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

### **Jayde Geia**

Acting Deputy Chairperson, AIATSIS Council  
18 August 2025



Midn Marr Dreaming performers  
from AIATSIS Summit 2023.

# Our purpose

**We are Australia's only National Cultural Institution (NCI) solely dedicated to telling the story of Australia's First Nations peoples.**

**We collect, steward and appropriately share Aboriginal and Torres Strait Islander peoples' knowledge through our collection, our leadership in research and research ethics and our network of collaborations and partnerships by:**

- Telling the story of Aboriginal and Torres Strait Islander Australia.
- Creating opportunities for people to encounter, engage with and be transformed by that story.
- Supporting and facilitating Aboriginal and Torres Strait Islander cultural resurgence.
- Shaping our national narrative.

## Our strategic focus areas

1. Steward a national collection that is regularly used and enjoyed by all Australians.
2. Foster quality and innovation in Aboriginal and Torres Strait Islander research.
3. Promote understanding of diverse Aboriginal and Torres Strait Islander peoples' rights, knowledge, cultures and stories.
4. Deepen local connections and strengthen our global reputation.
5. Invest in our capability and capacity to deliver on our ambition.

Our purpose and strategic focus areas reflect the functions we are legislated to deliver under the *Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989* (the Act).

## Legislated functions<sup>1</sup>

1. To develop, preserve and provide access to a national collection of Aboriginal and Torres Strait Islander culture and heritage.
2. To use that national collection to strengthen and promote knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage.
3. To provide leadership in the fields of:
  - a. Aboriginal and Torres Strait Islander research.
  - b. Ethics and protocols for research, and other activities relating to collections, related to Aboriginal and Torres Strait Islander culture and heritage; and
  - c. Use (including use for research) of that national collection and other collections containing Aboriginal and Torres Strait Islander cultures and heritage.
4. To lead and promote collaborations and partnerships among the academic, research, nongovernment, business and government sectors and Aboriginal and Torres Strait Islander peoples in support of the other functions of the Institute.
5. To provide advice to the Commonwealth on the situation and status of Aboriginal and Torres Strait Islander cultures and heritage.

<sup>1</sup> As per section 5 of the *AIATSIS Act 1989* (Cth) and the *AIATSIS Amendment Act 2016*



# Key activities

To deliver on our functions and achieve our purpose, over the next four years, AIATSIS will focus efforts on the following key activities:

**1. Build, preserve and share a national collection.**

**2. Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage.**

**3. Be leaders in the provision of advice on Indigenous ethics, collections and research.**

**4. Promote and lead collaborations and partnerships in support of AIATSIS' functions.**

**5. Be leaders in the provision of advice to the Commonwealth on the situation and status of Aboriginal and Torres Strait Islander culture and heritage.**

# Our environment

AIATSIS operates within an environment shaped by both historical and contemporary influences on Aboriginal and Torres Strait Islander peoples and communities, culture, and governance. As Australia's only Aboriginal and Torres Strait Islander led NCI dedicated to advancing knowledge and understanding of the cultures, languages and histories of Australia's First Peoples, we position ourselves ready to respond to changes including socio-political, technological, and environmental challenges.

## Socio-political

We are committed to strengthening strong partnerships with Aboriginal and Torres Strait Islander peoples, communities, and organisations, as well as the broader Australian public, to ensure that our work reflects the diverse needs and aspirations of Indigenous peoples. Through our education programs we work to promote a greater understanding, respect, and reconciliation between Indigenous and non-Indigenous peoples.

