



AIATSIS

ANNUAL REPORT

2024–2025



AUSTRALIAN INSTITUTE OF ABORIGINAL AND TORRES STRAIT ISLANDER STUDIES

Annual Report 2024–2025

ISSN 2204-0196 (print)

ISSN 2204-020X (digital)

© Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS).

This work is copyright. Apart from any use permitted under the *Copyright Act 1968* (Cth), no part may be reproduced without prior written permission from the Australian Institute of Aboriginal and Torres Strait Islander Studies.

Maraga location: 51 Lawson Crescent, ACTON ACT 2600

Postal address: GPO Box 553, CANBERRA ACT 2601

Telephone: +61 2 6246 1111

Email: ExecutiveCoordination@aiatsis.gov.au

Home page: aiatsis.gov.au

Annual report: aiatsis.gov.au/corporate-information/annual-reports
transparency.gov.au/publications

Cover Image:

Mandy Nicholson,
Six Layers of Country
Acquired as part of
the 60th anniversary
of AIATSIS



Annual Report design: CanPrint Communications

Annual Report editing: Christine Belcher

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES ARE ADVISED THAT THIS PUBLICATION MAY CONTAIN IMAGES OR NAMES OF DECEASED PERSONS.

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.

ANNUAL REPORT

2024–2025



AIATSIS

A world in which Aboriginal and Torres Strait Islander knowledge and cultures are recognised, respected, celebrated and valued.

The AIATSIS logo is derived from the Kokobera-Kunjen Shield created by George Wilson, Claude Ponto and John William Malcolm. It was adopted by the AIATSIS Council as the official logo in 1963.

Chairperson's letter of transmittal

Senator the Hon. Malarndirri McCarthy
Minister for Indigenous Australians
Parliament House
CANBERRA ACT 2600

Dear Minister,

I am pleased to present the Australian Institute of Aboriginal and Torres Strait Islander Studies Annual Report for the year ending 30 June 2025 under section 46 of the Public Governance, Performance and Accountability Act 2013 (Cth) (PGPA Act).

The annual report has been prepared in accordance with Resource Management Guide No. 136 – Annual reports for corporate Commonwealth entities, issued by the Department of Finance.

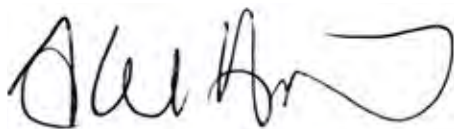
This report includes AIATSIS' audited financial statements, as required by section 43(4) of the PGPA Act.

In accordance with section 10 of the Public Governance, Performance and Accountability Rule 2014, I certify that:

- AIATSIS has prepared fraud risk assessments and fraud control plans
- AIATSIS has in place appropriate fraud prevention, detection, investigation and reporting mechanisms that meet its specific needs.
- reasonable measures have also been taken to appropriately deal with fraud relating to AIATSIS.

This report details our ongoing efforts for a world in which Aboriginal and Torres Strait Islander peoples' rights, knowledge, cultures and stories are recognised, respected, celebrated and valued.

Yours sincerely



Karl Hampton

Chairperson
AIATSIS Council
15 October 2025

Table of contents

Chairperson's letter of transmittal	ii
Part 1: Executive overview	1
Chief Executive Officer's message	2
Chairperson's statement	4
Part 2: Overview	9
Overview.....	10
Organisation chart (figure 1)	11
Our history (figure 2)	12
Strategic framework	14
Part 3: Performance	15
Key activity 1: Build and preserve a national collection	16
Key activity 2: Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage	25
Key activity 3: Leaders in the provision of advice on Indigenous ethics, collections and research	44
Key activity 4: Lead and promote collaborations and partnerships in support of the AIATSIS functions.....	47
Key activity 5: Leaders in the provision of advice to the Commonwealth on the situation and status of Aboriginal and Torres Islander culture and heritage	68
Annual Performance Statement	71

Table of contents

(Continued)

Part 4: Organisation	81
Governance	82
Code of Conduct	85
Policy, business and operational environment	85
Our people	87
Employees	87
Key management personnel remuneration	89
Staff programs and initiatives	90
Work health and safety	90
Net Zero reporting	92
Part 5: Audited financial statements	93
Statement by the accountable authority, chief executive officer and chief financial officer	96
Part 6: Appendices	119
Appendix A: Governance	120
Part 7: Aids to access	133
Compliance index	134
Abbreviations and acronyms	137
Index	139

PART 1

Executive overview

Chief Executive Officer's message



Chief Executive Officer's message

Over the 2024–25 financial year, AIATSIS continued to align its objectives to the Institute's vision. We recognised, respected and celebrated Aboriginal and Torres Strait Islander knowledge and cultures to tell, support, create and shape our national narrative.

AIATSIS Central Australia

On 11 November 2024, AIATSIS formally opened the AIATSIS Central Australia office in Mparntwe (Alice Springs). The opening provided tours for senior local Aboriginal people and Traditional Custodians, AIATSIS Members, Alice Springs Town Council Mayor, and other valued stakeholders.

Since opening our doors to the public, AIATSIS Central Australia has: proudly curated and showcased the To Know, To Respect, To Care exhibition; piloted and delivered a schools program for students from years 3–12; provided access to the AIATSIS collection for the community and assisted with family history research; as well as digitising the Central Australian Aboriginal Media Association collection. We hosted the AIATSIS Education Advisory and

Language Advisory Committee meetings as well as an international delegation and received a visit from the Minister for Indigenous Australians, Senator, the Hon Malarndirri McCarthy. We are committed to AIATSIS continuing to build and maintain a presence in Central Australia.

Ngurra: The National Aboriginal and Torres Strait Islander Cultural Precinct

The establishment of Ngurra: The National Aboriginal and Torres Strait Islander Cultural Precinct (Ngurra) has progressed following the then Minister for Indigenous Australians, the Hon Linda Burney MP, announcing in June 2024, a revamped Ngurra at the Acton Peninsula in Canberra. Ngurra will see much-needed upgrades and an expansion of the current AIATSIS premises.

Ngurra will comprise:

- The National Indigenous Knowledge and Cultural Centre – to affirm AIATSIS' position as a national cultural institution focused on the histories and cultures of Aboriginal and Torres Strait Islander peoples; and
- The National Resting Place, to house and care for Aboriginal and Torres Strait Islander ancestral remains (Ancestors) with limited provenance to Australia. It is the realisation of a long-held call from First Nations communities to provide a private and quiet place, where our Ancestors will be cared for with dignity and respect according to cultural protocols.

Key to ensuring Ngurra is delivered in a culturally appropriate way is the continued consultation with local and National Traditional Owners; our governance bodies and other key stakeholders.

Summit 2025

In partnership with co-hosts Larrakia Nation Aboriginal Corporation, we hosted our annual AIATSIS Summit in Garramilla (Darwin) from 2–6 June 2025.

The Summit theme, *'Voices of Empowerment: Strengthening our Future'*, paid tribute to a world in which Aboriginal and Torres Strait Islander peoples' rights, knowledge and voices are recognised, respected and valued by all Australians today and tomorrow. Summit 2025 saw record numbers of delegates, with more than 1650 delegates attending in person and a further 450 online.

I extend my sincere gratitude and respect to the Larrakia Nation Aboriginal Corporation for partnering with us to deliver such a successful Summit, in particular the hugely successful cultural program. I also acknowledge the hard work and dedication of staff, and for the first time volunteers involved in organising an inspiring program, including our international guest speakers across Summit.

Core Cultural Learning

Demand for the AIATSIS Core Cultural Learning program remained strong across a range of workplaces. The Core: Culturally Responsive Teaching product was formally released in July 2024 and interest continues to grow in this product. In September 2024, AIATSIS completed and released a refresh of the flagship core cultural learning Aboriginal and Torres Strait Islander Australia e-learning course.

Other notable highlights

Other significant highlights for the Institute in the 2024–25 reporting period include fostering relationships with many local and international partners. This effort has resulted in a significant increase in dignitaries and organisations contacting

AIATSIS to learn more about the work of the Institute and opportunities for collaboration.

In addition to this, during 2024–25, the Return of Cultural Heritage (RoCH) program continued to facilitate the successful return of cultural heritage material to a number of First Nations communities. Information on each return is in Part 3 of this report.

In August 2024, some of the photographic collection was made available to the public via a new page on the AIATSIS website: Collections Online. This initiative increases access to our Collection, previously limited to in-person viewing.

AIATSIS Council

Across this reporting period, we welcomed a number of new members to the AIATSIS Council, and for the first time ever the AIATSIS Council consists entirely of members who are Aboriginal and/or Torres Strait Islander. I look forward to working with these Council Members over the next four years during their respective terms.

Personal message

I would like to extend my gratitude and appreciation to the Minister for Indigenous Australians, Senator, the Hon Malarndirri McCarthy, and both former and current AIATSIS Council, who support and lead through provision of the Institute's strategic direction. I would also like to extend my sincere appreciation to our dedicated staff. They bring world-class expertise across a range of sectors and produce high-quality work, contributing to the preservation, storytelling and knowledge sharing of Aboriginal and Torres Strait Islander histories and cultures.



Leonard Hill
Chief Executive Officer

Chairperson's statement



During the 2024–25 reporting period, AIATSIS has continued to tell the story of Aboriginal and Torres Strait Islander people and committed to creating opportunities for all people to encounter, engage with and be transformed by that story.

Summit

In June 2025, a highlight was our annual AIATSIS Summit, held on Garramilla Country in Darwin. The 2025 Summit theme, 'Voices of Empowerment: Strengthening our Future', paid tribute to a world in which Aboriginal and Torres Strait Islander peoples' rights, knowledge, and voices are recognised, respected, and valued by all Australians today and for generations to come. Delivered in partnership with the Larrakia Nation Aboriginal Corporation, the program featured nearly 200 presentations from over 270 presenters and was attended by almost 2,000 delegates from across the country and internationally. The program provided attendees with the opportunity to engage with key areas of Indigenous advancement,

including self-determination, cultural revitalisation, intergenerational knowledge and sustainability.

Keynote addresses were delivered by national leaders such as Travis Borsi, George Nona, Patricia Anderson AO, Professor Tom Calma AO and Commissioner Katie Kiss. Eddie Koiki Mabo's grandson, Kaleb Mabo, opened the 2025 Mabo lecture by reflecting on his grandfather's tenacity and the role of education as a tool for self-determination. The President of the National Native Title Tribunal, Mr Kevin Smith, presented the 2025 Mabo Lecture.

AIATSIS – Mparntwe Alice Springs

I am proud to note that AIATSIS continues to provide a presence outside of Canberra, in Alice Springs. The facility provides culturally appropriate digitisation and storage capacity, enabling local preservation of community-held collection materials and increased preservation and repatriation of Indigenous collections and cultural information. In June 2025, the AIATSIS Council held its first AIATSIS Council meeting at the Alice Springs facility – the first time since its opening in 2024.

Personal message

I would like to thank Senator, the Hon. Malarndirri McCarthy for her leadership as our Minister over the period of this report. As AIATSIS continues to progress its key business objectives, Minister McCarthy's support ensures that AIATSIS is able to effectively support Aboriginal and Torres Strait Islander people to engage with and preserve culture, in addition to meeting our vision, purpose and strategic focus areas.

I thank my fellow AIATSIS Council members for their continued expertise and guidance in leading AIATSIS and the dedicated staff of AIATSIS who play a valuable role in telling the story of Aboriginal and Torres Strait Islander people through caring for and celebrating our unique collection, conducting research to the highest ethical standard and facilitating knowledge exchange.

I wish to acknowledge the four new member elected Council members who joined the AIATSIS Council on 17 May 2025 – Mr Ashley Walker, Emeritus Professor Aileen Moreton-Robinson, Professor Brenda L. Croft and Emeritus Professor Dr Len Collard. I look forward to working with each of you and existing Council Members, Jayde Geia, Mark Yettica-Paulson, Rodney Dillon and Professor Lynette Riley AO, over their tenures.

A handwritten signature in black ink, appearing to read 'Karl Hampton', with a stylized flourish at the end.

Karl Hampton
Chairperson
AIATSIS Council

The Council

AIATSIS Council members as of 30 June 2025 are listed below. Information on councillors who served during the reporting period are at Appendix A. Additional biographical information can be found on the **AIATSIS website**.

Karl Hampton, Member*

Qualifications: Senior Atlantic Global Fellow with the University of Melbourne; Masters in Social Change Leadership.

Karl is the Director of Indigenous Strategy at the Central Desert Regional Council and is a Co-Founder of the Warlpiri Project. Karl is a member of the Aboriginal Advisory Board for the Museum and Art Gallery of the Northern Territory. Karl formerly worked as the Minister for Regional Development, Housing, and Local Government for the Northern Territory Government and as the Regional Director for Yuendumu.

Karl was a former member of the Museum, Galleries of the Northern Territory Aboriginal Advisory Group, and a member of the Northern Territory Government Repatriation Committee.

Jayde Geia, Member*

Qualifications: Bachelor of Laws (Honours).

Jayde is a commercial lawyer and works at the Aurora Education Foundation. She has formerly worked at Ernst & Young, Queensland Investment Corporation and at Allens Linklaters.

Mark Yettica-Paulson, Member

Qualifications: Intercultural leadership specialist.

Mark is the Deep Collaboration Practice Lead for Collaboration for Impact and is a leadership and cultural facilitator for a

number of national leadership development programs. Mark brings decades of wisdom from his career in leadership development, diversity and inclusion and community education within the corporate, non-government, community, government and faith sectors.

Ashley Walker, Member

Qualifications: Master of Business Administration (Distinction), University of Oxford; Bachelor of Laws/ Bachelor of Commerce, University of New South Wales; Graduate of the Australian Institute of Company Directors (GAICD).

Ashley is the CEO of the Gujaga Foundation and runs his own consultancy practice, Wagal Advisory. Ashley formerly worked at Boston Consulting Group, Gilbert + Tobin and the La Perouse Local Aboriginal Land Council.

Rodney Dillon, Member

Rodney is the inaugural Chair of the Reconciliation Council of Tasmania and is on the Tasmanian Truth Telling and Treaty Advisory Committee. Rodney formerly served as the Chairperson of the Aboriginal Heritage Council and as a Director on the Australian Heritage Council for 2 terms.

Len Collard, Member

Qualifications: Honorary PhD in Education from the Edith Cowan University in Education. Len also received an appointment to Emeritus Professor at University of Western Australia and became the first Aboriginal Emeritus Professor in the institution's history.

Len is an Adjunct Professor at University of Notre Dame Australia. Len was formerly the Chair of the Aboriginal and Torres Strait Islander Program at Murdoch University and an Associate Professor at Curtin University.

* Jayde Geia was Acting Deputy Chairperson from 17 May - 16 August 2025

* Karl was appointed Council Chair on 28 August 2025

Brenda L Croft, Member

Qualifications: Doctor of Philosophy, University of NSW (UNSW); UNSW Dean's Award for Outstanding PhD Thesis; Honorary Doctorate, Visual Arts, University of Sydney; Alumni Award, UNSW; Master of Art Administration, UNSW.

Brenda is Professor of Indigenous Art History and Curatorship and co-team leader of the Australian National University Indigenous Health and Wellbeing Grand Challenge multidisciplinary creative-led research project 'Murrudha: Sovereign Walks – tracking cultural action through art, Country, language and music'.

Brenda was the 2024 Gough Whitlam & Malcolm Fraser Visiting Chair of Australian Studies, Harvard University. She is a member of the Australian Research Council College of Experts.

Brenda was formerly Senior Curator, ATSI Programs at the National Museum of Australia (2017); Senior Research Fellow, National Institute for Experimental Arts, UNSW (2012–16); Senior Lecturer, Indigenous Art, Culture and Design, UniSA (2009–11); Senior Curator of Aboriginal and Torres Strait Islander Art at the National Gallery of Australia (2002–09); Curator of Indigenous Art at the Art Gallery of Western Australia (1999–2001); General Manager, Boomalli Aboriginal Artists Co-operative (1990–96), and a founding member in 1987.

Aileen Moreton-Robinson, Member

Qualifications: BA (Hons), the Australian National University; PhD, Griffith University; Emeritus Professor of Indigenous Research, University of Queensland; Fellow of the Australian Academy of Social Science, the Australian Academy of Humanities, and the Queensland Academy of Arts and Sciences; Honorary Fellow of the American Academy of Arts and Sciences.

Aileen is an Elder Scholar with the Australian Research Council Centre of Excellence Indigenous Futures at the University of Queensland. Aileen was the former Director of the Australian Research Council's National Indigenous Research and Knowledges Network and the President of the National Aboriginal and Torres Strait Islander Higher Education Consortium.

Aileen is the founding President of the Australian Critical Race and Whiteness Studies Association.

Lynette Riley AO, Member

Qualifications: Director's Training Course, PhD, Australian Catholic University; Doctor of Philosophy; Graduate Diploma in Education; Diploma of Teaching.

Lynette is a Professor at the University of Sydney; and Chair of Aboriginal Education and Indigenous Studies. Lynette formerly worked at the Department of Education and was a founding member of the New South Wales Department of Education's Aboriginal Education Unit.

Vision, mission and purpose

Our vision

A world in which Aboriginal and Torres Strait Islander knowledge and cultures are recognised, respected, celebrated and valued.

Our mission

1. Tell the story of Aboriginal and Torres Strait Islander Australia.
2. Create opportunities for people to encounter, engage with and be transformed by that story.
3. Support and facilitate Aboriginal and Torres Strait Islander cultural resurgence.
4. Shape our national narrative.

Our purpose

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

We collect, steward and appropriately share Aboriginal and Torres Strait Islander peoples' knowledge through our collection, our leadership in research 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 functions

The functions described in the ***Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989*** are:

- a) to develop, preserve and provide access to a national collection of Aboriginal and Torres Strait Islander culture and heritage
- b) to use that national collection to strengthen and promote knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage
- c) to provide leadership in the fields of:
 - i. Aboriginal and Torres Strait Islander research
 - ii. ethics and protocols for research, and other activities relating to collections, related to Aboriginal and Torres Strait Islander peoples
 - iii. use (including use for research) of that national collection and other collections containing Aboriginal and Torres Strait Islander culture and heritage.
- d) to lead and promote collaborations and partnerships among the academic, research, non-government, business and government sectors and Aboriginal and Torres Strait Islander peoples in support of other functions of the Institute; and
- e) to provide advice to the Commonwealth on the situation and status of Aboriginal and Torres Strait Islander culture and heritage.

AIATSIS is a statutory authority under the *Public Service Act 1999* (Cth) and a corporate Commonwealth entity under the PGPA Act.

PART 2

Overview



Portfolio and responsible Minister

During the 2024–25 reporting period, the Minister responsible for AIATSIS was the Hon Linda Burney MP, Minister for Indigenous Australians to 29 July 2024, followed by Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians.

AIATSIS falls under the Department of the Prime Minister and Cabinet portfolio. Inclusion within this portfolio emphasises that Aboriginal and Torres Strait Islander matters are at the forefront of public and government administration.

People

At 30 June 2025, the workforce comprised of 146 ongoing employees, 55 of whom identify as Aboriginal and/or Torres Strait Islander people.

Values

The Australian Public Service Values apply to all staff. We strive to be impartial, committed to service, accountable, respectful, ethical and demonstrate stewardship. These values are central to the way we work with Ministers, colleagues, communities and stakeholders.