## Technological

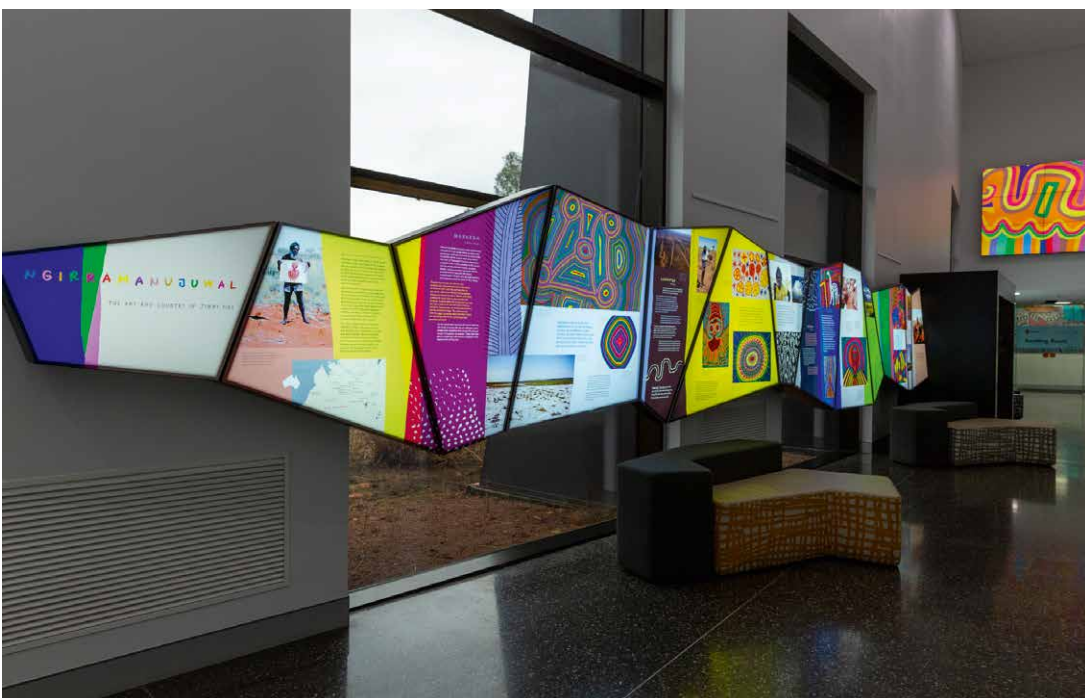
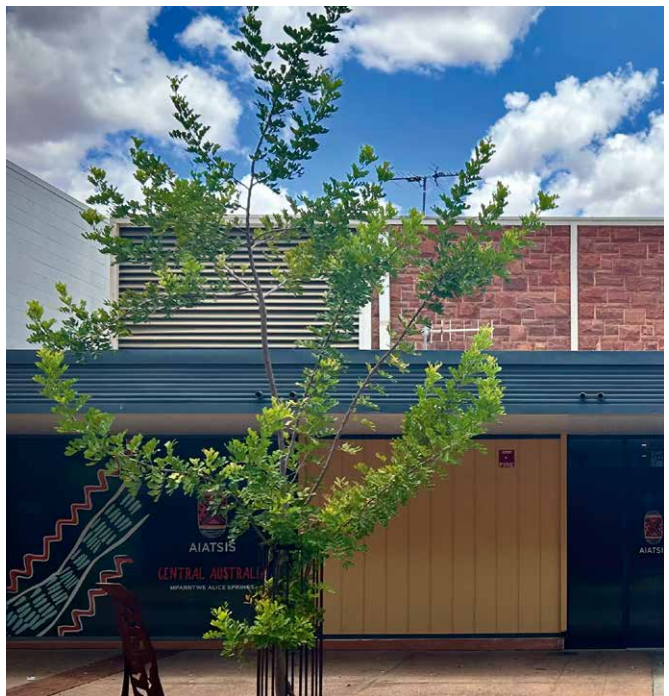
The digital environment is another key factor as we strive to enhance our technological infrastructure to better preserve, share, and educate on Indigenous knowledge through digital archives, virtual exhibitions, and other innovative tools. The ongoing advancement of digital platforms ensures that AIATSIS remains accessible and relevant to a global audience, facilitating the exchange of knowledge while protecting the integrity and security of Indigenous cultural heritage.

## Environmental

We have a strong focus on sustainable development and the protection of cultural heritage due to the rapid shifts in the climate. We are committed to supporting Indigenous knowledge systems and cultural practices that address those issues, ensuring these voices are central in policy discussions related to conservation, biodiversity, and sustainable resource management.