Organisation structure

The CEO leads the organisation and reports to the AIATSIS Council. The CEO is supported by internal and external expert committees.

AIATSIS has 6 groups:

1. Strategic Operations
2. Research and Education
3. Collections Services
4. Partnerships and Engagement
5. Major Events and Public Programs
6. Ngurra Project.

Figure 1 shows the AIATSIS organisation chart as at 30 June 2025.

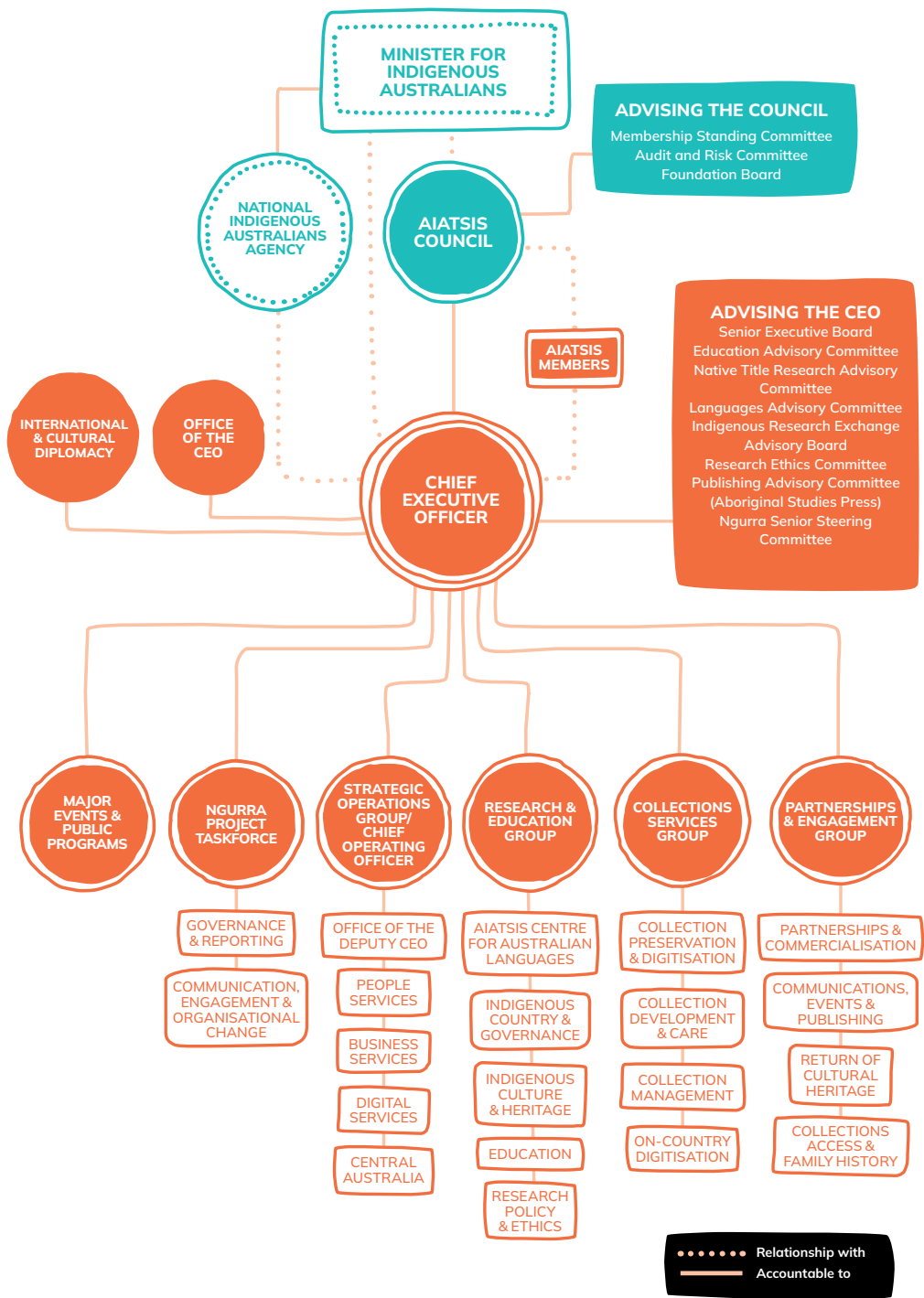
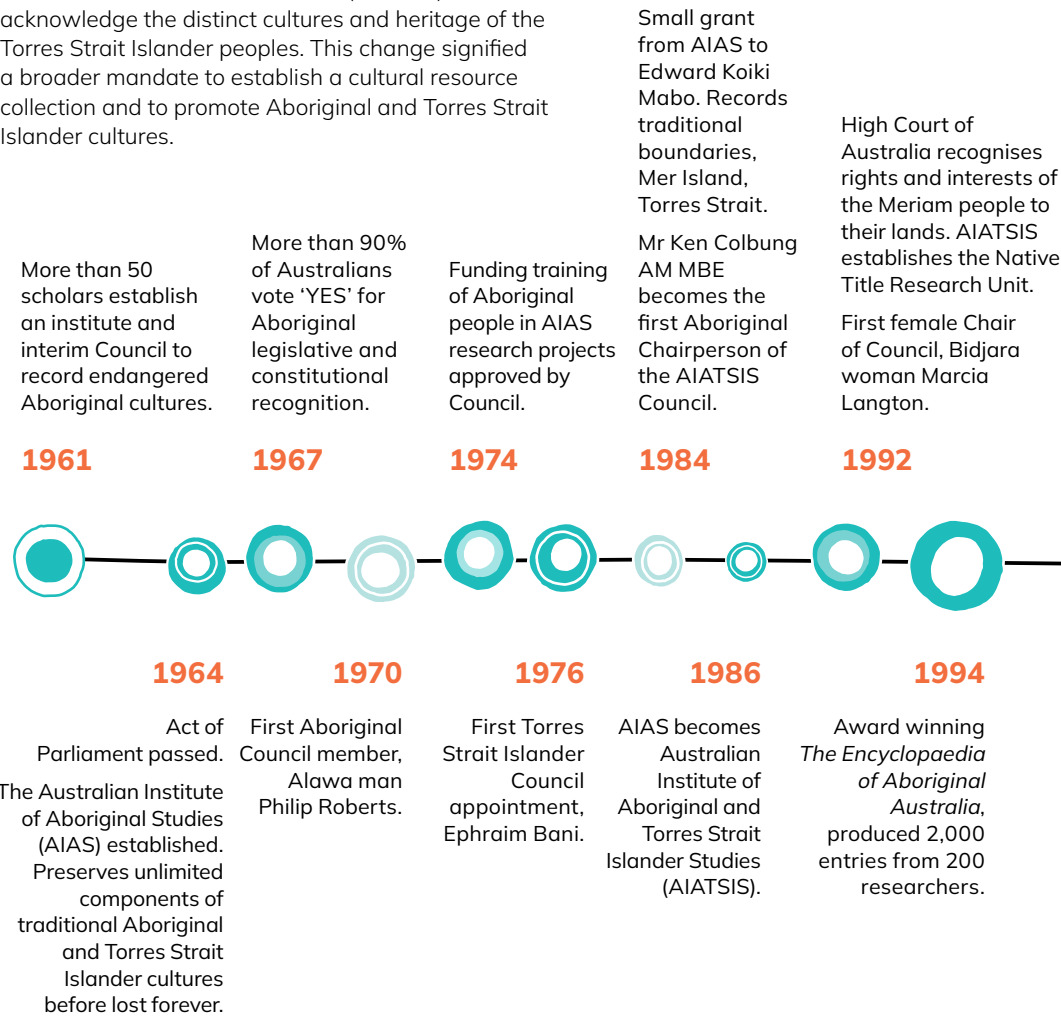


Figure 1. Organisation chart

Our history

The Australian Institute of Aboriginal Studies (AIAS) was established in 1964 to record and preserve traditional Aboriginal and Torres Strait Islander cultures before they disappeared. In 1989, AIAS became the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) to acknowledge the distinct cultures and heritage of the Torres Strait Islander peoples. This change signified a broader mandate to establish a cultural resource collection and to promote Aboriginal and Torres Strait Islander cultures.



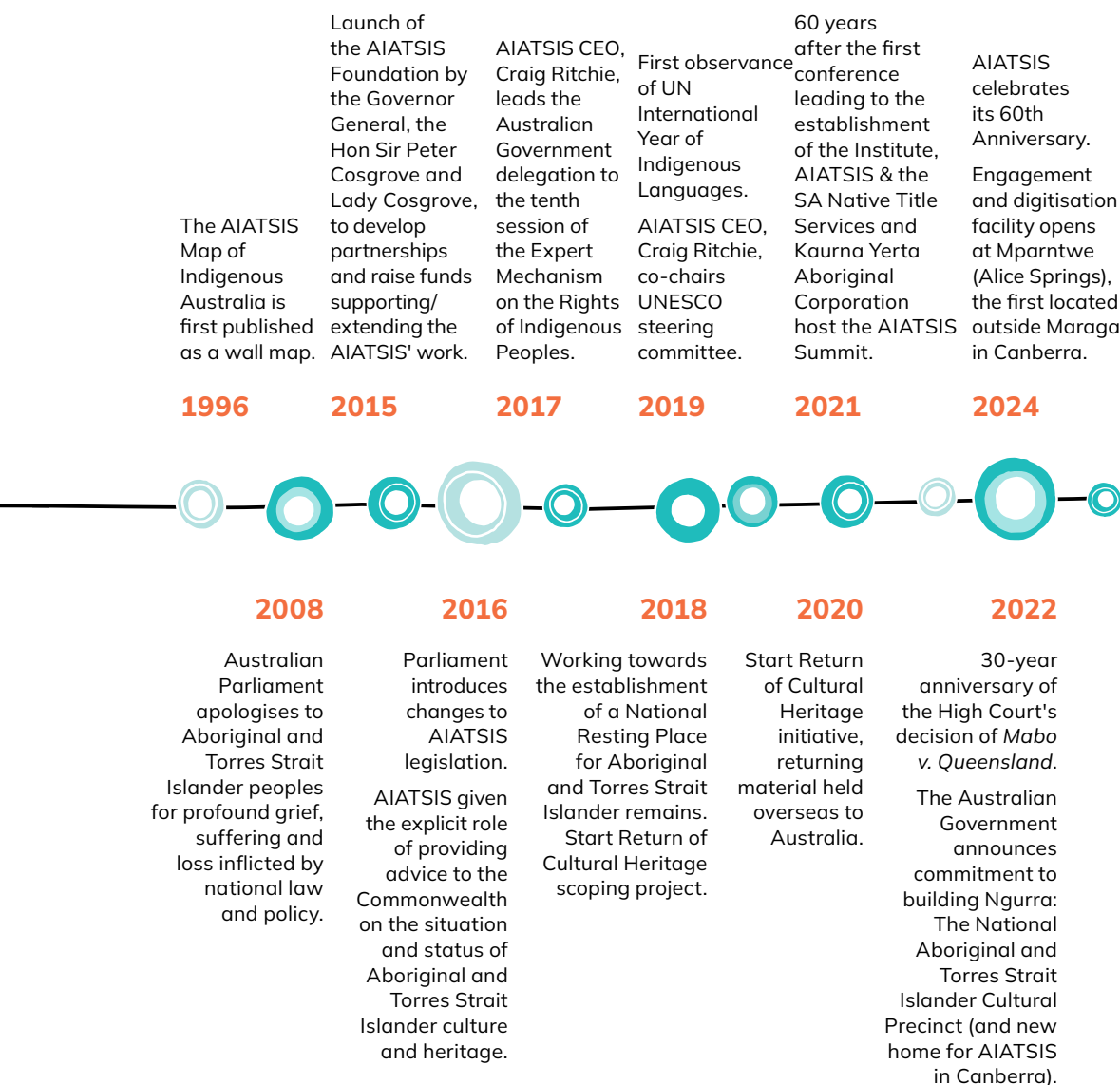


Figure 2: Our history

Strategic framework

Our strategic intent across 2024–25 included initiatives published in the AIATSIS Corporate Plan 2024–28, AIATSIS Strategic Plan 2024–29 and the Portfolio Budget Statements 2024–25. These are shown in Figure 3.

AIATSIS launched its new Strategic Plan 2024–29 in June 2024.

OUR STRATEGIES

Build and preserve a national collection, and make it accessible.	Promote better understanding of Indigenous peoples' cultures and heritage.	Lead and influence on Aboriginal and Torres Strait Islander research, ethics, protocols, and collections.	Partner and collaborate with our communities, partners, and governments.	Advise on Aboriginal and Torres Strait Islander culture and heritage.
GOALS	GOALS	GOAL	GOALS	GOALS
Ensure that our collection is representative, relevant and diverse.	Positioning AIATSIS as the national forum for dialogue on Aboriginal and Torres Strait Islander cultures.	Speaking authoritatively through evidence based research and culturally based representative networks.	Actively building diverse and enduring relationships domestically and internationally.	Positioning AIATSIS as a trusted advisor.
Optimise appropriate accessibility.	Deliver transformative experiences of Aboriginal and Torres Strait Islander cultures, histories, and heritage.	Articulate national priorities for Aboriginal and Torres Strait Islander research.	Be responsive and professional, with culturally competent work practices.	Build our policy capacity and capability to deliver world class expertise.
Maximise opportunities provided by digital innovation.	Delivering high-quality exhibitions, products and publications.	Position AIATSIS as the arbiter of standards in relation to research ethics, Indigenous research and management of Indigenous Collections.	Build an active network of corporate partners.	Report regularly on the situation and status of Indigenous cultures and heritage.
		Fostering innovation in ethical, impactful research and collection practice.	Engage with our network of members, friends, volunteers, visitors and affiliates.	
			Help to develop community capability in relevant areas.	

OUR PRIORITIES

DISCOVERY	RESURGENCE	TRANSFORMATION	EXTENDING OUR REACH	SPECIAL PROJECTS
Help Australians discover the richness of the histories, cultures and heritage of our First Nations people.	Contribute to the ongoing cultural resurgence across Aboriginal and Torres Strait Islander Australia.	Transform peoples' understanding of Aboriginal and Torres Strait Islander Australia.	Extending the reach of AIATSIS, in presence and influence, through physical and digital means.	Return of Cultural Heritage Project.
This initiative includes a new state-of-the-art home for AIATSIS.	Projects include the publication of Indigenous language dictionaries and the Songlines critical project.	Measures include developing teaching resources for schools and corporate Australia.	Initiatives include an impactful web presence and potential physical presence beyond Canberra.	

UNDERPINNING COMMITMENTS

AIATSIS technical expertise and capability is sustained for national and regional impact.	AIATSIS is characterised by an Indigenous voice in all that it does.	AIATSIS is a financially sustainable organisation.	AIATSIS operates cohesively as a single entity embodying the concept of Yindymarra.	AIATSIS is positioned to influence a range of sectors.	AIATSIS is an innovative and flexible institution.	AIATSIS is a proactively engaged and outward-looking institution.
---	--	--	---	--	--	---

Figure 3: Strategic framework.

PART 3

Performance

Key activity 1: Build and preserve a national collection	16
Key activity 2: Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage	25
Key activity 3: Leaders in the provision of advice on Indigenous ethics, collections and research	44
Key activity 4: Lead and promote collaborations and partnerships in support of the AIATSIS functions	47
Warlpiri return from Germany	64
Key activity 5: Leaders in the provision of advice to the Commonwealth on the situation and status of Aboriginal and Torres Islander culture and heritage	68
Annual Performance Statement	71

Key activity 1: Build and preserve a national collection

Collections growth

The collections continued to grow slowly across all media/format types during 2024–25, with notable increases in manuscripts, art and objects. While donations including analogue film and video remain rare, it is expected that increases in offers of digital formats will be experienced in the future.

Art acquisitions

Bagu, Girringun Art Centre artists

Bagu (body) are a contemporary reimagining of rainforest ancestral spirits and celebrate the resilience and ongoing vitality of cultural traditions. Bagu were used to transport hot coals to maintain fire while Jiman (firesticks) were used to generate sparks. They represent the distinctive artistic expression of the Girringun rainforest peoples whose Country and sea lies in the region between Townsville and Cairns in Queensland.

Old lady, Milpuddie's story, the lid is flying off, Group 2

Harriette Bryant, born in Amata on the APY Lands, lives and works in Mimili community. Her childhood journeys across missions and communities devastated by the Malinga project informed her artistic practice. Harriette weaves personal and collective memories of people who lived through the trauma of not fully knowing what happened yet sensing its deep seriousness. She playfully reimagines domestic objects, replacing their colonial associations with powerful expressions of both displacement and reclamation.

And then the whitefellas detonated the bomb. And that bomb blew up and shook everything. Anangu thought that perhaps they had caused the bomb, but no, it was whitefellas who did it.
Harriette Bryant Desert Mob, 2024.

Six layers of country

To celebrate the AIATSIS 60th anniversary, a Wurundjeri artist, Mandy Nicholson, was commissioned to create an artwork that reflects the growth of AIATSIS.

In *Six Layers of Country*, (front cover) six 10-year segments flow across the canvas, each corresponding to one of the layers of Country: Below, On, Water, Wind, Sky and Star. Each band, with its distinct designs and colours, reflects elements of the natural world and reinforces the deep connection between Country and cultural identity. These interconnected layers depend on one another to survive, just as people rely on family, community and culture to thrive. A reed cord is woven into the canvas, dividing it into sections and connecting the generations who came before, those who told the stories with those who carry them on.

Wati Tjakura

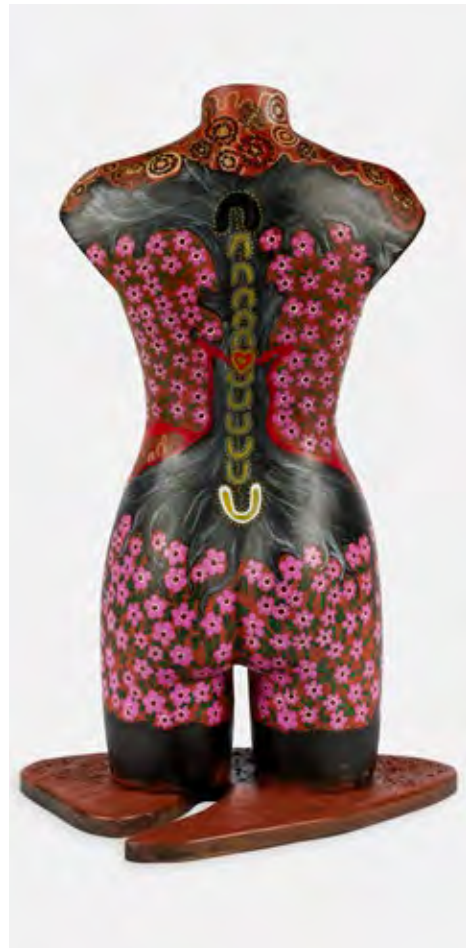
Josephine Mick is a cultural leader, ngangkari (traditional healer) and senior Pitjantjatjara artist. Wati Tjakura (an edible skink lizard) is a creation story that took place at Arulya. The Wal Mala (army) of Wati Wanambi from Malara came and threw spears at Wati Tjakura. He tried to escape but they killed him. His family came down to bury him.