Opposite top and bottom: AIATSIS Canberra.  
Middle: AIATSIS Central Australia, Mparntwe.





# Major projects

**The National Aboriginal and Torres Strait Islander Cultural Precinct, Ngurra (in many different Aboriginal languages around Australia Ngurra is a word for 'home', 'camp', 'a place of belonging', 'a place of inclusion') reimagines our vision and provides the impetus to revisit and uplift AIATSIS' purpose. Ngurra provides a platform for us to prepare for a future where we will continue to invite all Australians, international partners and other stakeholders to acknowledge and celebrate Australia's First Peoples and their significant contribution to the life of this nation.**

Ngurra will comprise of two distinct elements:

- A National Indigenous Knowledge and Cultural Centre with enhanced facilities for AIATSIS that empower and support First Nations peoples to tell their own stories and celebrate the 65 000-year history of this nation.
- A National Resting Place (NRP) will realise a long-held aspiration of First Nations communities by providing a respectful and culturally appropriate facility to house and care for repatriated limited provenance ancestral remains and any associated material on their journey back to Country. The NRP is a Commonwealth Government commitment under the National Cultural Policy, Revive.

Ngurra will address critical infrastructure needs of our current facility to ensure the AIATSIS Collection – the largest of its kind in the world, is appropriately cared for and maintained.

Extensions to Maraga, the current AIATSIS building in Canberra, will see a National Indigenous Knowledge and Cultural Centre realised and will provide exhibition and public engagement spaces to display the AIATSIS Collection – an invaluable dynamic resource for our stakeholders and the broader community.

Realisation of the National Indigenous Knowledge and Cultural Centre will allow a full scope of our existing outward facing activities and public programs, including an expanded school's program – consistent with what is delivered by other National Cultural Institutions. The National Indigenous Knowledge and Cultural Centre will also support increased engagement with international and domestic visitors, academics, and other sectors. This will also include exhibitions that provide opportunities for deeper engagement with, and use of, the AIATSIS Collection in a more meaningful way to shape the narrative on Australia's First Nations people, their history, and rich cultures.

We will deliberately steward our Collection and increase availability and access to support greater recognition, respect and celebration of the value of Aboriginal and Torres Strait Islander peoples' rights, knowledge, cultures and stories.

Located alongside the National Museum of Australia, the Ngurra Cultural Precinct places the story of Australia's First Peoples in the National Cultural Institutional Landscape.

AIATSIS are custodians of a long and significant history that tells the story of Australia's Aboriginal and Torres Strait Islander peoples', a role AIATSIS has played for over 60 years. This history serves as a platform to build into future years and for future generations.

We occupy an important place in the cultural fabric of this nation, working at the intersection between Aboriginal and Torres Strait Islander peoples, the Government, Universities, the Cultural Sector and the broader Australian and International public.



# Cooperation

**AIATSIS acknowledges our partnerships with key stakeholders. We draw on their expertise and valuable insights, these relationships support us in achieving our purpose and vision. This includes but is not limited to:**

- Aboriginal and Torres Strait Islander peoples', communities, academics, authors, businesses and organisations
- AIATSIS Council
- AIATSIS members
- State and Commonwealth Governments
- Education providers
- Academics and the university sector
- Cultural Institutions, Language Centres and the broader Galleries, Libraries, Archives, and Museum (GLAM) sector
- Corporate and philanthropic sectors
- Australian people and businesses
- International colleagues within the GLAM sector and visitors alike.

# Capability

Over the duration of the Corporate Plan, we will continue to strengthen and enhance our capability to achieve our purpose with a focus on:

## Relationships

- Respectful and genuine engagement that continues to build our reputation and standing within Aboriginal and Torres Strait Islander communities.
- Working closely with the Government including government agencies and jurisdictions to support our joint aspirations in Indigenous Affairs.
- Continue to partner with key organisations both domestically and internationally.

## Governance

- Enhanced financial performance and resource, project and program management.
- Strengthen Indigenous governance and its benefits in a corporate Commonwealth entity.
- Adhere to legislative obligations and compliance requirements.