Case study

Matriarch, a seat at the table, and the table

Monica Wallabindi Dickerson is a Wardandi Noongar, Yamatji, Bibbulmun and Burmese artist who has been creating on Ngunnawal Country for over 20 years. Two works were acquired by AIATSIS and the third was generously donated by the artist. The acquisition has led to a new collaboration between AIATSIS and the artist to begin work on a curriculum resource.

The *Matriarch* is a deeply personal work, rooted in Wallabindi's memories and lived experiences. It stands as a powerful statement of reclamation, as Wallabindi reclaims her culture and her voice as a woman while holding the story of the pain and trauma of the forced removal of Aboriginal children. In Wallabindi's words: *never stopped loving, never stopped searching, never stopped hoping...* (Wallabindi, 2024).



Monica Wallabindi Dickerson, [Matriarch], 2024, Acrylic on reclaimed plastic mannequin affixed to salvaged wood chopping bars and red earth, AIAS15605_001.

The Chair, sourced from the Green Shed recycling centre in Canberra and covered with striking designs and strong statements, symbolises the seat that First Nations people have long been denied at the government table. It serves as a powerful statement, a bold unapologetic protest against exclusion. Adorned with imagery of Country, the chair reflects the deep connection to land that continues to be a source of strength. *The Table* is a continuation of this narrative with... *the worn and battered state of the table symbolic of the constant asking and pleading for change* (Wallabinidi, 2025).

AIATSIS engaged Wallabinidi to share her curatorial rationale as a basis for curriculum resources. Wallabinidi was filmed as she shared her works and her hopes for the future. Material from this interview will be used for future online resources. AIATSIS also met with Wallabinidi as she presented an artist talk to share more about her work. The collaboration with Wallabinidi is a prelude to future education and public programming.



Wallabinidi Artists talk Stanner Room. Photo: AIATSIS.

Accepted offers of material

During 2024–25, AIATSIS received 53 offers (39 donations, 2 deposits and 12 published) into the collection with an approximate volume of 16,012 items. This volume is comprised of:

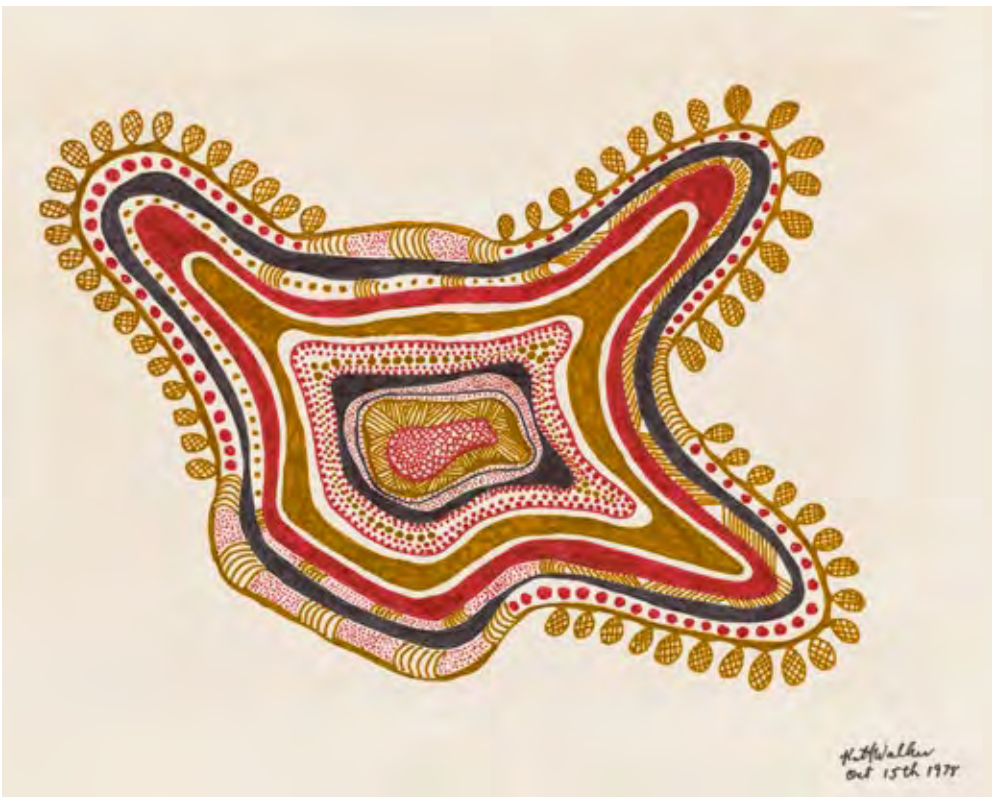
- 101 audio
- 97 art and objects
- 2,849 digital files
- 1,320 manuscripts;
- 27 moving images (digital disc, digital file, film, video)
- 11,406 photographic
- 113 published materials
- 99 archival boxes.

Notable donations

Oodgeroo Noonuccal (Kath Walker) collection

This collection, comprising 26 items of art, manuscripts and published materials, features artworks created by Oodgeroo Noonuccal during September 1978 to March 1979 while she was based in the United States as a Fulbright Scholar.

Gifted by the family of Dr Jesse A. and Mrs Virgie D. Bryan, Bloomsburg, Pennsylvania, United States.



Oodgeroo Noonuccal (Kath Walker), [Abstract form], 1978, illustration on paper, AIAS14568_001.



Oodgeroo Noonuccal (Kath Walker), [Fish], 1978, illustration on paper, AIAS14568_003.

Leonard (Len) Victor Waters collection

This collection comprises 15 archival boxes of manuscripts, published and audiovisual material from Gladys May Waters (née Saunders) documenting the legacy of her husband Leonard (Len) Victor Waters. Waters was the only known Aboriginal and Torres Strait Islander person to serve as a fighter pilot during World War II.

The collection documents the final phase of Len Waters' war service, discharge from the Royal Australian Air Force, post-war life and the recognition of his wartime service and legacy.



Fighter Pilot Len Waters as a student in his winter flying uniform at No. 2 Initial Flying Training School of the Royal Australian Air Force c.1943.

Donated by Gladys Julia-Kaye Waters on behalf of her mother Gladys May Waters.



Australian decimal stamps, 1995, Australia Remembers II 45c Warrant-Officer Len Waters, RAAF stamp received on envelope of a letter sent to Mrs Gladys Waters in 1995.

'Whichaway? Photographs from Kiwirrkura 1974–1996', Jon Rhodes collection

The collection features 275 gelatin silver prints and chromogenic prints by Jon Rhodes presented in the exhibition 'Whichaway? Photographs from Kiwirrkura 1974–1996'. This was donated by the J. Paul Getty Museum.

Jon Rhodes documented the Kiwirrkura community over 2 decades including for the AIATSIS project 'After 200 Years'. This significant body of work culminated in 'Whichaway? Photographs from Kiwirrkura 1974–199', which was the final in a trilogy of exhibitions about Aboriginal Australia by the acclaimed photographer.



Image depicting a goanna hunt. Detail of section 5. Time to go from the 'Whichaway? Photographs from Kiwirrkura 1974–1996' exhibition. Gibson Desert, 1990. Photograph by Jon Rhodes.

Donated by the J. Paul Getty Museum

Cultural gifts

Perkins family photographic collection

This collection comprises 887 digitised images of 2,051 photographs and items of ephemera and 798 physical slides created or collected by the family of Charles and Eileen Perkins from the 1930s to the 2000s. The collection focuses on the life of Dr Charles Perkins AO from his early childhood, illustrious soccer career, graduation from university and his roles as Secretary of the Department of Aboriginal Affairs and Chairperson of the Aboriginal Development Commission in addition to civil rights activities such as the 1965 Freedom Ride. Other material documenting family life includes daughters Rachel Perkins and Hetti Perkins, both of whom make significant contributions to Australia's culture. This adds further importance to the collection.

Donation by Rachel Perkins through the Cultural Gifts Program.

image collection, with over 10,000 film cans tested. Material was examined, assessed and rehoused in foil sealed bags. Detailed assessment information was compiled into an inventory, recording the condition of the material and digitisation status. Stage 2 of the project will prioritise the material for digitisation, deaccessioning and disposal of unviable material as well as the development of a plan to improve testing and prevention measures.

Collection accessibility

Vinegar Syndrome audit

The physical preservation of collection material is a core component of the AIATSIS Collection Management Program. In 2024–25, AIATSIS completed the first stage of a project to improve the monitoring, management and preservation of collection material affected by 'vinegar syndrome'. Cellulose acetate film base is chemically unstable and shrinks as it ages, causing distortion and buckling of the emulsion and eventually destroying the image. Acetic acid is emitted as a by-product of the deterioration. Since acetic acid has an odour like vinegar, this deterioration process is also referred to as 'vinegar syndrome'.

Between September 2024 and April 2025, stage one of the project resulted in an audit of 25 bags of material known to be affected, as well as an audit of the moving

Case study

Caring for the collection through disaster training

In November 2024, AIATSIS participated in disaster management and scenario training on site at Maraga. The training provided staff with the knowledge and procedures to respond to a disaster in a museum environment and to recover and protect the collection.

The term 'disaster' implies something major and catastrophic, but often in a collection it can be something quite small or unnoticed that can cause serious damage. The term can equally apply to a small leak into a storage area, a pest invasion or a major natural disaster. In any of these scenarios,

planning and preparation is key to keeping staff and collections safe.

This one-day training included an information session covering the disaster preparedness plan, procedures and the roles staff play in caring for the collection. The second half of the training put the plan into practice using a scenario and undertaking physical collection salvage, triage and recovery.

The training highlighted ways to improve preparedness, recovery and response plans. It improved awareness and confidence for staff in their roles and responsibilities so that they can better respond to a real-life event.



Flood scenario. Photo: AIATSIS

Key activity 2: Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage.

Education and cultural learning

The Kokobera-Kunjen shield and the AIATSIS logo curriculum resource

In November 2024, AIATSIS released a new curriculum resource, the Kokobera-Kunjen shield and the AIATSIS logo teacher's notes and learning sequence. This resource introduces students to the Kokobera-Kunjen shield, which was created in 1931 by 3 Kokobera-Kunjen men, George Wilson, John William Malcolm and Claude Ponto from the Mitchell River region in the Gulf of Carpentaria in North Queensland. Students critically reflect on the choice by AIATSIS to derive the AIATSIS logo from the shield and discuss the broader purpose and significance of organisation logos.

The Kokobera-Kunjen shield and the AIATSIS logo teacher's notes and learning sequence is aligned with the Australian Curriculum (Version 9) and covers a range of subjects including humanities and social sciences, English, maths, science and design and technologies for students in years 3 to 6. The resource addresses points in the Aboriginal and Torres Strait Islander Histories and Cultures cross-curriculum priority.

The resource was created in consultation with family members of the Kokobera-Kunjen shield makers from Yarrabah. AIATSIS shared the final resource with

family representatives during a community visit to AIATSIS in December 2024.

The resource is available at: <https://shop.aiatsis.gov.au/products/years-3-6-kokobera-kunjen-shield-and-the-aiatsis-logo-teacher-s-notes-and-learning-sequence>



Extracts from the Kokobera-Kunjen shield and the AIATSIS logo teacher's notes and learning sequence.

Core e-learning suite

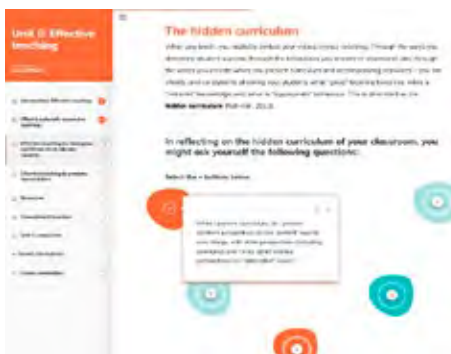
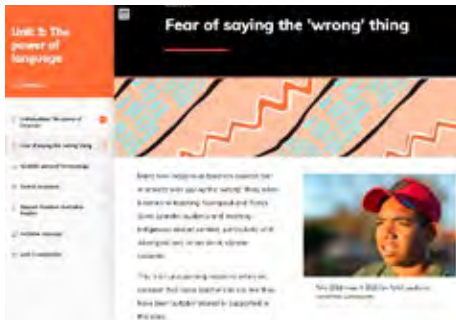
In July 2024, AIATSIS released a 7-hour e-learning course called Core: Culturally responsive teaching. The course is aligned with the Australian Institute for Teaching and School Leadership's (AITSL) Professional Teacher Standards. It is designed to develop teachers' understanding of culturally responsive pedagogy and how to confidently embed Aboriginal and Torres Strait Islander Histories and Cultures into the curriculum.

Core: Culturally responsive teaching course contains 5 units:

1. Confronting bias
2. History of Indigenous education
3. The power of language
4. Selecting resources
5. Effective teaching.

Since its release, organisations have purchased licences for the e-learning course and there is growing interest across the education sector.

In September 2024, AIATSIS completed and released a refresh of the flagship core cultural learning Aboriginal and Torres Strait Islander Australia e-learning course. New features of the course include a reflective workbook for participants, a facilitator's handbook to encourage in-person discussions after completing each module and content updates to capture the changes in Aboriginal and Torres Strait Islander affairs since core cultural learning was created 8 years ago. The refreshed course has been re-supplied to current clients, including across the Australian Public Service via the APS Academy.



Extracts from the Core: Culturally responsive teaching course.

AIATSIS Central Australia Schools Program

In November 2024, AIATSIS ran a pilot program for students and teachers to take part in an educational program at the recently opened AIATSIS Mparntwe facility. This pilot program explored how visits could be run in the new gallery with local primary and high schools. The hour-long sessions included learning about the meaning of the AIATSIS logo and the Kokobera-Kunjen shield as well as a gallery scavenger hunt around the 'To Know, To Respect, To Care' exhibition.

A total of 77 students and 19 teachers participated in these pilot sessions with the majority being Indigenous students. Participating schools and groups included:

- Gillen Primary School
- Yirara College
- The Alice Springs Language Centre (with students from Centralian Middle School and St Philip's College)
- The Polly Farmer Foundation
- Pertame School.

Following the pilot program, AIATSIS ran school visits at AIATSIS Central Australia in school terms 1 and 2. The 'Introduction to AIATSIS Central Australia' program ran for students in years 3 to 10, while the 'Introduction to the AIATSIS Photographic Collection' was offered for years 11 and 12 students.





Students participating in the AIATSIS Central Australia schools' program. Photo: AIATSIS

Exhibitions

60 years of Celebrating Indigenous Australian Culture: Commemorating the ROM ceremony

Marking the 60th anniversary of AIATSIS, the ROM (a 'ritual of diplomacy') exhibition was held in Maraga from August to November 2024. The first ROM ceremony was performed in Canberra in 1982 by the Burarra people from the Blyth River area of Arnhem Land. This was the first ROM ceremony performed outside of Arnhem Land and marked a pivotal moment in cultural exchange and understanding. The ceremony was performed again in 1995 and at the official opening of the AIATSIS Maraga building in 2001. The extraordinary ROM poles, gifted to AIATSIS, and reproductions and film compiling footage from the 2001 ROM ceremony were

featured as well as historical photographs from the 1982 performance. These elements provide an immersive experience into the cultural importance of the ROM ceremony.



Johnny Mundrugmundrug displaying the Goyulun Rom pole, and holding a carved wooden icon, representing the Goyulan bird, Parrep-parrepa (masked plover), Blyth River, Arnhem Land, NT, 1982, AIAS.015.CS-000080996, Photo: Gerry Okin



George Gandjupala prepares ROM icon ('Eye of The Morning Star') at Camp Stur, Canberra, ACT, 1982, AIAS.015.CS-000081240 Photo: Gerry Orkin

60th Anniversary

The final exhibition marking the 60th anniversary of AIATSIS brought together powerful works from the collection. The rich archive of films, photographs, audio recordings, artworks and cultural materials that reflect the cultural, social, political and artistic histories of Aboriginal and Torres Strait Islander communities. The exhibition included pieces that speak to the strength, creativity and enduring presence of First Nations Australians.



Lee Darroch, [The Australian Institute of Aboriginal and Torres Strait Islander Studies Possum Skin Cloak], 2016-2017, Possum skins, ochre, resin, waxed cotton thread, R02220.ATS1082.

The exhibition showcased the Kokobera-Kunjen or AIATSIS shield along with 3 shields held by the National Museum of Australia. Originally acquired at Yarrabah Mission and created by Kokobera-Kunjen men, George Wilson, Claude Ponto and William John Malcolm, to our knowledge this was the first time they were displayed together. These shields hold deep historical and cultural significance with the Kokobera-Kunjen shield adopted as the AIATSIS emblem in 1963.



George Wilson, Claude Ponto, William John Malcolm, [Kokobera-Kunjen Shield], 1931, Ochre on softwood, R01783.ATS373



Yarrabah community members and relatives of George Wilson and Claude Ponto, Anton Sands and Diane Ambrym, share with Curators the deep historical and cultural significance of the 4 shields.
Comms media collection, 032A8863.JPG, Photo: Harry Morton, AIATSIS

Warumungu Winkarra: Old and New Ways

The first exhibition at Maraga in 2025 explored decades of Warumungu history, language, stories and art from the AIATSIS collection. The work began in 1966 with linguist Prithvindra Chakravarti's time in Tennant Creek, recording language and stories through a fellowship funded by then-AIAS to the purchase of the 'Ankkinyi Apparr, Ankkinyi Mangurr' collection by AIATSIS in 2023. The exhibition is a visual display of the longstanding connection with the Warumungu community and provides an opportunity to view the unique designs that express Warumungu Manu (Country) and culture.

Our Old People painted our mangurr (designs) on skin and on the earth. They spoke our apparr (language) and passed on winkarra (ancestral stories and law). We carry on our traditions today in old and new ways.

Rosemary Narrurul Plummer, Sandra Nangali Morrison, Ronald Jungarrayi Morrison and Samantha Disbray, 2019, Art Gallery of South Australia



Nat Williams, [Painted shield], Paint on soft wood, ATS656

'After 200 Years' in Osaka

The Australia Pavilion at Expo 2025 ran from 13 April to 13 October 2025 in Osaka, Japan and featured a photographic montage derived from the 'After 200 Years' project. The pavilion generated public interest and attracted over 14,000 visitors each day.



Expo 2025 Osaka AIATSIS presentation Australia pavilion. Photo: Department of Foreign Affairs and Trade.



Barkley Arts Warumungu Artists. Photo: AIATSIS.



Expo 2025 Osaka AIATSIS presentation Australia pavilion.
Photo: Department of Foreign Affairs and Trade.

The selection of photographs, many of which have not been exhibited before, show themes of family, Country, water, recreation, art, performance and work. The accompanying soundscape included material from the AIATSIS collection and shares Aboriginal and Torres Strait Islander peoples' cultures, music, language, Country and life experiences.



Leo Yusia laughing while cleaning fish with a knife on the shore, Waiweer Island, Torres Strait Islands, QLD, 1986, TORRESSTRAIT.001.BW-B00285_21,
Photo: Emmanuel Angelicas

Summit 2025 in Garamilla

The 2025 AIATSIS Summit in Garramilla (Darwin) ran from 2 to 6 June 2025 and was co-hosted with the Larrakia Nation Aboriginal Corporation. Sambo Barrabarra's cheeky *Young Fella Devil Devil* was one of 12 artworks featured from 5 regions across the Northern Territory and is held in the AIATSIS collection. The works, converted to large banners hanging in the exhibition space, included natural dye weaving from Regina Pilawuk Wilson, ochre on paper by Timothy Cook and the innovative *Dadikwakwa-kwa* (shell dolls) from Anindilyakwa women artists.



Sambo Barrabarra, [Young Fella Devil Devil], 2000, Acrylic on canvas, R01640.ATS523.

Case study

Photographic Collections Online

Previously, viewing the AIATSIS photographic collection required submitting an access request form or visiting AIATSIS at either the Maraga in Canberra or the Central Australian facility in Mparntwe (Alice Springs). In August 2024, some of the photographic collection was made available to the public via a new page on the AIATSIS website, **Collections Online**.

The value of the collections is increased if it is discoverable, particularly for the Aboriginal and Torres Strait Islander people for whom it is most meaningful.

The AIATSIS photographic collection includes over 430,000 digitised images. Over 8,000 images are available for viewing only, with the user experience able to include filtering based on location and/or date.

The majority of the collections released for public viewing were drawn from the 'After 200 Years' project, which then-AIAS conducted to document the diversity of Aboriginal and Torres Strait Islander life across Australia, 200 years after colonisation. In the mid-1980s, the project saw over 20 Indigenous and non-Indigenous photographers work with communities all over Australia for up to 2 months at a time. Partnering with communities, the photographers documented urban and remote rural life in the 1980s, expanding the national photographic record of contemporary Aboriginal and Torres Strait Islander peoples' everyday lives. The resulting 50,000 images form the After 200 Years collection. While a selection of images was chosen by the communities for a book publication, it featured only a fraction of this extraordinary capsule of 1980s contemporary community life.

Another portion of the collections made viewable through Collections Online is

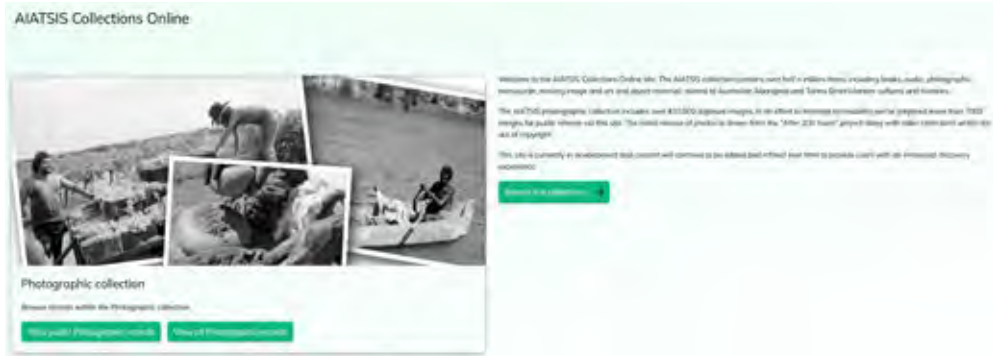
drawn from older collection material that is out of copyright, and of great historical and cultural significance. This includes photographs taken by Francis Birtles in the 1920s in northern Australia.

The new site allows greater access to collection material to Aboriginal and Torres Strait Islander communities, researchers and the general public. It is also a catalyst for AIATSIS to develop educational experiences for school students at both the Maraga and Mparntwe facilities. Aboriginal and Torres Strait Islander students can explore photographs to find stories that connect with their family, people or places they feel connected to. Non-Indigenous students can explore the diversity of Aboriginal and Torres Strait Islander cultures, histories and experiences. This important work contributes to one of AIATSIS' key purposes, 'creating opportunities for everyone to encounter, engage with and be transformed by Aboriginal and Torres Strait Islander peoples' rights, knowledge, cultures and stories'.

The new site includes a feedback function allowing users to supply or correct descriptive information and other metadata such as people's names, place names, dates, etc. Through the feedback function and the ability to make a takedown request, AIATSIS is collaborating with users to improve the accuracy and discoverability of the collection. This is particularly important for Aboriginal and Torres Strait Islander peoples undertaking family history and other research.

As appropriate material is processed and brought up to archival description and cataloguing standards, the number of publicly viewable material will grow. Ongoing enhancements to the site will continue to provide an improved experience for users via a unified search platform to discover and interact with collection material.

Associated images and information:



Screen shot of the Collections Online landing page



Milton Coochee and Raymond 'Chocko' Fisher working on a grape farm, Robinvale NSW 1986 (AIATSIS item no. ROBINVALE.001.BW-B00079_06)
Photo: Michael Riley



A man paddling in a dugout canoe, accompanied by a dog, Northern Australia, c 1920 (AIATSIS item no.: BIRTLES.F20.BW-F00004489)
Photo: Francis Birtles



Close up of a woman grinding nardoo sporocarps on a grinding stone, Northern Australia, c 1920. (AIATSIS item no.: BIRTLES.F20.BW-F00004604)
Photo: Francis Birtles

Public events

2025 AIATSIS Summit

In June 2025, the annual AIATSIS Summit was held on the traditional lands of the Larrakia people at Garramilla (Darwin). The 2025 Summit was attended in person by more than 1,650 delegates from around the country and a further 450 participating online. Co-hosted with the Larrakia Nation Aboriginal Corporation, the 2025 Summit brought together government representatives, academics, researchers, legal professionals, members of GLAM (galleries, libraries, archives, and museums), public policy sectors and the community.

This year's theme 'Voices of Empowerment: Strengthening our Future' paid tribute to a world in which Aboriginal and Torres Strait Islander peoples' rights, knowledge and voices are recognised, respected and valued by all Australians today and tomorrow. Held over 5 days, delegates attended a Welcome to Country with a saltwater blessing ceremony led by Trent Lee and David Kurnoth along with 270 speakers covering an extensive array of subjects. Presentations explored sub-themes of sustainability (caring for land and sea country); cultural revitalisation, preservation and resurgence; intergenerational knowledge; rights, recognition and representation; contemporary innovations and youth and emerging leadership.

The opening plenary featured introductory remarks from AIATSIS CEO, Leonard Hill and Acting (A/g) Deputy Chair of the AIATSIS Council, Jayde Geia, who outlined AIATSIS' achievements over the past 12 months. The session included introductory remarks from Travis Borsi, Chairman of the Larrakia Nation Aboriginal Corporation, and a keynote address by Almandina Cárdenas Demay, General Coordinator of Language Policies, National Institute of Indigenous Languages, Mexico.

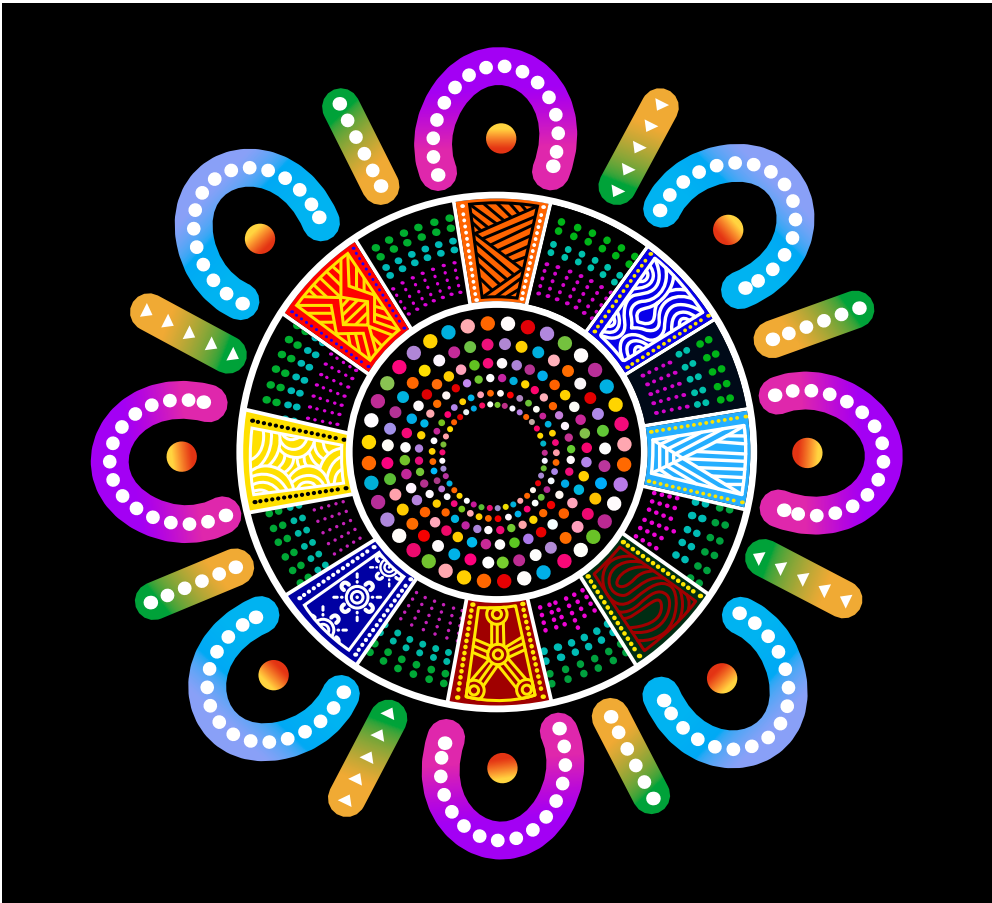
On 3 June, in celebration of Mabo Day, Kaleb Mabo (grandson of Eddie Koiki Mabo) opened the Mabo Lecture with a compelling presentation on how First Nation voices and stories continue to empower future generations. The 2025 Mabo Lecture was subsequently delivered by Kevin Smith, President, National Native Title Tribunal.

Other highlights from the week included keynote presentations by:

- George Nona, Chairperson of the Torres Strait Regional Authority
- Patricia Anderson AO, Former Chairperson of the Batchelor Institute
- Esme Ward, Director of the Manchester Museum, England
- Tom Calma AO, National Coordinator for Tackling Indigenous Smoking, Department of Health, Disability and Ageing
- Katie Kiss, Aboriginal and Torres Strait Islander Social Justice Commissioner
- Christina Snider-Ashtari, Tribal Affairs Secretary for Governor Gavin Newsom, Government of California
- Laura Jazmin Coti Lux, Vice Minister of Cultural and Natural Heritage, Government of Guatemala
- An expert panel on Native Title facilitated by Rachel Perkins.

A social and cultural program of events was held across the week to support networking and cultural immersion including a welcome reception showcasing the garments and accessories of local First Nations designers and artists, a blak market and a gala dinner.

This year, the Summit showcased the diversity and creativity of the Northern Territory with a silk banner installation featuring artists and artworks from the AIATSIS collection. The Summit merchandise featured the work of local Larrakia artist, Jason Lee. Commissioned specifically for the Summit, his colourful artwork tells the story of the Aboriginal empowerment journey.



Jason Lees, Larrakia Artist



2025 Summit delegates at the saltwater blessing.



Kenbi Dancers perform at the gala dinner. Photo: Jacinta Keefe Photography.

AIATSIS Summit Awards

The 2025 AIATSIS Summit marked the introduction of the AIATSIS Summit Awards – a celebration of Aboriginal and Torres Strait Islander excellence. The awards recognise and elevate the strengths, creativity and achievements of First Nations individuals, organisations and initiatives that are delivering meaningful change that align with the 2025 AIATSIS Summit sub-themes.

The awards sought nominations categories of Cultural Revitalisation, Preservation and Resurgence; Sustainability and Sustainable Futures; First Nations Collection Care and Management; Youth and Emerging Leadership and Contemporary Innovation. Finalists were acknowledged at the gala dinner, with outstanding nominations received from across the country.

The 2025 Award recipients were announced and presented with:

- **Bunji Enterprises** – Excellence in Sustainability and Sustainable Futures.
- **Harvey Aboriginal Corporation** – Excellence in Cultural Revitalisation, Preservation and Resurgence.
- **Common Ground First Nations** – Excellence in Contemporary Innovation.
- **Jamie Hampton** – Excellence in Youth and Emerging Leadership.

These awards promote First Nations-led innovation, cultural strength and leadership.



Left to right: AIATSIS CEO, Leonard Hill; Harvey Aboriginal Corporation members, Brad Vitale and Sharon Cooke and AIATSIS acting Deputy Chairperson, Jayde Geia. Photo: AIATSIS



Left to right: AIATSIS CEO, Leonard Hill; Winner, Common Ground First Nations, Katena Valastro and AIATSIS acting Deputy Chairperson, Jayde Geia. Photo: AIATSIS

Notable public events

Indigenous Art Market 2024

The AIATSIS Indigenous Art Market (IAM) has been an annual event in Canberra since 2014. The event showcases a diverse range of paintings, textiles, sculptures and jewellery with all sales going back to the participating Indigenous art centres and artists.

For the second year, the IAM was held in-person and online, which extends the reach and participation of the art market for art centres and artists. The in-person market was held on the lawns of the AIATSIS Maraga building on the Acton Peninsula in Canberra from 6 to 8 December 2024. This provided visitors access to museum and gallery-quality artworks and insights into the depth and breadth of Australian Indigenous art and cultures. Such

experiences cultivate a sense of respect, appreciation and understanding of the works and their meanings.

For the online component, AIATSIS partnered with the Darwin Aboriginal Art Fair Foundation to create a cohesive digital platform for art enthusiasts in Australia and internationally to support the artists and promote the ethical purchase of genuine Indigenous art. The online experience, running from 6 to 15 December 2024, simplified the purchasing process for buyers and increased the accessibility of the market.

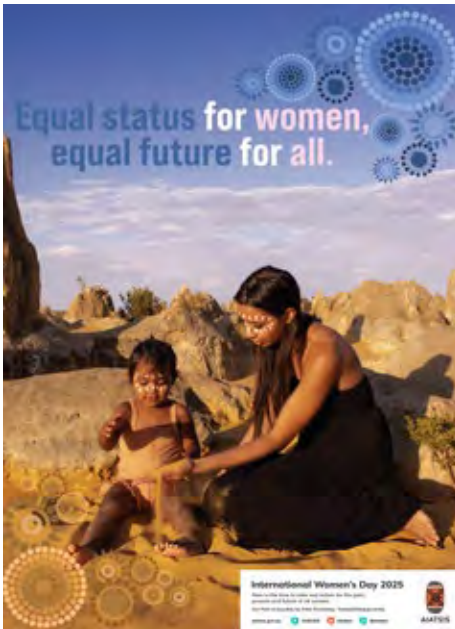
Significantly, the IAM enables participating art centres and artists to gain exposure to new audiences, enhances their domestic and international profile and creates new opportunities for sales and collaborations. It allows them to network and connect with other artists, collectors and industry professionals.



William Walker from William Walker Respecting Country at the 2024 Indigenous Art Market at Maraga.

Highlight

2025 AIATSIS International Women's Day Poster Competition



Each year, AIATSIS calls Aboriginal and Torres Strait Islander artists who identify as women to design an International Women's Day poster with the winner receiving \$5,000. The 2025 AIATSIS International Women's Day poster winner, 'Our Path to Equality', was designed by Yamatji/Naaguja artist Erika Fernandez. The poster, captured at Nambung National Park, represents the sharing of strength, culture and wisdom; everything that the International Women's Day embodies.

As part of uplifting Aboriginal and Torres Strait Islander voices and celebrating cultural strength, the poster is printed and distributed free to community organisations. This initiative honours the incredible work Indigenous women do to keep culture strong and thriving.

Aboriginal Studies Press publishing

Aboriginal Studies Press continues to play an important role for the Institute in publishing high quality Indigenous research in both book and journal form. During 2024–2025, two art books and one dictionary were produced, with Aboriginal authors at the forefront of all the collaborations. Book launches were held in art galleries and in the communities which supported AIATSIS and drove the publishing projects. After a short break in publishing, the Australian Aboriginal Studies journal returned with two bumper issues.

Highlight

Yawulyu: art and song in Warlpiri women's ceremony



Warlpiri people commemorate and maintain their relationship with their ancestors and the natural order of the cosmos by re-enacting the events of the Jukurrpa (the Dreaming). They do this, in part, by painting up while singing pertinent songs as well as performing dances and ritual actions sanctioned by the Jukurrpa.

From May 1981 to June 1982, ethnochoreologist Megan Morais lived in Willowra in the Northern Territory, working with the Warlpiri community. The Warlpiri women and Megan worked as an impromptu team documenting their dances as performed in yawulyu (women's ceremony) as well as documenting traditional movement patterns.

Warlpiri women in Willowra generously and with trust, shared their music, songs, dances, designs and associated knowledge of yawulyu, which is now being returned to them.

A recent collaboration between Megan and musicologist Myfany Turpin and the Willowra community has resulted in this book that allows current and future generations to access the knowledge shared by the Warlpiri women.

Find the book at shop.aiatsis.gov.au/products/yawulyu

ngargee – coming together to celebrate: Southeast Australian Aboriginal Art



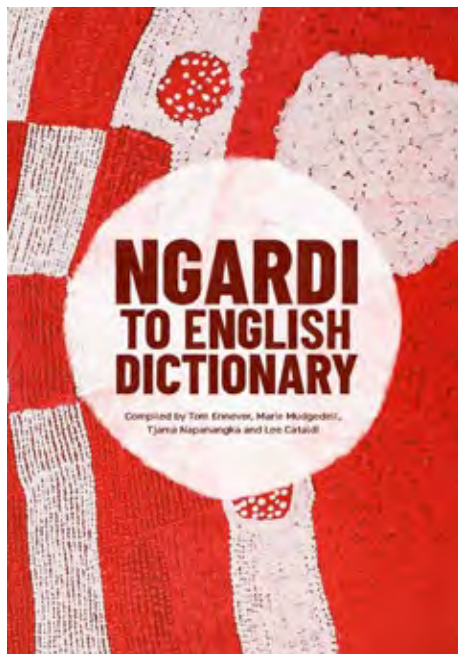
Aboriginal art in southeast Australia is dynamic, innovative and powerful. The diverse artworks featured in this book

celebrate contemporary artists and their continuation of ancestral knowledge. With each chapter the result of an intercultural collaboration, this volume speaks to globally resonant themes in First Nations art, storytelling and sovereignty. Each contribution prioritises learning with and about First Nations artists to support their knowledge systems.

A guiding theme is the creative practice of internationally renowned artist Maree Clarke (Mutti Mutti/Wamba Wamba/Yorta Yorta/Boonwurrung), who is both a co-editor and an inspiration. Bringing together thoughtful analysis and lush illustrations, ngargee gives southeast Australian Aboriginal art the long overdue attention that it richly deserves.

Find the book at shop.aiatsis.gov.au/products/ngargee.

Ngardi to English Dictionary



Ngardi is the language of the western regions of the Tanami Desert and the north-central region of the Great Sandy Desert

in the Northern Territory. Ngardi Country is known locally as 'Ngururrpa' or 'central country' and is situated between Ngumpin languages to the north and west (languages like Jaru and Walmajarri) and Western Desert languages to the south (like Kukatja and Pintupi).

Though Ngardi speakers are few, Ngardi language and culture remain core components of Ngardi identity. Numerous Ngardi words are still in use by people of all ages and there is a strong enthusiasm to see the language revitalised.