## Workforce capability

- Strengthen our leadership cohort.
- Develop a workforce plan that addresses workforce capabilities, requirements and gaps.
- Increase Indigenous representation in our workforce.
- Increase workforce knowledge and people management skills.
- Improve cultural knowledges, understandings and education.

## Information and communication technology (ICT) capability

- Ongoing modernisation and integration of our ICT environment to support improved knowledge management and discoverability of our collection.
- Enhance our technical expertise and capability through the implementation of the AIATSIS Digital Strategy.

## Capability development

- Map and refine core capabilities to identify capability gaps and areas for development including public programs, visitor experience, research, education, and teaching.



# Risk and management oversight

**AIATSIS is strengthening its governance framework by developing risk management practices to support strategic and operational decision-making. As part of this commitment, we are working to identify, assess, and manage risks to ensure accountability and compliance.**

AIATSIS' risk management is embedded within our governance, decision-making and business processes. Risk is managed in accordance with the AIATSIS Accountable Authority Instructions, the *Commonwealth Risk Management Policy 2023* and the AIATSIS Risk Management Policy and Framework.

The Council, Chief Executive Officer (CEO), Senior Executive Officers and all staff are accountable for risk management within AIATSIS. The Audit and Risk Committee (ARC) provide assurance to the Council as the Accountable Authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The AIATSIS Deputy Chief Executive Officer (also the Chief Risk Officer) supports the CEO and provides strategic advice to the Executive leadership team and to Council. Together, they promote positive risk behaviours to AIATSIS staff to incrementally improve AIATSIS' approach to risk.

ARC provides independent advice to the Council Chair on the appropriateness of AIATSIS' systems of risk oversight and management as required to by the PGPA Act.

AIATSIS staff actively contribute to risk management by identifying, assessing, controlling, communicating, monitoring and reporting risks in accordance with our Risk Management Policy and Framework as part of the business planning and relevant processes.

# Agency risks and opportunities

Risks	Management plan
<b>Increasing recognition, demand and expectation for AIATSIS expertise and collections.</b>	Upskill current staff to handle the growing expectations, such as offering professional development in areas like advanced research methods, public engagement strategies, or digital tools for cultural preservation.
<b>Increasing knowledge and relevance of AIATSIS.</b>	<p>Continue to develop programs and resources to increase public and academic awareness of Aboriginal and Torres Strait Islander cultures, languages, and history.</p> <p>Educate primary, secondary and tertiary Australian students.</p> <p>Remind Australians about our history and heritage and supporting truth telling with the programs we operate and collections we manage.</p>
<b>Increasing numbers of Aboriginal and Torres Strait Islander communities seeking the return of their cultural heritage material from overseas and the number of overseas collecting institutions, private collectors and foreign governments willing to support the return of cultural heritage material to Australia.</b>	<p>Continue to strengthen and develop partnerships with international institutions, private collectors, and foreign governments to facilitate the repatriation of cultural heritage materials.</p> <p>Continue to advocate for repatriation policies and engage in diplomatic efforts to ensure support for the return of cultural objects.</p>
<b>Failure to grow, preserve, manage and store the physical and digital collections and data assets cared for by AIATSIS.</b>	<p>AIATSIS has implemented collection preservation strategies and a risk management plan that effectively protects the collection from potential threats.</p> <p>Internal audits will also check our systems processes are appropriate.</p>
<b>AIATSIS being unable to deliver its core services as its systems, policies and processes are not sustainable, current, relevant or fit for purpose.</b>	Focus on exploring avenues for sustainable and diversified funding sources and opportunities to partner with industry and the corporate sector.

<b>The highly endangered state of all Indigenous Australian languages.</b>	<p>Continue to hold community-led projects, education programs, and partnerships with language custodians to keep the languages alive.</p> <p>Further strengthen relationships with linguists, universities, and Aboriginal and Torres Strait Islander communities to collaborate on ways to safeguard endangered languages.</p> <p>Encourage and support Aboriginal and Torres Strait Islander peoples to tell their own stories and speak their own languages.</p>
<b>Impacts of audio-visual obsolescence as detailed under the UNESCO deadline 2025 statement.</b>	<p>Raise awareness among stakeholders and the public about the importance of preserving audio-visual materials, encouraging support for digitisation initiatives.</p>
<b>A unique cultural institution managing multiple areas of professional expertise and practice in a dynamic environment.</b>	<p>Promote cross-disciplinary training and collaborative efforts across various Groups and with the GLAM sector to ensure AIATSIS continues to excel in diverse areas of expertise.</p>
<b>A fiscally challenging environment.</b>	<p>Develop a multi-channel funding approach, combining government grants, philanthropic support, corporate sponsorships, and revenue-generating activities.</p> <p>Implement cost-efficient practices without compromising quality, including prioritising high-impact projects and identifying areas where resources can be optimised.</p> <p>Increase financial literacy of AIATSIS and Council members.</p> <p>Advocating for evidence-based government funding injections.</p>
<b>Workforce challenges, impacted by the continued pressure and salary competition in the labour market across the public sector. We must maintain our focus on attraction and retention strategies and maintaining a reputation as an employer of choice, particularly for Aboriginal and Torres Strait Islander staff.</b>	<p>AIATSIS has implemented recruitment strategies to attract staff, with a focus on Aboriginal and Torres Strait Islander people, this includes retention initiatives such as professional development, career progression, Employee Value Proposition and flexible work arrangements.</p>
<b>Changes to our internal operating environment, including that our staffing profile will grow and change to reflect our expansion and the needs of stakeholders.</b>	<p>Revise internal governance frameworks to accommodate growth.</p>



# Performance reporting framework

## Framework

AIATSIS is committed to implementing a robust performance reporting framework as part of our Corporate Plan to ensure transparency, accountability, and continuous improvement in our operations. The framework is designed to track and evaluate our progress towards our strategic objectives, which include:

- 1. The preservation and promotion of Indigenous cultures.**
- 2. Fostering research.**
- 3. Supporting community engagement.**
- 4. Influencing policy.**

Performance measures are clearly defined and with regular reporting allowing us to assess our impact, identify areas for improvement, and adjust strategies accordingly. The framework ensures that we remain responsive to the needs of Aboriginal and Torres Strait Islander communities while adhering to government priorities and maintaining alignment with broader national objectives.

## Performance measures

AIATSIS is committed to ensuring the effectiveness of our programs and services by continually improving and refining our performance measures and methodologies to align with our strategic goals and the priorities of Aboriginal and Torres Strait Islander communities. AIATSIS employs a range of both qualitative and quantitative indicators to assess our impact and progress, ensuring we meet our objectives.

To evaluate our performance, we use a variety of methodologies, including stakeholder consultation, feedback surveys, and impact assessments. These are designed to capture the perspectives and experiences of the communities we serve and the stakeholders we partner with, ensuring our initiatives are responsive to their needs.

We also monitor our progress against key performance indicators (KPIs) tied to our strategic objectives, such as increasing public access to its collections, enhancing community-led research initiatives, and supporting the advancements of Indigenous language revitalisation. Regular reporting against these KPIs allows us to identify areas for improvements and ensure accountability. By adopting a continuous improvement framework, we remain adaptable to emerging challenges and opportunities, ensuring that our work continues to contribute to the empowerment of Aboriginal and Torres Strait Islander peoples and the broader Australian community.

## Changes to performance measures

- One performance measure changed to provide a more meaningful indicator of performance.
- One performance measure removed as it is no longer applicable.
- Three targets changed to reflect specific details on achieving the activity.
- Limitations should be noted for the following two performance measure targets:
  - > Number of Core Cultural Learning educations program licenses issued – please note that AIATSIS may have one or more clients who purchase 50 or more licenses in a single purchase.
  - > Number of downloads of the AIATSIS Code of Ethics – due to system and data source limitations, unique downloads cannot be identified, and data may include duplicate downloads, and AIATSIS staff downloads for business purposes.