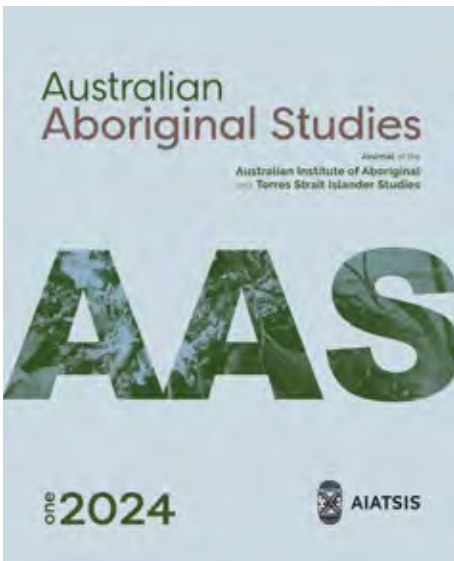
Prospectors, linguists and anthropologists started making short Ngardi word lists in the 1920s, 1940s and 1950s. From 1990

onwards, poet and linguist Lee Cataldi began systematically documenting the language with Peggy Rockman, and then later intensively with Tjama Napanangka and other senior Ngardi women in Balgo. From their work, the first dictionary began to be compiled.

The first manuscript of a Ngardi dictionary was released in 2011 and this dictionary builds on that pioneering work. It is a testament to the work of the many Ngardi Elders who have contributed to this new dictionary of Ngardi, the most comprehensive ever published.

Access the dictionary at shop.aiatsis.gov.au/products/ngardi-to-english-dictionary

Australian Aboriginal Studies



Australian Aboriginal Studies is a peer-reviewed multidisciplinary journal that has published research on topics of significance to Aboriginal and Torres Strait Islander people for 42 years.



Find the journal at shop.aiatsis.gov.au/collections/aas-journal

Key activity 3: Leaders in the provision of advice on Indigenous ethics, collections and research.

Ethics

For over 20 years, AIATSIS has provided national leadership in setting ethical standards in Aboriginal and Torres Strait Islander research. The Research Ethics Committee reviews projects conducted by AIATSIS and external applications from researchers, consultants, government agencies and Indigenous organisations in accordance with the National Statement on Ethical Conduct in Human Research and the AIATSIS Code of Ethics.

There is strong continuing demand for the Research Ethics Committee's ethical approval. In 2024–25, 68 applications were approved, (compared to 63 applications approved in 2023–24).

Indigenous Research Exchange

In 2024–25 the Indigenous Research Exchange (IRX) has occurred through two avenues: a grants program that funded 30 Indigenous-led research projects with funding of \$5.8m for approved projects, and Yumi Sabe, formerly known as the Knowledge Exchange Platform. Yumi Sabe is a central online portal for Indigenous data and research. It contains Indigenous-led research and provides a culturally safe place for Aboriginal and Torres Strait Islander knowledge (see <https://yumi-sabe.aiatsis.gov.au>).

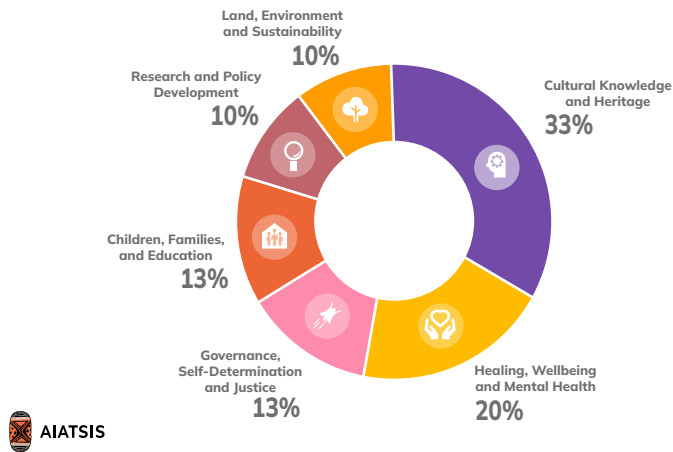
Case study

IRX Grant Funding addressing Closing the Gap Priorities

IRX Grant Funding supported research that incorporated Closing the Gap priorities, that are represented in figures 4 to 6.

Research Completed

IRX Grant Funding



From
Insight
to
Action

Figure 4: Research completed (this chart represents the percentage of research by topic)

CTG – Targets

Projects by category aligned to each CTG target

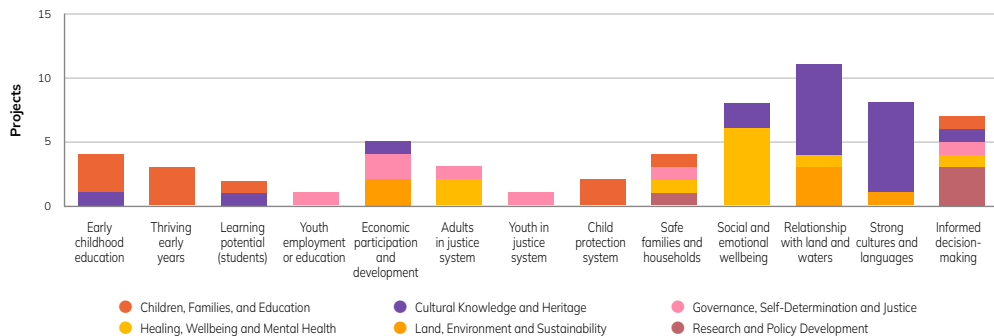


Figure 5: Closing the Gap Targets (this graph represents the number of projects per aligned to CTG target).

This graph represents the number of projects by categories aligned to each CTG target.

CTG – Targets

Number of projects by category aligned to each CTG target

	3. Early childhood education	4. Thriving early years	5. Learning potential (students)	7. Youth employment or education	8. Economic participation and development	10. Adults in justice system	11. Youth in justice system	12. Child protection system	13. Safe families and households	14. Social and emotional wellbeing	15. Relationship with land and waters	16. Strong cultures and languages	17. Informed decision- making
Children, Families and Education	3	3	1					2	1				1
Cultural Knowledge and Heritage	1		1		1					2	7	7	1
Governance, Self-Determination and Justice				1	2	1	1		1				1
Healing, Wellbeing, and Mental Health						2			1	6	1		1
Land, Environment and Sustainability					2						3	1	
Research and Policy Development									1				3

Figure 6: closing the Gap targets (this table represents the number of projects per category aligned to CTG target).

Individual research projects covered multiple CTG targets and priorities plus highlighted the opportunity to address unmet CTG targets through encouraging future research in the following areas:

- Long and healthy lives
- Healthy and strong births
- Further education pathways
- Affordable, appropriate housing

Appendix C presents the summary report of IRX Grant Funding (2024–2025). This report highlights the significant impact of IRX funded research projects across Australia, which prioritise self-determination, cultural integrity, and community-led social outcomes. The primary recipients of this funding include universities, Aboriginal Community Controlled Organisations (ACCOs), and Local Aboriginal Land Councils.

The projects are strategically aligned with the National Agreement on Closing the Gap targets, including: strengthening Indigenous governing authorities and enhancing local decision-making (Target 17); supporting cultural land management and environmental stewardship (Target 15); and revitalising traditional law, language, and cultural knowledge (Target 16). In terms of health and welfare, the initiatives emphasise Indigenous-led strategies aimed at reducing suicide rates and addressing the disproportionate representation of children in out-of-home care (Targets 12 and 14).

These projects encompass Closing the Gap targets 1; 4; 5; 8; 10; 12; 14; 15; 16; 17.

For more information, please refer to Appendix C.

Key activity 4: Lead and promote collaborations and partnerships in support of the AIATSIS functions.

The AIATSIS Membership Network is a unique part of the organisation's structure and elected Council members and plays a pivotal role in shaping the strategic direction of AIATSIS. This year, 57 Members were added to the network of 859 involved in all aspects of Aboriginal and Torres Strait Islander peoples' knowledge and culture.

Indigenous Country and Governance

Prescribed Body Corporate

The Prescribed Body Corporate (PBC) website (nativetitle.org.au) provides information and resources about native title and associated matters, primarily to support access to relevant information for PBC's. In 2024–25, the website had 541,520 views by 215,531 users, this was an increase from 2023–24 with 266,658 views by 102,908. A project to review, update and develop the website was conducted during 2024–25.

The Native Title Agencies Directory hosted on the website is an initiative of the Commonwealth Inter-Agency Committee on Native Title. The directory provides a clear understanding of the roles and functions of Australian Government agencies in the native title system. It directs users to the relevant government entity responsible for various functions at different phases of the native title claims.

The directory is at <https://nativetitle.org.au/resources-and-publications/directory>.

Native Title Organisations Legal Workshop

The 2024 Native Title Organisations Legal Workshop was held from 3 to 5 September 2024 in Meanjin (Brisbane). The workshop is an opportunity for legal staff from native title organisations to share knowledge and experiences and to develop technical and practical legal skills. This is a continuing professional development event. The workshop attracted the largest in-person attendance since it was first convened in 2017. A total of 129 legal staff attended from all 14 native title representative bodies and service providers and three PBCs.

Native Title Organisations Researcher Workshop

A workshop for researchers working in NTOs was held in Mparntwe (Alice Springs) from 30 August to 1 July 2024. The workshop covered trauma-informed practice, the maintenance and return of native title materials and the giving of expert evidence.

Native Title Strategic Issues Forum

The ICG represents AIATSIS on the Commonwealth Inter-Agency Committee on Native Title, established to coordinate efforts across Commonwealth agencies with native title responsibilities to better coordinate contributions to the native title system.

The Commonwealth Inter-Agency Committee held a Native Title Strategic Issues Forum from 7 to 8 April 2025

in Kurna Yerta (Adelaide). AIATSIS participated in the discussions examining the challenges and opportunities within the native title sector.

Russell Taylor Oration 2024

The 2024 Russell Taylor Oration was held on 10 October 2024 and, this year, honoured the 60th anniversary of AIATSIS. The annual event celebrates the achievements and contributions of prominent Aboriginal and/or Torres Strait Islander public servants and inspires the next generation of leadership within the APS. The oration honours the enduring legacy of former AIATSIS CEO and Principal, Russell Taylor AM, and recognises his distinguished service and commitment to advancing outcomes for Aboriginal and Torres Strait Islander peoples.

This year's oration was delivered by Letitia Hope, Deputy Secretary, Department of Social Services, a Bundjalung, Torres Strait Islander and South Sea Islander woman. Ms Hope reflected on her personal journey beginning as an AIATSIS trainee and progressing to a senior executive role within the APS. Drawing on her experience, she highlighted the progress made in increasing Aboriginal and Torres Strait Islander representation within the APS. She spoke about initiatives such as the SES 100 and the Bulabul Talent Development Program that invests in staff leadership to support holistic development and pathways to leadership in culturally safe ways.

AIATSIS acknowledges and honours the legacy of Russell Taylor AM, his service and dedication to Aboriginal and Torres Strait Islander peoples and his significant contribution to AIATSIS and the APS.



Deputy Secretary, Department of Social Services, Letitia Hope, delivered the 2024 Russell Taylor Oration in October 2024. Photo: AIATSIS

The Wentworth Lecture 2025

The biennial Wentworth Lecture was delivered by Professor Peter Buckskin, Co-Chair of the National Aboriginal and Torres Strait Islander Education Corporation. Professor Buckskin offered a deeply personal reflection on his work in education for Aboriginal and Torres Strait Islander peoples, his leadership career and the enduring struggle for truth, respect and equity for Aboriginal and Torres Strait Islander peoples. Professor Buckskin acknowledged that progress has been made but stressed there was still much to achieve. He commended AIATSIS for sustaining the Wentworth Lecture and recognised Bill Wentworth's early support for Indigenous studies.

Professor Buckskin spoke candidly about the pain following the Voice to Parliament referendum and shared a story of his neighbour's hollow sympathy as a reminder of how many non-Indigenous Australians fail to listen and learn. He celebrated the increasing presence of Aboriginal and Torres Strait Islander scholars, leaders and professionals whose contributions now shape policy and guide the next generation.

He paid tribute to the Elders and educators who mentored him and reflected on his

early teaching days in Broome where he built trust through genuine community engagement and stood up for children facing abuse, despite experiencing racism for doing so. Those lessons inspired a lifelong commitment to community-led policy and culturally accountable leadership. He also highlighted his role co-chairing the National Aboriginal and Torres Strait Islander Education Corporation, describing it as an important step towards an outcomes-focused, community-led education agenda. He called for Closing the Gap to move beyond rhetoric to deliver real, measurable change, with education as a central driver.

In closing, he shared his heartbreak – not anger – at the lack of compassion shown by many non-Indigenous Australians, urging that true progress requires building relationships on truth, listening to communities and sharing leadership.



Left to right: Former AIATSIS Deputy CEO, Jude Barlow, and Professor Peter Buckskin at the Wentworth Lecture 2025. Photo: AIATSIS

Case study

Anindilyakwa Community Access visit May 2025

Between 12–16 May 2025, AIATSIS staff visited the Anindilyakwa community to return more than 100 audiovisual collections comprising of over 6,000 items in the AIATSIS archive. This is the culmination of work between 2021 and 2023 where the Anindilyakwa Land Council (ALC) and AIATSIS worked together with the Manchester Museum in the United Kingdom to return 174 significant cultural objects to the Anindilyakwa people.

In September 2023, Traditional Owners, Danjibana Noeleen Lalara, Maicie Lalara and Amethea Mamarika travelled to Manchester to return the collection home to Groote Eylandt. Following the repatriation, AIATSIS has been working with the Anindilyakwa community to increase the return of collections. During 2024–25, Traditional Owner, Eric Amagula, senior men and women as well as Britten Syd Andrews (Community Liaison Officer at the ALC) have worked through some of these collections to return them to the community. This work led to the return of more than 100 digital collections comprising 155 moving image files, 750

audio recordings and 5,260 photographs to the Anindilyakwa community. AIATSIS also conducted a viewing of a 3-hour sample of some of these collections at Angurugu and Umbakumba. AIATSIS will administer local access and work with community members to add valuable descriptions enriching the archive to increase discoverability and accessibility of the materials. At the viewing in Umbakumba Danjibana, Noeleen Lalara expressed her gratitude: ***'It makes me emotional and happy and proud that you bring this back to our Eylandt'.***

AIATSIS created three photo books using over 350 photographs from the archive from depositors such as Ian Dunlop, Fred Gray, Dulcie Levitt and Alice Moyle. The photo books provided a small sample of the material being digitally returned to the Anindilyakwa people. The books were gifted to the Umbakumba Art Centre, the Angurugu Art Centre and the ALC Media and Language Centre.

AIATSIS worked with senior Anindilyakwa people as well as ALC staff to identify other potential collections in the archive that have been poorly described or have more complex access conditions imposed by the original depositor.



Community viewing event at the Anindilyakwa Media and Language Centre in Angurugu. Photo: AIATSIS



Community viewing event at the Umbakumba Art Centre. Photo: AIATSIS



Judy Lalara and Danjibana Noeleen Lalara at the community viewing event in Umbakumba. Photo: AIATSIS



Danjibana Noeleen Lalara examines the AIATSIS photobook. Photo: AIATSIS



Communities members could view the AIATSIS photobook during the viewing event at the Anindilyakwa Media and Language Centre in Angurugu. Photo: AIATSIS

Case study

Galiwin'ku Community Access Visit

The Galiwin'ku community, from a remote town on Elcho Island located 550 kilometres north-east of Darwin, embarked on a journey to uncover archival material in national collecting institutes in preparations to open their own keeping place in Galiwin'ku.

The project, led by Galiwin'ku, Elders Gundjarranby Rosemary Garrawurra, Bayon James Garawirtja, Yangarriny David Munyarryn and James Dhäwnypuma Gondarra, teamed up with AIATSIS, the Australian Broadcasting Corporation and the Australian Museum to explore materials held within their respective collections and plan a visit for community to view material.

With funding support from the AIATSIS IRX Program and the Australian Museum, the

Elders were able to travel to Canberra in July 2024.

AIATSIS hosted the Galiwin'ku Elders for the week with a behind-the-scenes tour of the Maraga facility including the vaults and digitisation suites. A special viewing of AIATSIS Art and Object collection material relating to Galiwin'ku was prepared by the curatorial team, who gifted the visitors with a poster-sized print out of an artwork from the AIATSIS collection relating to their community. The Galiwin'ku Elders presented an ochre rock to AIATSIS as a token of their appreciation.

During the visit, it was identified that 847 hours of moving image material, 542 hours of audio, over 1,800 photographs and thousands of pages of manuscripts within the AIATSIS collections were relevant to the project. Elders viewed manuscript materials and one such collection enabled



Left to right: Lisa Marcussen, Grace Curry, James Dhäwnypuma Gondarra, Jay Kickett, Blake Alan, Bayon James Garawirtja, Tara Wighton, Philip Khalu-Reindl, Gundjarranby Rosemary Garrawurra, Yangarriny David Munyarryn, Petra Buergelt. Photo: AIATSIS

Gundjarranby Rosemary Garrawurra to trace one side of their family back to the late 1800s; something they had previously been unable to do. James Dhäwnypuma Gondarra discovered photographs of his father he had never seen before. Two others found moving image footage of their grandfather performing corroboree, with them as children visible in the background.

Personal requests for material, resulting in 24 hours of moving image, 32 hours of audio, 196 photographs and hundreds of manuscript pages were fulfilled. Once the keeping place is established and the community has the capacity to store the materials, AIATSIS will work with and support the return of digital material identified in the its collections.

The effect of this experience was captured in a video recorded with Gundjarranby Rosemary Garrawurra and James Dhäwnypuma Gondarra, which was featured on AIATSIS social media platforms during National Family History Month, in August 2024.

Interacting with communities

Office for Youth Advisory Group

AIATSIS, in partnership with the Office for Youth at the Department of Employment and Workplace Relations, served as a working partner for the First Nations Youth Advisory Group. Through this collaboration, the group provided valuable advice on programs and policies affecting Indigenous young people to allow their voices to be meaningfully represented. This included input into the AIATSIS Collection Access and Use Policy and content for the Youth and Emerging Leadership stream at the 2025 AIATSIS Summit.

2025 Youth Forum

The Youth Forum (Forum) was held from 5–6 June 2025 in Garramilla (Darwin). The Forum was an opportunity for Indigenous youth to develop governance skills and build networks. AIATSIS co-facilitated the forum with youth leaders from the Australian Indigenous Governance Institute and the National Native Title Council.

Case study

Anindilyakwa return

The Collection Management Program prepared the MOYLE_A001 moving image collection for return to the Anindilyakwa Land Council through the Return of Material to Indigenous Communities program.

In 1969, renowned ethnomusicologist Alice Moyle travelled to Groote Eylandt to record Wanindilyaugwa and Nunggubuyu dancers. Over 3 days, 53 dances were recorded on what was then state-of-the-art Ariflex and Eclare 16mm moving image cameras and Nagra and Tandberg tape recorders. Alice was accompanied on the trip by Elphine Allen, a dance choreologist and a film crew drawn from the CSIRO, Monash University and the State Film Centre of Victoria.



Alice Moyle and an unidentified boy, Groote Eylandt 1969, still frame from the MOYLE_A001 collection.



Elphine Allen (dance choreologist) Groote Eylandt 1969, still frame from the MOYLE_A001 collection

The focus of the project was to document dancers from multiple camera angles to provide a reference point for the production of a Benesh notational score. This is a system of notation capturing the movements of the dancers in relation to a musical transcription of the 3 elements of unison voices, clapsticks and didgeridoo.