## **Performance measures**

# Key activity

## 1. Build and preserve a national collection.

Goals	Actions	Type of measure / methodology
<p><b>Ensure that our collection is representative, relevant and diverse.</b></p> <p><b>Optimise appropriate accessibility.</b></p> <p><b>Maximise opportunities provided by digital innovation.</b></p>	<ul style="list-style-type: none"> <li>• Implementation of the AIATSIS Digital Strategy 2021–2030, including upgrading of collection management infrastructure.</li> <li>• Clarify legal frameworks that affect the administration of the collection with a view to increasing accessibility.</li> <li>• Implement a focused and appropriate acquisitions program.</li> <li>• Maintain an active digitisation program, including in the Central Australian Digitisation Facility and implementing the On-Country Digitisation Initiative.</li> <li>• Arrange, describe, manage and preserve collection materials in accordance with accepted industry standards.</li> <li>• Monitor and review the AIATSIS Collection Development Strategy 2023–2027.</li> <li>• Develop and promote best practice policies and procedures as they pertain to the care, management and accessibility of our collection.</li> <li>• Identify and ensure appropriate physical and digital storage solutions for our expanding collection.</li> <li>• Conduct collections-based research.</li> <li>• Investigate, develop and adopt new technologies for the preservation and display of collection material.</li> <li>• Develop solutions through the Ngurra project for the future care, preservation, and display of collection material.</li> </ul>	<p><b>Quantitative measures:</b></p> <ul style="list-style-type: none"> <li>• Consistent growth of the collection through the offers and purchases programs.</li> <li>• Consistent increase of collection items digitised for accessibility and preservation, tracked against targets described below.</li> <li>• Consistent increase to high-quality descriptive metadata to make the collection accessible and discoverable, tracked against targets described below.</li> <li>• Monitor the number of users accessing digital and physical collections.</li> </ul> <p><b>Qualitative measures:</b></p> <ul style="list-style-type: none"> <li>• Collection growth meets the standards set in the Collection Development Strategy 2023–2027.</li> <li>• Collection digitisation meets the sector-standard archival preservation requirements for formats.</li> <li>• Collection description meets the sector standards and goals for information and resource sharing.</li> <li>• Quality of engagement with the collections infrastructure can be seen through positive engagement with feedback channels.</li> <li>• Risks to the care and preservation of the collection are successfully managed through adherence to incident response protocols, and progress of planned preventative strategies.</li> </ul>



Performance measure	2025–26 target	2026–27 target	2027–28 target	2028–29 target
<b>Enhance collection development efforts by exploring new acquisition opportunities, including donations and strategic partnerships, while maximising the use of available resources.</b>	<p>Increase from 2024–25.</p> <p>Selected acquisitions contribute to a representative, relevant and diverse collection.</p>	As per 2025–26	As per 2025–26	As per 2025–26
<b>Increase in the total amount of content digitised and described for discoverability.</b>	Five percent increase in digitised content from 2024–25.	As per 2025–26	As per 2025–26	As per 2025–26
	Increase descriptive metadata for the digitised collections by one percent based on previous year-end total digitised collection.	As per 2025–26	As per 2025–26	As per 2025–26
<b>Maintenance and preservation of the physical and digital collection as per the AIATSIS Collection Care Policy and relevant standards.</b>	Physical and digital collection maintained and preserved in accordance with the AIATSIS Collection Care Policy and relevant standards.	As per 2025–26	As per 2025–26	As per 2025–26