Sample of the combined music/Benesh notation produced by Alice Moyle and Elphine Allen, MS 977.

Two release prints Groote Eylandt Field Project and *Eight Aboriginal Songs* were produced by Moyle for research and education purposes, between them comprising 20 dances.

AIATSIS completed colour restoration and sound synchronisation of the full set of rushes to produce enhanced masters of 53 dances. High-resolution digital copies were presented to the Anindilyakwa community in June 2025 as part of a visit to Groote Eylandt. In addition, Adobe

Premiere Pro project files were supplied to the ALC's media program, enabling them to create multicamera edits of the dances and produce further enhanced content for community use.

The MOYLE_A001 collection as a filmic record, is a vital link in the documentation of Groote Eylandt dance that began with C.P. Mountford's footage from the Arnhem Land expedition in 1948 and continues to today with the ALC's recording of the vibrant contemporary dance culture on Groote Eylandt.

AIATSIS learnt that the MOYLE_A001 material was unknown to community. This presented a great opportunity to revisit the collection and create enhanced outputs for use in Anindilyakwa cultural programs. Early in the project, Britten Syd Andrews was commissioned to gauge community interest. He started sharing samples of content with community in 2024 and became a project partner, providing information from Anindilyakwa knowledge holders. This engagement shaped the way records were updated and how material for the return was organised. This return is invigorating traditional dance programs on Groote Eylandt and allowing community to reconnect with ancestors. This is not just for dancers, but also for onlookers who, in many cases, were young children present at the dance ground and were captured in outtakes.

The Alice Moyle collection is one of the pillars of the AIATSIS music collection. Her recordings and manuscripts document Aboriginal music making across Australia through the second half of the 20th century. Her extensive fieldwork in Cape York, Arnhem Land and the Kimberley was groundbreaking in its presentation of Aboriginal music within a cultural context. Her connection to the music of Groote Eylandt was lifelong. Her teacher and cultural informant was Wanindilyaugwa song man, Gula Lalara.



Onlookers take in the dancing, Angurugu, Groote Eylandt, NT, 1969, still frame from the MOYLE_A001 collection.

Gula Lalara is heavily featured in the collection. He was a master of the 'shaky voice' style of singing that is unique to Groote Eylandt. He performs extended unbroken phrases without drawing breath. It was rewarding for AIATSIS to return this material to Gula Lalara's descendants and the community.



Gula Lalara singing a Wanindilyaugwa Curlew song, Groote Eylandt, NT, 1969, still frame from the MOYLE_A001 collection.

Case study

Pallottines collection

Since 2023, AIATSIS has been processing 78 boxes of the Society of the Catholic Apostolate archives, known as the Pallottines collection. The Pallottines operated the Tardun Mission in Western Australia, which opened a boarding school in 1948, followed by a hostel in 1960 to accommodate students. This diverse, mixed-format collection includes manuscripts, colour slides, audio cassettes and film reels. It was donated to AIATSIS along with student records from the Pallottine Mission Tardun School. The student records form a separate collection.

The Collection Management Program prioritises archival processing of the records of missions, schools and stations that may contain family history information and that may be useful in cases of the national and state redress schemes.

The Collection Access Program receives high volumes of requests to supply records in support of redress cases within tight timeframes. The locating of relevant records is made easier by the detailed processing of these collections to index the personal names contained within the records and prioritise these collections for digitisation. AIATSIS holds several large collections of missions and schools, including Aurukun (QLD), Marella (NSW), and Pallottines/Tardun School (WA).

A significant aspect of the Pallottines collection is the collation of Aboriginal and Torres Strait Islander language materials and their potential role in language revitalisation. While the collection contains administrative and pastoral records, a substantial portion consists of personal papers from the priests who worked at the mission. These include liturgical texts, oral histories, language lessons, songs, stories and linguistic research. Much of this material is written or recorded in Aboriginal

languages from the Kimberley and Queensland regions.

AIATSIS identifies and records known Aboriginal and Torres Strait Islander language present in its collection—even if only a single word is mentioned. The appropriate AustLang codes are applied to these references ensuring they can be retrieved through the catalogue and used in language revitalisation efforts. In the Pallottines collection, 62 languages have been identified and indexed.

The Collection Management Program organises, preserves and describes this material to make it as accessible and useful as possible. Archival numbering is assigned; items are stored in appropriate climate-controlled environments and vital metadata is captured such as names, dates, places and language groups. AIATSIS recognises cultural sensitivities, such as men's or women's business, to ensure respectful handling and access. This descriptive work feeds into publicly accessible discovery aids and catalogue records that allow people to search, request and view material.

In addition to language content, the collection includes conference papers, newspaper clippings, books and journals as well as correspondence, funeral notices, hospital registers and newsletters from the Tardun School. These items have been vital to family history researchers.

To enhance usability, AIATSIS is digitising selected materials, preserving fragile originals and improving access. Optical character recognition has been applied to many digitised items to enable keyword searches within scanned documents and to streamline research processes.

Processing and digitising this extensive collection has been a year-long collaborative. It includes nearly 22 linear metre of shelf space, including 89 boxes of

manuscript material, over 4,290 digitised colour images and the digital preservation of 14 audio recordings and 2 films.

By describing and preserving the Pallottines collection, AIATSIS is safeguarding an

important historical record while also opening doors for Aboriginal and Torres Strait Islander peoples to access information about their families, community, language and Country. Such knowledge plays a vital role in truth telling and healing.



Historical photograph of Tardun taken between 1965-70. AIATSIS Collection: PALLOTTINES.001.CS-000175588. Photo: Martin Coopman, circa 1965



Historic photograph of Tardun, taken between 1965-70. AIATSIS Collection: PALLOTTINES.001.CS-000175588. Photo: Martin Coopman, circa 1965

Highlight feature

Australian Event Awards

AIATSIS was celebrated at the 2024 Australian Event and Symposium Awards, receiving accolades for excellence in delivering culturally significant and effective events.

The AIATSIS Summit 2024 won the prestigious title of the 2024 Australian Event of the Year as well as receiving the national award for Best Congress or Conference (500+ delegates). In addition, the 2023 AIATSIS Indigenous Art Market was recognised as the ACT Winner for Best Community Event.

These prestigious awards affirm AIATSIS' leadership in delivering high-quality events that centre Indigenous voice, foster national dialogue and celebrate Aboriginal and Torres Strait Islander cultures and knowledge.



AIATSIS staff at the Australian Events Awards in October 2024. Photo: AIATSIS

Case study

Return of Cultural Heritage: Gamilaraay dhulu (carved tree) returns from the Museum Der Kulturen, Switzerland

In November, AIATSIS staff travelled with Gamilaraay clan members, Greg Bulingha Griffiths and Wayne Griffiths Jnr, as well as Bundjalung, Gamilaraay and Muruwari man, Professor Brian Martin from Monash University to return a Gamilaraay dhulu (carved tree) from the Museum Der Kulturen in Switzerland. The dhulu was once part of a group of carved river red gums on Brigalow Creek, a tributary of the Namoi River, NSW, and associated with a ceremonial ground near the small town of Boggabri. Dhulu hold deep spiritual meaning for the Gamilaraay community. It is an ancestor and family member and it embodies knowledge and has agency. The markings are associated with specific families, telling their story and giving them a voice.

Prior to the event in Basel, Dr Béatrice Voirol from the Museum Der Kulturen travelled to Australia and Gamilaraay Country to meet with the community and learn more about the significance of the dhulu.

To mark the return, Gamilaraay carvers, Michael Wiidhaa Griffiths and Wayne Griffiths Jnr, made a new dhulu that was gifted to the museum. The new dhulu replicates the designs of the century-old dhulu as closely as possible to signify the community's wish that the story of Gamilaraay culture continues to be shared with the people of Switzerland, Europe and the world.

At the request of the Gamilaraay community, the century-old dhulu was temporarily held at AIATSIS in Canberra and publicly celebrated in February 2025 when Gamilaraay clan members came to accompany the dhulu back to Gunnedah in northern NSW.

The return of the dhulu is deeply significant for us. It represents more than just an artefact coming back; it's a reconnection to our ancestral heritage and the teachings that have sustained our community for thousands of generations. The dhulu carries the stories, values and wisdom of our ancestors. Having it come back to its homeland by the Namoi River brings a sense of healing, as if a long-separated part of our heritage is finally returning to where it belongs. For our community, it reaffirms our resilience, our identity, and the continuity of our culture that has endured for over 80,000 years.

Gamilaraay Elder, Greg Bulingha Griffiths



Wayne Griffiths Jnr, Greg Bulingha Griffiths and Professor Brian Martin conduct a smoking ceremony for the dhulu at Museum Der Kulturen in Switzerland. Photo: O Lemke, Museum der Kulturen Basel



The Gamilaraay community gifted the museum with a newly carved dhulu to share Gamilaraay culture with the world. Photo: O Lemke, Museum der Kulturen, Basel



Left to right: Charles Nelson, AIATSIS, Professor Brian Martin, Dr Béatrice Voirol, Museum der Kulturen; Heath Garret, AIATSIS, and Dr Iain G Johnston, AIATSIS, during the visit to the Gamilaraay community.
Photo: Simon Rose

Case study

Return of Cultral Heritage: Warlpiri return from Germany

In October, AIATSIS staff travelled to Frankfurt, Germany, with 8 members of the Warlpiri Project to return the private collection of Dr Bernolf Eibl-Eibesfeldt. The collection included sacred men's objects and open objects such as Karli (boomerangs), Wurlampi (knives), Pikirri (spear thrower) and Kurdiji (shields). The return saw the signing of a Memorandum of Understanding between the Warlpiri Project and the Senckenberg Society for Nature Research, which holds the film collections of Professor Eibl-Eibesfeldt, Bernolf's father. The Warlpiri Project and AIATSIS are partnering with the Senckenberg Natural History Museum to digitise and the return the films created by Professor Eibl-Eibesfeldt in the 1970s.

Over 50 years ago, Jimmy Jungarrayi Spencer and Banjo Jungarrayi Tex, 2 senior Warlpiri lore men, assisted a researcher from the Max-Planck-Gesellschaft Institute visiting their community of Yuendumu in central Northern Territory. Professor Irenäus Eibl-Eibesfeldt is a human ethologist undertaking research with his 18-year-old son, Bernolf. The return at the Senckenberg Natural History Museum enabled Bernolf to see material collected by his father returned to Warlpiri leaders.

The handover ceremony included a performance by Warlpiri men to share their culture and the significance of the material to the people of Yuendumu. The ceremony was live-streamed in Australia and projected on the big screen at Pintubi, Anmatjere and Warlpiri Media. For the ceremony, the Warlpiri men repainted many of the returned objects to demonstrate their continuing cultural practices. This was very significant for staff from the Senckenberg Museum to witness.

As part of the delegation, Elders and representatives of the Warlpiri Project were shown the recording captured by Professor Eibl-Eibesfeldt during his time in Yuendumu. Once the original footage has been digitised it will allow the community to connect with past generations, enable the exchange of cultural knowledge from over 50 years ago and be a valuable resource for future generations of Warlpiri people. Importantly, the digitisation will establish a close connection between partners for the assessment of research proposals on the materials in the Human Ethology Film Archive.

Artefacts taken were returned to Australia and are being held at the South Australian Museum in Adelaide under the care of the Warlpiri Project until their transfer to a planned cultural centre in Yuendumu. While at the South Australian Museum, Warlpiri Elders use the materials to undertake further research.

Thank you AIATSIS, Senckenberg and Dr Eibl-Eibesfeldt for safeguarding our history, for your respect and for your commitment to returning what is ours. This day will be remembered, not just as a handover of objects, but as a meaningful step in building understanding and respect between cultures.

Ned Jampitjinpa Hargraves, Senior Warlpiri lore man and Warlpiri Project Elder



Warlpiri Project members perform at the Warlpiri handover event, Festaal, Senckenberg Research Institute and Natural History Museum Frankfurt. Photo: © Sven Tränkner, Senckenberg



Ms Natasha Smith, Australian Ambassador to Germany and Ned Jampitjinpa Hargraves at the Warlpiri handover event, Festaal, Senckenberg Research Institute and Natural History Museum Frankfurt. Photo: © Sven Tränkner, Senckenberg

International delegations

Case study

Strengthening global connections through the AIATSIS International Delegation to Australia 2025



AIATSIS staff and international delegates at the welcome reception on Sydney Harbour.

Photo: AIATSIS

In May and June 2025, AIATSIS hosted an international delegation, bringing together a distinguished group of First Nations leaders and cultural experts from Guatemala, Mexico and the United States. This initiative aims to deepen partnerships, promote cultural exchange and strengthen global Indigenous solidarity. Over 3 weeks, the delegation travelled from Warrane (Sydney) to Uluru, Mparntwe (Alice Springs) and Garramilla (Darwin) before concluding in Canberra. The initiative is supported by the Australian Department of Foreign Affairs and Trade and their Council on Australia Latin America Relations (COALAR).

The international delegates were:

- **Laura Jazmín Cotí Lux**, a First Nations Mayan woman who serves as Vice Minister of Cultural and Natural Heritage for Guatemala's Ministry of Culture and Sports
- **Octavio Murillo Álvarez de la Cadena**, Director of Collections at Mexico's Instituto Nacional de los Pueblos Indígenas (National Institute of Indigenous Peoples)
- **Almandina Cárdenas Demay**, General Coordinator of Language Policies at Mexico's Instituto Nacional de Lenguas Indígenas (National Institute of Indigenous Languages)
- **Christina Snider-Ashtari**, a First Nations member of the Dry Creek Rancheria Band of Pomo Indians who serves as the Tribal Affairs Secretary to the Governor of California, USA.

Cultural exchanges in Central Australia

Delegates spoke of their time at Uluru as one of the most deeply meaningful parts of their visit, with stories shared through deep connections to Country. Senior Ranger, James, shared Anangu Tjukurpa and stories of ancient rock art during the Mala Walk at the base of Uluru. This was followed by a visit with senior leaders of the Muṯiṯjulu community within the Uluru-Kata Tjuta National Park where the group explored shared plans and aspirations to celebrate and elevate Indigenous cultures as well as strengthening leadership and cultural governance.

Weaving global Indigenous stories

At the 2025 AIATSIS Summit in Garramilla, the international delegates presented alongside local Elders, Aboriginal and Torres Strait Islander leaders and cultural experts, offering insights that crossed borders. Octavio Murillo Álvarez de la Cadena shared stories of Mexico's Indigenous cultural heritage, tracing connections between collections, policies and cultural rights, past and present. Guatemala's Laura Jazmín Cotí Lux spoke about the collective rights of Indigenous peoples in the Guatemalan state, the advances made and the challenges that remain.



Laura Jazmín Cotí Lux at the saltwater blessing during the 2025 AIATSIS Summit. Photo: AIATSIS

As the conversations unfolded, language emerged as a central theme. Almandina Cárdenas Demay shared Mexico's experience in protecting, rescuing and revitalising Indigenous languages saying: 'Ninety-five per cent of the world's languages are Indigenous. And yet so many are disappearing. When we lose a language, we lose a way of seeing the world'.

Christina Snider-Ashtari delivered a keynote speech on truth, healing and historical justice for Tribal Nations in California. Christina reminded the audience that culture, worldview and lived experiences are deeply held in native languages, saying: 'From these, we know what our ancestors saw, experienced and felt as they moved through pre-contact California'.

The final leg of the delegation in Canberra focused on knowledge-sharing and expert exchanges with AIATSIS staff. One highlight was the in-depth discussions on the importance and challenges of ensuring community access to collection materials and the shared global effort to digitise and protect cultural heritage for future generations.

Another standout moment was the panel discussion, First Nations Diplomacy in Practice: Latin America and Australia. This panel featured Octavio Murillo Álvarez de la Cadena; AIATSIS CEO, Leonard Hill and Ambassador for First Nations People, Justin Mohamed. The panel explored the relationship between Australia and Latin America and the growing interest in Indigenous issues.

The delegation was a powerful reminder of the strength that comes from cultural exchanges and Indigenous solidarity across borders. Delegates reflected on the deep bonds that connect First Nations peoples globally and the belief that by walking together and sharing successes and challenges, we build collective strength. AIATSIS supports First Nations communities worldwide to work towards a future where cultures, languages and knowledge are celebrated, protected and shared. The partnerships strengthened through this delegation will continue to shape and guide AIATSIS' international engagement for years to come.

Key activity 5: Leaders in the provision of advice to the Commonwealth on the situation and status of Aboriginal and Torres Islander culture and heritage

Reports and briefs

Native Title Newsletter

AIATSIS publishes the Native Title Newsletter twice a year. It provides a review of developments in native title and related law and policy and provides a snapshot of the status of native title claims, determinations and PBCs. The newsletter has 5,418 subscribers, a 12 per cent increase from 4,746 subscribers in 2023–24.

Case study

National Indigenous Languages Survey

A National Indigenous Languages Survey was run by AIATSIS in 2005, 2014, and 2019 and is the primary source of data reporting on Closing the Gap Target 16: *By 2031, there is a sustained increase in number and strength of Aboriginal and Torres Strait Islander languages being spoken.*

In the 2019 survey, there were 123 Aboriginal and Torres Strait Islander languages still spoken and 14 of these languages were strong. This means that they have fluent speakers and are being learnt by children. This data guided national policy, program funding and language revitalisation strategies.

AIATSIS is preparing to deliver the fourth National Indigenous Languages Survey (NILS4). In 2025, AIATSIS prepared the next phase of the survey (NILS4) by co-designing the survey through on-Country and online workshops with Indigenous language stakeholders across Australia. AIATSIS worked in partnership with regional language authorities and held 8 on-Country and 8 online workshops for regional and specialist groups. The workshops were facilitated by Indigenous co-design experts, Yamagigu Consulting. AIATSIS also worked with the Languages Policy Partnership.

Insights have helped to understand the complex and intertwined story behind Closing the Gap Outcome 16: *Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing.* For example, that a language might be strong while still needing urgent support to prevent its decline. A language may appear to be flourishing without being strong at its core in community and family. NILS4 will ask specific, targeted questions to untangle these complex interactions and develop a clear picture of how languages are, or are not, strong, supported and flourishing.

Defining a language as strong can be nuanced and contextual. For example, a language that is being reawakened from historical sources may be understood as strong when, for the first time in generations, individual words are passed down to children. Likewise, a language that is still spoken in daily conversation may be understood as strong when speakers are proficient in the full range of kin terms, specific plant and animal names, songs, handsigns and ceremony. Strength also goes beyond the language itself. A strong language is founded in strong communities, strong culture and strong Country. Importantly, every Aboriginal and Torres Strait Islander language, whether it is classified as strong or not, is in urgent need of support.

The diversity of languages that need better representation in national data includes new and traditional sign languages such as Island Sign in the Torres Strait, *iltyem-iltyem* in Central Australia or Blak Auslan. There are also many new spoken languages such as Kriol, Yumplatok or youth varieties of traditional languages. NILS4 will specifically include these diverse languages in the survey to ensure that all Indigenous languages are recognised.

This Indigenous-led survey will collect data on the state of Aboriginal and Torres Strait Islander languages. The data will inform government policies and programs as well as community-based language strengthening efforts.