# Key activity

## 2. Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage.

Goals	Actions	Type of measure
<p><b>Provide a national forum for dialogue on Aboriginal and Torres Strait Islander culture.</b></p> <p><b>Deliver transformative experiences of Aboriginal and Torres Strait Islander cultures, histories and heritage.</b></p> <p><b>Deliver high quality exhibitions, products and publications.</b></p>	<ul style="list-style-type: none"> <li>• Deliver the annual AIATSIS Summit.</li> <li>• Produce culturally responsive and authoritative collections based online curriculum resources.</li> <li>• Develop and implement a schools' program to support learning about Aboriginal and Torres Strait Islander peoples, their histories and cultures.</li> <li>• Develop teacher training and associated resources to support teacher's culturally responsive pedagogy.</li> <li>• Strengthen Aboriginal and Torres Strait Islander languages through funding, research and projects such as the AIATSIS Dictionaries Program and the Language Strengthening Toolkit.</li> <li>• Deliver a robust publishing program with strong Aboriginal and Torres Strait Islander representation.</li> <li>• Design and deliver high quality exhibitions, displays, and installations.</li> <li>• Promote the importance and significant impact of the return and repatriation of cultural heritage material.</li> <li>• Produce culturally safe and accessible online content.</li> <li>• Continue to deliver engaging public programs utilising the AIATSIS collection.</li> </ul>	<p><b>Quantitative measures:</b></p> <ul style="list-style-type: none"> <li>• Track the delegate attendance and composition of speakers and presentations at the annual AIATSIS Summit.</li> <li>• Track the number of visitors to AIATSIS exhibitions, facilities, public programs and events.</li> <li>• Track the number of publications sold or distributed.</li> <li>• Track Website traffic to the Collections catalogues.</li> <li>• Track engagement levels with educational and cultural programs.</li> </ul> <p><b>Qualitative measures:</b></p> <ul style="list-style-type: none"> <li>• Seek visitor feedback on their learning outcomes from exhibitions and programs.</li> <li>• Seek delegate feedback on their experience from events, tours, forums and public programs (including the AIATSIS Summit).</li> </ul>

Performance measure	2025–26 target	2026–27 target	2027–28 target	2028–29 target
<b>Number of engagements with the collection.</b>	2,000 engagements	As per 2025–26	As per 2025–26	As per 2025–26
<b>Respondents indicating an increased understanding of issues relevant to Aboriginal and Torres Strait Islander Culture and Heritage.</b>	51% or more of respondents surveyed indicated an increased understanding of issues relevant to Aboriginal and Torres Strait Islander Culture and Heritage after an experience with AIATSIS.	As per 2025–26	As per 2025–26	As per 2025–26
<b>Number of Publications and/or education resources released.</b>	10 publications.	As per 2025–26	As per 2025–26	As per 2025–26
<b>Number of Core Cultural Learning education program licenses issued.</b>	50 licenses.	As per 2025–26	As per 2025–26	As per 2025–26



# Key activity

## 3. Leaders in the provision of advice on Indigenous ethics, collection and research.

Goals	Actions	Type of measure / methodology
<p><b>Speak authoritatively through evidence-based research and culturally based representative networks.</b></p> <p><b>Articulate national priorities for Aboriginal and Torres Strait Islander research.</b></p> <p><b>Position AIATSIS as the arbiter of standards in relation to research ethics, Indigenous research, and management of Indigenous collections.</b></p> <p><b>Foster innovation in ethical, impactful research and collection practice.</b></p>	<ul style="list-style-type: none"> <li>• Make evidence-based research accessible through the Indigenous Research Exchange.</li> <li>• Support Indigenous-led research through the Indigenous Research Exchange.</li> <li>• Ensure Indigenous Data Sovereignty and governance principles are upheld and promoted through AIATSIS research, particularly in digital research infrastructure.</li> <li>• Conduct research in partnership with Indigenous communities and individuals.</li> <li>• Convene forums and foster dialogue among Aboriginal and Torres Strait Islander peoples.</li> <li>• Encourage and support university, government and industry sectors to adopt and implement the AIATSIS Code of Ethics.</li> <li>• Provide ethics approval and support services for Aboriginal and Torres Strait Islander Research.</li> <li>• Provide best practice guidance on culturally safe Indigenous collection development, management, preservation and access principles and practices.</li> <li>• Share and promote the results of AIATSIS research and innovations in practice.</li> </ul>	<p><b>Quantitative measures:</b></p> <ul style="list-style-type: none"> <li>• Track the number of research collaborations with academic and community researchers.</li> </ul> <p><b>Qualitative measures:</b></p> <ul style="list-style-type: none"> <li>• Conduct compliance audits.</li> </ul>

Performance measure	2025–26 target	2026–27 target	2027–28 target	2028–29 target
Number of downloads of the AIATSIS Code of Ethics.	5,000 downloads.	As per 2025–26	As per 2025–26	As per 2025–26

## 4. Promote and lead collaborations and partnerships in support of AIATSIS functions.

Goals	Actions	Type of measure / methodology
<p><b>Actively build diverse and enduring relationships domestically and internationally.</b></p> <p><b>Be responsive and professional, with culturally competent working practices.</b></p> <p><b>Build an active network of corporate partners.</b></p> <p><b>Engage with and expand our network of members, friends, volunteers, visitors and affiliates.</b></p> <p><b>Learn from and contribute to the priorities and needs of Aboriginal and Torres Strait Islander communities.</b></p>	<ul style="list-style-type: none"> <li>• Maintain existing and develop new connections with Aboriginal and Torres Strait Islander communities to collaborate and contribute to the work of AIATSIS, including through new activities.</li> <li>• Build and strengthen relationships with communities and organisations involved in Indigenous-led research.</li> <li>• Engage and collaborate with peer Indigenous research and collections organisations.</li> <li>• Increase revenue from corporate, private and philanthropic sources.</li> <li>• Increase membership base and improve existing member engagement through targeted activity.</li> <li>• Develop and maintain partnerships with Aboriginal and Torres Strait Islander communities to return and repatriate cultural heritage material.</li> <li>• Provide temporary custodianship of cultural heritage material returned from overseas.</li> <li>• Return of cultural heritage material to Traditional Custodians.</li> <li>• Partner and work with Central Australian communities to build trusting relationships through advocacy for the Mparntwe (Alice Springs) facility.</li> </ul>	<p><b>Quantitative measures:</b></p> <ul style="list-style-type: none"> <li>• Track and register the number of active partnerships, MoU's and Joint Work Plans (JWP).</li> <li>• Track the number of active partnerships, co-host and sponsorships arrangements for events.</li> <li>• Track joint project outputs.</li> </ul>

Performance measure	2024–25 target	2025–26 target	2026–27 target	2027–28 target
<b>Number of formal agreements with government and non-government organisations, not-for-profit corporations and / or the Academy.</b>	Ten formal agreements	As per 2024–25	As per 2024–25	As per 2024–25

# Key activity

## 5. Leaders in the provision of advice to the Commonwealth on the situation and status of Aboriginal and Torres Strait Islander culture and heritage.

Goals	Actions	Type of measure / methodology
<p><b>Maintain AIATSIS position as a trusted advisor.</b></p> <p><b>Build our policy capacity and capability to deliver world class expertise.</b></p> <p><b>Report regularly on the situation and status of Indigenous cultures and heritage.</b></p>	<ul style="list-style-type: none"> <li>Proactively participate in national and international policy debate, expert mechanism and forums relevant to Aboriginal and Torres Strait Islander cultures and heritage.</li> <li>Conduct policy research and research translation to build an evidence base for Indigenous and government decision making.</li> <li>Make submissions to inquiries and reviews in our areas of expertise.</li> <li>Publish the framework and first two domain reports on the situation and status of Aboriginal and Torres Strait Islander cultures and heritage.</li> <li>Manage AIATSIS representation on international committees and forums as they relate to First Nations culture and heritage.</li> </ul>	<p><b>Quantitative measures:</b></p> <ul style="list-style-type: none"> <li>Track the number of advisory reports produced.</li> <li>Track the number of policy recommendations adopted.</li> </ul> <p><b>Qualitative measures:</b></p> <ul style="list-style-type: none"> <li>Seek feedback from stakeholders to assess the relevance and quality of advice.</li> </ul>

Performance measure	2025–26 target	2026–27 target	2027–28 target	2028–29 target
<b>Reporting on status of Indigenous Culture and Heritage.</b>	Met	As per 2025–26	As per 2025–26	As per 2025–26
<b>Provision of high-quality advice to the Commonwealth.</b>	70% satisfaction from stakeholder feedback.	As per 2025–26	As per 2025–26	As per 2025–26





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