Indigenous deaf and sign language stakeholders at a NILS4 co-design workshop held in Canberra in March 2025. Photo: AIATSIS



Central Australian language stakeholders at a NILS4 co-design workshop held in Mparntwe/Alice Springs in May 2025. Photo: AIATSIS



Representatives from Aboriginal Languages Western Australia at a NILS4 co-design workshop held in Rubibi/Broome in May 2025. Photo: AIATSIS

Engagements

Measuring our influence through engagement with decision-makers includes our key stakeholder groups of academia, the cultural sector, AIATSIS members, Aboriginal and Torres Strait Islander peoples, the public and government to inform policy and practice, create greater understanding and appreciation of the value of Indigenous cultures and knowledge and motivate them to become more involved in this work.

Annual Performance Statement

Introductory statement

I, Karl Hampton, on behalf of the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Council, the accountable authority of AIATSIS, present AIATSIS' 2024–25 Annual Performance Statement.

This statement is presented as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Annual Performance Statement:

- is based on properly maintained records
- accurately reflects AIATSIS' performance in the reporting period
- complies with subsection 39(2) of the PGPA Act.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Karl Hampton', with a stylized flourish at the end.

Karl Hampton
Chairperson
AIATSIS Council

Framework of planning, reporting and inputs

AIATSIS' approach to planning and reporting is consistent with the requirements of the *Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989* (Cth) and the *Australian Institute of Aboriginal and Torres Strait Islander Studies Amendment Act 2016* (Cth), the PGPA Act and associated instruments and policies. AIATSIS aims to provide high-quality information to our Minister, the Parliament, our customers and the public through clearly linked and integrated planning and reporting.

Performance ratings for 2024–25

Against the continued backdrop of the COVID-19 pandemic limiting our activities and the impacts of staffing shortfalls, AIATSIS has self-rated its performance using the following approach:

1 = fully achieved, very few or no shortcomings

2 = substantially achieved, despite a few shortcomings

3 = partially achieved, benefits and shortcomings finely balanced

4 = very limited achievement, extensive shortcomings

5 = not achieved

The results are:

1 = fully achieved, very few or no shortcomings

- LEAD AND PROMOTE COLLABORATIONS AND PARTNERSHIPS IN SUPPORT OF THE AIATSIS FUNCTIONS.

Focus on ensuring we have diverse and enduring partnerships and networks in Australia and across the world underpinned by culturally competent work practices.

2 = substantially achieved, despite a few shortcomings

- BUILD AND PRESERVE A NATIONAL COLLECTION.

Focus on ensuring our collection is representative, relevant, diverse, accessible and digital

- PROMOTE AND STRENGTHEN KNOWLEDGE AND UNDERSTANDING OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE AND HERITAGE.

Focus on ensuring we are the national forum for dialogue and on delivering transformative experiences, high-quality exhibitions, products and publications.

- LEADERS IN THE PROVISION OF ADVICE ON INDIGENOUS ETHICS, COLLECTIONS AND RESEARCH.

Focus on ensuring we speak authoritatively, articulate national priorities, arbitrate standards and innovate in ethical, impactful evidence-based research and collection practices.

3 = partially achieved, benefits and shortcomings finely balanced

- LEADERS IN THE PROVISION OF ADVICE TO THE COMMONWEALTH ON THE SITUATION AND STATUS OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE AND HERITAGE.

Focus on ensuring we are a trusted adviser delivering world class expertise on the situation and status of Aboriginal and Torres Strait Islander cultures and heritage.

Table 1: Build and preserve a national collection

Performance measures	• Collection growth • Collection digitisation • Maintenance and Preservation
Performance measures summary	Growth 2% increase in AIATSIS collection growth from 2023–24 (printed and published media (titles), manuscripts (titles), audio (hours), pictorial (items), film (feet), video (hours), art and objects (items). Digitisation Increase in the total amount of content digitised by 5% from 2023–24. Increase in the total amount of digitised content by 1% that includes descriptive data from 2024–25. Maintenance and Preservation Physical and digital collection maintained and preserved in accordance with the Australian Institute of Conservation of Cultural Material Standard (AICCM).
Result	2 = substantially achieved, despite a few shortcomings
Analysis	Growth The collection continued to grow slowly across all media/format types during 2024–25, with notable increases in manuscripts, art and objects. Overall, the total average annual growth of the collection (the total average of material accessioned) is 1.19% across all format types. Digitisation and description The Collection Services target to achieve a 5% growth of digitised material for the 2024–25 financial year was met with a 5.24% total growth. Description targets for the digitised collection were exceeded in all formats except film. Maintenance and Preservation Throughout 2024–25 the AIATSIS collection was maintained in accordance with the AIATSIS Collection Preservation Policy and other relevant policies, including but not limited to the AICCM Standard.

Table 1a: Collection growth

Performance criterion: Collection growth			
Performance measure: Increase AIATSIS Collection across all collection types			
Target: 2% growth from 30 June 2024 baseline			
Media type	Size of collection 30 June 2024	2024–25 growth	% growth 2024–25
Printed and published media (titles)	64,416	61,974*	0.56%**
Manuscripts (linear metres)	1,058.49	1,088.79	2.86%
Audio (hours)	44,370	45,097	1.64%
Pictorial (items)	476,434	478,163	0.36%
Motion picture film (feet)	6,855,851	6,855,851	0.00%
Video (hours)	15,795	15,839	0.28%
Art and object (items)	6,626	6,802	2.66%
Overall average increase			1.19%
*Routine weeding and deaccessioning processes were completed during the year for the care and relevance of the collection.			
**Growth per cent ignores deaccessions.			

Outcome: The collection continued to grow slowly across all media/format types during 2024–25, with notable increases in manuscripts, art and objects. Overall, the total average annual growth of the collection (the total average of material accessioned) is 1.19% across all format types.
While donations including analogue film and video remain rare, it is expected that increases in offers of digital formats will be experienced in the future.

Table 1b: Collection digitisation - overall increase in the total amount of the collection digitised

Performance criterion: Collection growth
Performance measure: Increase in the total amount of content digitised
Target: 5% from 2023–24

Media type (units)	Digitised units at 30 June 2024	Digitised units at 30 June 2025	No. of units digitised 2024–25	% increase in units digitised in 2024–25	Est. total % of full collection digitised 30 June 25
Art and object (items)	2,828.00	3,110	282	9.97%	45.72%
Audio (hours)	40,384.17	41,007	622	1.54%	92.02%
Manuscripts (linear metres)	372.62	391	17.95	4.82%	23.00%*
Motion picture film (feet)	2,977,784.00	3,110,415	132,631	4.45%	45.37%
Pictorial (items)	440,967.00	464,668	23,701	5.37%	97.18%
Video (hours)	10,980.91	11,558	576.99	5.25%	70.36%
Average increase				5.24%	

Outcome: The Collection Services target to achieve a 5% growth of digitised material for the 2023–24 financial year was achieved with an 5.24% total growth. This was achieved through a concerted effort in the photography of art and object material and supplemented by the video digitisation capability of Central Australia. Audio digitisation rates were impacted by the slowing of collection growth in the that format. All magnetic motion picture audio has been digitised.

*This figure was rebaselined during the financial year against a linear metre calculation.

Table 1c: Collection digitisation - proportion of collection digitised by format

Performance criterion: Collection growth
Performance measure: Increase in the total amount of digitised content that includes descriptive data.
Target: 1% growth from 30 June 2024 baseline

Item	Size of collection 30 June 2024	No. of items digitised in 2023–24	Description target	No. of items described 2024–25	% of description target achieved
Art and object (items)	6,626	577	6	176	3,050%
Audio (hours)	44,370	803	14	727	5,017%
Manuscripts (linear metres)	1,058.49	18	0.18	30.30	16,833%
Motion picture film (feet)	6,855,851	87,154	872	0	0%
Pictorial (items)	476,434	23,921	239	3103	1,297%
Printed and published media (titles)	64,416	N/A	N/A	382	N/A
Video (hours)	15,795	1,449	2	45	2,251%

Outcome: The figures above describe the completion of high-quality descriptive catalogue records or finding aids for the discoverability of collections. Targets were exceeded in all formats except film, which was due to the allocation of resources to high-priority audio and video materials. Published materials are not routinely digitised.

Note: Future reporting will be on the achievement of description targets against the full digitised corpus, rather than previous year figures.

Table 1d: Maintenance and preservation

Performance criterion: Maintenance and preservation.
Performance measure: Maintenance and preservation of the physical and digital collection as per the AIATSIS Collection Care Policy and relevant standards.
Analysis: Throughout 2024–25, the AIATSIS collection was maintained in accordance with the AIATSIS Collection Preservation Policy and other relevant policies, including but not limited to the AICCM Standard through: • Disaster response training, including scenario, was carried out at Maraga. • The integrated pest management strategy continues to monitor and address insect and other pest activity. • Artwork hanging in Maraga has been regularly changed over to avoid potential light damage. • Custom showcases and window tinting have been installed in the Stanner Room to help mitigate environmental fluctuations. • Conservation continues to support pest and other preventative management at AIATSIS in Mparntwe.

Table 2: Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage

Performance measures	Engagement Understanding Culture and Heritage Publishing Education and cultural learning
Performance measures summary	Engagement 2,000 engagements with the AIATSIS collection. Understanding Culture and Heritage 70% of respondents indicated an increased understanding of issues relevant to Aboriginal and Torres Strait Islander culture and heritage after an experience with AIATSIS. Publishing 15 publications and/or education resources released. Education and cultural learning 50 Core Cultural Learning education program licenses issued.
Result	2 = substantially achieved, despite a few shortcomings
Analysis	Engagement Collection Access and Family History Engagements with the AIATSIS collections in 2024–25 was 1,631. This contributes to 81% of the shared reporting measure of 2,000 engagements. The Reading Room was open and accessible to the public with no closures allowing the Family History team to experience a significant increase of 38% in the number of onsite visitors along with an increase in the number of workshops being provided to external stakeholders onsite at Maraga via virtual Microsoft Teams and offsite. There was a decrease of 6% in the number of onsite visitors for the Collection Access team. There was an increase of 38% for requests received by email, phone, in-person and through the online form for Collection Access. Family history requests stayed fairly consistent with the previous year with a total of 1,345 requests received in comparison to last financial year total of 1,478. There was a decrease in requests completed; 17% decrease in collection access and 7% decrease for family history. There was a 14 % decrease in the number of collection access requests completed for Aboriginal and Torres Strait Islander individuals, community groups and organisations. There was a 130% increase the number of requests completed for non-indigenous individuals, organisations and community groups. Although there was an increase in the number of completed requests including general group visits and public program tours there was a slight decrease of 8% in the number of items supplied. However, the amount of 30,311 supplied is a considerable number as compared to 32,977 in the previous reporting period. Collection access requests from NT received the most items (10,355), followed by NSW (6,122), and QLD (4,012). 59% of collection access requests across all categories were completed within 60 days. Family History maintained the number of requests across all categories completed within 60 days at 83%.

Table 2a: Engagement

Performance criterion: Engagement.	
Performance measure: Number of engagements with the collection.	
Target: 2,000 engagements.	
2024–25 result	
Domestic Exhibitions / Displays	284
International Exhibitions / Displays	152
Catalogue Views - • Mura: 409,721 • Art & Object: 6,447* • Photographic: 27,214* • Collections Online: 680,149	Exhibition highlights: 8 August to 12 November 2024 - AIATSIS 60 years of Celebrating Indigenous Australian Culture: Commemorating the ROM Ceremony exhibition. 8-13 July 204 - Ngirramanujwal: The Art and Country of Jimmy Pike, Beijing. December 2024 - 60th Anniversary Exhibition, Maraga. Februrary 2025 - Warumungu Winkarra – Old and New Ways exhibition, Maraga. 13 April to 13 October 2025 - After 200 Years Expo, Osaka, Japan. 2-6 June 2025 - AIATSIS Summit 2025 exhibition. The Collections Online platform attracted significant traffic. The platform was promoted throughout the AIATSIS Summit and in a range of AIATSIS language, education and collection access programs.

*Art & Object and Photographic were decommissioned in December 2024 and all traffic now feeds through Collections Online.

Tours of Maraga

AIATSIS hosted 21 tours and presentations at Maraga highlighting the AIATSIS collection and reaching 292 people. These tours included community members, GLAM sector representatives, international and domestic dignitaries and academics.

Outcome: Engagement with the collection included tours of the Maraga building by representatives from communities, including Traditional Owners and researchers including:

- The Speaker of the Vanuatu Parliament
- Career Trackers
- Australian National University
- Ngurra First Nations Advisory Committee
- Services Australia
- National Gallery of Australia
- Ngaanyatjarra Pitjantjatjara Yankunytjatjara Emerging Leaders Group
- Rotary Cultural Exchange First Nations Visit
- Myanmar Program
- Office for the Youth – First Nations Advisory Group
- The Healing Foundation
- National Museum of Australia
- Embassy of the Republic of Columbia
- Catholic Education
- National Indigenous Australians Agency
- Department of the Prime Minister and Cabinet
- The Deputy High Commissioner to London.

Table 2b: Understanding culture and heritage

Performance criterion: Understanding Culture and Heritage.	
Performance measure: Respondents indicating an increased understanding of issues relevant to Aboriginal and Torres Strait Islander Culture and Heritage after an experience with AIATSIS.	
Target: 70% of respondents indicate increased understanding	
Measure	2024–25 result
Seven individual events held each year	7
Outcome: Individual events held in 2024–25 were: - Summit 2025 - AIATSIS Indigenous Art Market 2024 - Russell Taylor Oration 2024 - International Women's Day 2024 - Wentworth Lecture 2025 2025 Summit Awards 60th Anniversary VIP Event. Feedback from attendees at these events was positive as evidenced by the Summit 2025 delegate survey. Of the 206 responses attendees indicated: 60% rated their overall experience as excellent 29% rated their overall experience as very good 93% agreed that they had grown their knowledge regarding Aboriginal and Torres Strait Islander matters/issues 84% agreed that they had a better understanding of the work AIATSIS does.	

Table 2c: Publication program

Performance criterion: Publishing.	
Performance measure: Number of publications and/or education resources released.	
Measure	2024–25 result
Number of publications (books, journal editions, other publications)	5
Number of education resources released	15
Outcome: ASP published: <i>ngargee – coming together to celebrate: Southeast Australian Aboriginal Art</i> by Frances Edmond, Sabra Thorne and Maree Clarke, paperback, 276 x 245 mm, 224 pp, released November 2024 <i>Australian Aboriginal Studies</i> journal, issue 2024/1, 98 pp, released December 2024 <i>Ngardi to English Dictionary</i> compiled by Tom Ennever, Marie Mudgedell, Tjama Napanangka, Lee Cataldi, hardback, 240 x 170 mm, 720 pp, released March 2025 <i>Yawulyu: Art and song in Warlpiri women's ceremony</i> by Megan Morais, Lucy Nampijinpa Martin et al, hardback, 250 x 210mm, 336 pp, released April 2025 <i>Australian Aboriginal Studies</i> journal, issue 2025/1, 148 pp, released May 2025 - Refreshed version of Core Cultural Learning: Aboriginal and Torres Strait Islander Australia - Core cultural learning: Aboriginal and Torres Strait Islander Australia participant workbook - Confronting bias (Module 1 of Core: Culturally responsive teaching) - History of Indigenous education (Module 2 of Core: Culturally responsive teaching) - The power of language (Module 3 of Core: Culturally responsive teaching) - Selecting resources (Module 4 of Core: Culturally responsive teaching) - Effective teaching (Module 5 of Core: Culturally responsive teaching) - The Kokobera-Kunjen shield and AIATSIS logo – Teacher's notes and learning sequence (Years 3–6) - Bittangabee Tribe – Teacher's notes and learning sequence - NAIDOC Week 2025 – Primary worksheet - NAIDOC Week 2025 – Secondary worksheet - Hermannsburg Pots – Primary worksheet - Hermannsburg Pots – Secondary worksheet - To Know, To Respect, To Care scavenger hunt worksheet - Introduction to the AIATSIS Photographic Collection worksheet	

Table 2d: Engagement with education

Performance criterion: Education and cultural learning.	
Performance measure: Number of Core Cultural Learning education program licenses issued.	
Measure	2024–25 result
Core Cultural Learning - institutional uptake	59

Table 3: Leaders in the provision of advice on Indigenous ethics, collections and research

Performance measures	Use and influence of the AIATSIS Code of Ethics Citations of AIATSIS works
Performance measures summary:	Code of Ethics: approximately 5,000 downloads of the AIATSIS Code of Ethics. Citations: 20 citations of AIATSIS works.
Result:	2 = substantially achieved, despite a few shortcomings
Analysis:	Code of Ethics Target of 5,000 downloads of the AIATSIS Code of Ethics was set with a result of 9,341 achieved. 193.41% of Annual Target met. Citations of AIATSIS works Between 30 June 2024 and 1 July 2025, a total of 67 scholarly publications—including peer-reviewed journal articles, book chapters, and online papers—explicitly cited the AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research. This demonstrates the Code’s strong and growing influence across Australian and international academic communities.

Table 3a: Use and influence of AIATSIS Code of Ethics

Performance measure: Number of times AIATSIS Code of Ethics downloaded		
Target: 5,000 downloads/references		
Measure	2023–24 result	2024–25 result
Downloads of Code of Ethics	8,633	9,341

Table 3b: Citations of AIATSIS works

Performance measure: Number of times AIATSIS works cited.	
Target: 20 citations	
Measure	2024–25 result
Number of citations of AIATSIS works	6

Table 4: Lead and promote collaborations and partnerships in support of AIATSIS functions

Performance measure	Formal Agreements.
Performance measures summary:	Number of formal agreements with stakeholders.
Result:	1 = fully achieved, very few or no shortcomings.
Analysis:	AIATSIS achieved 14 formal agreements with stakeholders through contracts, Memorandums of Understanding and Joint Work Plans.

Table 4a: Formal stakeholder agreements

Performance criterion: Formal stakeholder agreements.	
Performance measure: 10 formal agreements with stakeholders.	
Measure	2024–25 result
Number of formal agreements with stakeholders.	14

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

Performance criteria topics:	Reporting in Indigenous Culture and Heritage Advice to the Commonwealth
Performance measures summary:	Regular reporting on status of Indigenous Culture and Heritage Report. Provision of high-quality advice to the Commonwealth
Result:	3 = partially achieved, benefits and shortcomings finely balanced
Analysis:	Reporting on Indigenous Culture and Heritage Work across AIATSIS that contributes to the Situation and Status of Indigenous Culture Heritage Framework (SSICH) includes returns and reports under the Return of Cultural Heritage Program, the biannual Native Title Newsletter and AIATSIS' expansive engagements. The National Indigenous Languages Survey and the AustLang database have become world-leading, authoritative sources on the situation and status of Aboriginal and Torres Strait Islander languages. Advice to the Commonwealth This performance measure was partially met, noting that AIATSIS continues to provide high-quality advice to the Commonwealth on matters relating to Aboriginal and Torres Strait Islander culture and heritage, including through the provision of feedback on legislative amendments, advice in parliamentary hearings and inquiries, and submissions to government.



PART 4

Organisation

Governance	82
Managing our people	87

Governance

Entities directing, advising and supporting AIATSIS

Three entities support the AIATSIS Council and 8 support the CEO. There are other entities that support the day-to-day business of AIATSIS, including the Consultative Committee, the Health and Safety Committee and the Indigenous Caucus.

Advising the AIATSIS Council

- Audit and Risk Committee
- Membership Standing Committee
- AIATSIS Foundation Board

Advising the CEO

- Senior Executive Board
- Research Ethics Committee
- Education Advisory Committee
- Publishing Advisory Committee
- Ngurra Senior Steering Committee
- Languages Advisory Committee
- Indigenous Research Exchange Advisory Board
- Native Title Research Advisory Committee

Table 6: Entities advising the AIATSIS Council

Name	Role	Eligibility and appointed by	Meeting frequency	Number of members and meetings in 2024–25
Audit and Risk Committee	Provides independent advice and assurance to the AIATSIS Council in line with the PGPA Act and the Public Governance, Performance and Accountability Rule 2014 in the areas of financial reporting, performance reporting, risk oversight and management and internal controls. Functions are set out in the committee's charter: https://aiatsis.gov.au/about/who-we-are/governance-and-structure/committees	At least 3 people appointed by the AIATSIS Council. Members must not be employees of the entity. Two-year term initially, extension option of 2 terms subject to performance review.	Quarterly. Special meetings may be held to review AIATSIS' annual financial and performance statements or to meet other specific committee responsibilities.	Number of members: 4. Number of meetings: 4.
Membership Standing Committee	Provides advice on membership applications and engagement.	3 AIATSIS Council members and the DCEO. A Chair and Deputy Chair are nominated by the committee members. Member terms depend on each individual's term as a member of the AIATSIS Council.	Four times per year.	Number of members: 4. Number of meetings: 4.

Name	Role	Eligibility and appointed by	Meeting frequency	Number of members and meetings in 2024–25
Foundation Board	The purpose of the AIATSIS Foundation Board is to raise funds, secure gifts and bequests in support of the AIATSIS Vision and provides advice to the AIATSIS Council and Executive on Foundation Board matters. Functions are set out in the board's charter.	Minimum of 8 and a maximum of 12 members appointed by the AIATSIS Council. The AIATSIS CEO is a member. A skills-based board with a commitment to Aboriginal and Torres Strait Islander majority and gender balance. Three-year term with no more than 2 consecutive terms.	At least 4 times per year.	Number of members: 8. Number of meetings: 1.

Table 7: Entities supporting the CEO

Name	Role	Eligibility and appointed by	Meeting frequency
Senior Executive Board	Ensures the transition of AIATSIS Council directives through to the business plan programs. Also provides leadership and strategic management of AIATSIS' operations (no formal charter).	The CEO, DCEO and 6 executive directors from: - Collections Services Group - Research and Education Group - Partnerships and Engagement Group - Strategic Operations Group - Major Events and Public Programs - Ngurra: The National Aboriginal and Torres Strait Islander Cultural Precinct.	Monthly
Research Ethics Committee	Provides independent review of the ethical aspects of research projects against the National Statement on Human Research Ethics and the AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research. A registered Human Research Ethics Committee. The committee receives internal and external applications.	Members are appointed by the CEO. Must include a majority of Aboriginal and Torres Strait Islander members. As far as practicable, should reflect a gender and age balance. Membership is in line with categories established by the National Health and Medical Research Council. Members normally serve for 3-year terms.	At least 8 times a year
Education Advisory Committee	Provides expert advice related to the implementation of the AIATSIS Education Strategy.	Eight members as well as: - the AIATSIS CEO (ex officio) - the AIATSIS Executive Director of Research and Education (Chairperson, ex officio) - the AIATSIS Director of Education. Members are appointed for 2-year terms.	Twice a year

Name	Role	Eligibility and appointed by	Meeting frequency
Publishing Advisory Committee	Evaluates all manuscripts submitted and assessed and makes publishing recommendations to the Chairperson.	Up to 4 experts appointed by the CEO as well as: - the AIATSIS CEO (Chair, ex officio) - the Executive Director of Research and Education Group (ex officio) - the Director of Aboriginal Studies Press (ex officio). In appointing members, the CEO considers academic and writing credentials, diversity in Indigenous knowledge, gender balance and majority Indigenous membership.	At least twice a year
Senior Steering Committee – Ngurra: The National Aboriginal and Torres Strait Islander Cultural Precinct	Provides strategic direction and oversight of the design and construction of Ngurra: The National Aboriginal and Torres Strait Islander Cultural Precinct.	Comprises: - the AIATSIS CEO (Chair) - National Indigenous Australians Agency (NIAA) Deputy Chief Executive Officer - Office for the Arts, Deputy Secretary - Department of the Prime Minister and Cabinet, First Assistant Secretary - Department of Finance, First Assistant Secretary - National Capital Authority, CEO - Australian Public Service Commission, First Assistant Commissioner. Subject-matter experts may be invited by the committee to provide specialist advice or subject-matter expertise to support the committee in consideration of a particular matter. The Senior Steering Committee is established under the authority of the CEO of AIATSIS.	At least every 6 weeks and at any other time at the formal request of members. Items may also be considered out of session, as appropriate
Languages Advisory Committee (LAC)	Provide expert advice on matters relating to Aboriginal and Torres Strait Islander languages. The advice guides the work of the AIATSIS Centre for Australian Languages.	No fewer than 8 and no more than 10 members, including: - the AIATSIS CEO (Chairperson) - ex officio or their nominated delegate - the AIATSIS Executive Director of Research and Education - ex officio or their nominated delegate - the Director of the AIATSIS Centre for Australian Languages (ACAL) ex officio or their nominated delegate. At least 2 linguists who are in current practice and who work with Indigenous communities. In determining membership appointments to the LAC, AIATSIS will have regard to: - majority Aboriginal and Torres Strait Islander people from a diversity of Aboriginal and Torres Strait Islander societies and knowledge systems - as much as possible, have equal numbers of men and women - substantial background of involvement with Aboriginal and Torres Strait Islander languages - a diversity of geographical locations to provide broad representation from Indigenous Australia. Members are appointed for 3-year terms.	At least twice a year
Indigenous Research Exchange Advisory Board	Provides advice on the strategic direction of the Indigenous Research Exchange.	Comprises: - a member of the Senior Executive Service of the NIAA (ex officio) - other experts appointed by the CEO from time to time.	At least twice a year, noting the committee did not meet during the reporting period

Name	Role	Eligibility and appointed by	Meeting frequency
Native Title Research Advisory Committee	The AIATSIS Native Title Research Advisory Committee provides advice on the research program of the Indigenous Country and Governance Unit.	Up to 8 members in addition to: • the AIATSIS CEO • the AIATSIS Executive Director of Research and Education • the AIATSIS Director of Indigenous Country and Governance • a representative from the NIAA. In determining membership eligibility, AIATSIS considers: • state/territory representation • engagement with native title sector • legal and anthropological expertise • representation from native title and land rights organisations • gender balance • majority Aboriginal and Torres Strait Islander membership. Members are appointed for 2-year terms, noting there is no limit on the number of terms for which a member can be appointed.	At least twice a year

Risk management

The AIATSIS Risk Management Framework sets out AIATSIS' key concepts and processes for managing risk. The elements of the framework include fraud and corruption controls, business continuity planning, risk assessment and reporting.

Fraud management

AIATSIS has a zero-tolerance approach to fraud and takes all reasonable measures to deal with fraud matters. AIATSIS promotes fraud prevention and awareness to staff by conducting mandatory induction fraud awareness training and executive messaging.

AIATSIS' Fraud Control Framework provides assurance that we are managing our identified fraud risks appropriately. The plan is in place to ensure that AIATSIS complies with section 10 of the PGPA Rule and the Commonwealth Fraud Control Framework.

Code of Conduct

AIATSIS maintains its standards of conduct in line with the APS Values and Code of Conduct and AIATSIS Yindymarra principles. AIATSIS staff practise the standards and principles that are Yindymarra by being respectful,

courteous, gracious, courageous and listening to understand. Staff do this in all aspects of their work with colleagues and when working in community and with stakeholders.

Policy, business and operational environment

During 2024–25, there were no government policy orders in effect that applied to AIATSIS. There were no significant judicial decisions or decisions of administrative tribunals; or any reports by the Auditor-General, any parliamentary committee, the Commonwealth Ombudsman or the Office of the Australian Information Commissioner that applied to us. We were not subject to any ministerial directions made under an Act or instrument during 2024–25.

Strategic and corporate planning and evaluation

The AIATSIS Corporate Plan is updated in line with the PGPA Act and published on the AIATSIS website by 31 August each year.

The AIATSIS Council and the Senior Executive Board conduct a quarterly evaluation and assessment of the targets and measures in the corporate plan.

Strategic Commissioning Framework

In 2024–25, AIATSIS committed to reducing the outsourcing of core work in line with the APS Strategic Commissioning Framework. The target focused on reducing the outsourcing of nine positions related to Data and Research, Communications and Marketing, Engineering and Technical, ICT and Digital Solutions and Intelligence with an expected reduction of \$0.23 million.

AIATSIS were unable to achieve its target due to the need to maintain critical business functions. During 2024–25 AIATSIS reduced the outsourcing expenditure by \$0.125 million (two positions). In 2025–2026 AIATSIS will continue to reduce the number of outsourced core business positions in Communications and Marketing, Engineering and Technical, ICT and Digital Solutions and Intelligence functions and have set a target of four positions with an expected reduction in expenditure by \$0.22 million.

Financial resource management

In 2024–25, AIATSIS recorded an operational surplus of \$1.6 million, against a breakeven result reposted in the 2024–25 Portfolio Budget Statements largely due to earlier funding releases for return of cultural heritage and Ngurra Indigenous Advancement Strategy funding. In response to PGPA Rule section 17BE (h) – (i) Significant non-compliance with the Finance Law, in 2024–25 the Minister received no reports of significant non-compliance with the finance law involving AIATSIS.

Table 8: Compliance with financial law

Remedial action Description of noncompliance - None to report

Remedial action - None to report

Policy, business and operational environment

In 2024–25, no government policy orders that were in effect applied to AIATSIS.

There were no significant judicial decisions or decisions of administrative tribunals; or any reports by the Auditor-General, any Parliamentary committee, the Commonwealth Ombudsman or the Office of the Australian Information Commissioner that applied to us. We were not subject to any ministerial directions made under an Act or instrument during 2024–25.

External scrutiny

AIATSIS operations are scrutinised by external entities such as the Australian National Audit Office (ANAO), the Commonwealth Ombudsman and committees of the Australian Parliament.

The ANAO is responsible for managing the audit provider auditing AIATSIS' annual financial statements and has provided an unmodified audit opinion on our financial statements.

In 2024–25, AIATSIS did not make any related entity transactions.

In 2024–25, AIATSIS did not issue any indemnities to the AIATSIS Council, Council members or any officers of AIATSIS.

Advertising and market research

In 2024–25, there were no payments made to advertising agencies, market research organisations, media advertising organisations, polling organisations or direct mail organisations that are reportable under section 311A of the Commonwealth Electoral Act 1918 (Cth).

Our people

Employees

As of 30 June 2025, AIATSIS had 146 ongoing employees and 36 non-ongoing employees. Of these, 164 employees worked full time and 18 part time. AIATSIS had 64 employees who identified as Aboriginal and/or Torres Strait Islander, of those, 55 were employed in ongoing arrangements and 9 were employed in non-ongoing.

The audited financial statement gives information on remuneration for key management personnel and short-term employee benefits, post-employment benefits and other long-term employee benefits.

Table 9: All ongoing employees current report period (2024–25)

	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	-	-	-	1	1	2	-	-	-	-	-	-	-	-	-	2
QLD	1	-	1	1	1	2	-	-	-	-	-	-	-	-	-	3
SA	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
TAS	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	2
VIC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	52	3	55	70	7	77	-	-	-	-	-	-	-	-	-	132
NT	1	-	1	5	-	5	-	-	-	-	-	-	-	-	-	6
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	54	3	57	80	9	89				-	-	-	-	-	-	146

Table 10: All non-ongoing employees current report period (2024–25)

	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
QLD	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	2
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TAS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VIC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WA	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
ACT	14	-	14	13	4	17	-	-	-	-	-	-	-	-	-	31
NT	-	1	1	-	1	1	-	-	-	-	-	-	-	-	-	2
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	15	1	16	15	5	20	-	-	-	-	-	-	-	-	-	36

Table 11: All ongoing employees previous report period (2023–24)

	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	-	-	-	2	1	3	-	-	-	-	-	-	-	-	-	3
QLD	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TAS	-	-	-	2	-	2	-	-	-	-	-	-	-	-	-	2
VIC	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	47	3	50	61	8	69	-	1	1	-	-	-	-	-	-	120
NT	-	-	-	4	-	4	-	-	-	-	-	-	-	-	-	4
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	48	3	51	69	9	78	-	1	1	-	-	-	-	-	-	130

Table 12: All non-ongoing employees previous report period (2023–24)

	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	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
QLD	1	-	1	2	-	2	-	-	-	-	-	-	-	-	-	3
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TAS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VIC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	15	2	17	14	5	19	-	-	-	-	-	-	-	-	-	36
NT	2	-	2	1	-	1	-	-	-	-	-	-	-	-	-	3
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	18	2	20	18	5	23	-	-	-	-	-	-	-	-	-	43

Table 13: Key management personnel

Name	Position	Term
Clint Bracknell	Council Chairperson	Part year – ceased 16 May 2025
Jayde Geia	Council Acting Deputy Chairperson Council member	Part year – commenced 17 May 2025
Michelle Deshong	Council Deputy Chairperson	Part year – ceased 16 May 2025
Myfany Turpin	Council member	Part year – ceased 16 May 2025
David Cahir	Council member	Part year – ceased 16 May 2025
Lynette Riley	Council member	Part year – commenced 1 October 2024
Mark Yettica-Paulson	Council member	Full year
Rodney Dillon	Council member	Part year – commenced 1 October 2024
Karl Hampton	Council member	Part year – commenced 20 December 2024
Brenda L Croft	Council member	Part year – commenced 17 May 2025
Aileen Moreton-Robinson	Council member	Part year – commenced 17 May 2025
Leonard Collard	Council member	Part year – commenced 17 May 2025
Ashley Walker	Council member	Part year – commenced 17 May 2025
Leonard Hill	Chief Executive Officer	Full year
Jude Barlow	Deputy Chief Executive Officer and Chief Operating Officer	Part year – ceased 24 April 2025
Carlyn Waters	Deputy Chief Executive Officer and Chief Operating Officer	Part year – commenced 14 April 2025

Key management personnel remuneration

During the 2024–25 reporting period, 13 AIATSIS Council members and 3 executives met the definition of key management personnel. Appendix B contains remuneration information for:

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

AIATSIS does not have other highly paid staff (staff paid in the same remuneration bands as senior executives).

Information on key management personnel expenses is contained in the notes to the financial statement.

Staff programs and initiatives

During the 2024–25 reporting period, SES recruitment was undertaken for the positions of a CEO and a Deputy CEO (DCEO). Leonard Hill was appointed as the CEO of AIATSIS on 24 August 2024 for a term of 4 years. Carlyn Waters acted in the role of DCEO from 11 March 2025 before being formally appointed on 14 April 2025.

AIATSIS participated in the Commonwealth Integrity Survey between 19 August and 20 September 2024 to assist agencies in tailoring and improving integrity measures and initiatives, so that staff are safe and supported when reporting conduct breaches.

AIATSIS established the SES and Integrity Unit to provide high-level advice and support to the CEO and DCEO on SES recruitment, remuneration and employment conditions in addition to managing behavioural complaints, workplace disputes, allegations of suspected breaches of the APS Code of Conduct and ad hoc integrity-related matters.

In line with the AIATSIS Enterprise Agreement 2024–2027, salary rates for employees increased by a minimum of 3.8% effective 13 March 2025.

A HR Policy Review Project commenced to consider alignment to the provisions of the current enterprise agreement. A new and revised AIATSIS employment policies and guidance material will form a new HR Policy Framework for consultation and implementation.

An AIATSIS SES Performance Leadership Framework was developed and designed to embed a culture of transparency and accountability for SES performance. Consultation with SES was undertaken with the intention to implement the framework in 2025.

Occasional HR drop-in sessions were initiated providing line managers and staff with opportunities to speak with HR business partners or recruitment advisors on human resources matters.

AIATSIS responded to the annual Public Sector Gender Equality census and is considering measures to reduce any gender pay gap.

AIATSIS recognises its employees through a Employee Reward and Recognition Program incorporating the CEO Award for Excellence and staff service awards.

Work health and safety

AIATSIS prioritises the wellbeing, health and safety of its employees and fosters a safe and respectful work environment that protects physical and psychological wellbeing and increases understanding of culture and heritage. AIATSIS encourages early identification, reporting and response to workplace hazards and injuries to improve work health and safety and return-to-work performance.

Promoting a healthy and safe workplace

AIATSIS provides a healthy and safe workplace through the promotion of COVID-conscious practices, wellbeing resources and national awareness events via staff communications and the intranet, including a dedicated RUOK Any Day page.

Staff have access to a range of work health and safety initiatives including the annual influenza vaccination program, Healthy Workplace Reimbursement Program, eyesight testing, Employee Assistance Program and the online Health Portal. Ergonomic assessments and reasonable workplace adjustments are provided to support individual needs. Staff have access to flexible working arrangements to support work/life balance.

AIATSIS conducts quarterly workplace inspections to ensure a safe physical work environment. Comprehensive risk assessments and control plans are prepared for events such as the AIATSIS Summit 2025. Staff safety is supported by trained mental health first aid officers, first aid officers, fire wardens and health and safety representatives.

Notifiable incidents and investigations

During the 2024–25 reporting period, there were no notifiable incidents in relation to a serious injury of a person.

AIATSIS had no investigations carried out under part 10 of the *Work Health and Safety Act 2011*.

Carer recognition

AIATSIS recognises and supports its employees with caring responsibility so that their needs are considered. The human resources policies comply with the principles contained in the Statement for Australia's Carers and the Enterprise Agreement includes entitlements to support employees meet their caring responsibilities.

Net Zero reporting

2024–25 Greenhouse gas emissions inventory – location based method

Emission Source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location Based Approach)	N/A	515.15	36.89	552.04
Natural Gas	21.64	N/A	5.50	27.14
Solid Waste	-	N/A	48.63	48.63
Refrigerants	-	N/A	N/A	-
Fleet and Other Vehicles	4.85	N/A	1.19	6.05
Domestic Commercial Flights	N/A	N/A	384.43	384.43
Domestic Hire Car	N/A	N/A	0.27	0.27
Domestic Travel Accommodation	N/A	N/A	0.96	0.96
Other Energy	-	N/A	-	-
Total t CO₂-e	26.50	515.15	477.89	1,019.53

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.

Note: Australian Institute of Aboriginal and Torres Strait Islander Studies is reporting hire car emissions for the first time in 2024–25 as the quality of this data has improved. However, emissions from hire cars for 2024–25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

2024–25 Electricity greenhouse gas emissions

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location Based Approach)	515.15	36.89	552.04	788,630.73
Market-based electricity emissions	129.50	17.59	147.09	159,875.99
Total renewable electricity consumed	n/a	n/a	n/a	628,754.74
Renewable Power Percentage¹	n/a	n/a	n/a	143,491.36
Jurisdictional Renewable Power Percentage^{2,3}	n/a	n/a	n/a	485,263.38
GreenPower²	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar⁴	n/a	n/a	n/a	-
Total renewable electricity produced	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar⁴	n/a	n/a	n/a	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

¹ Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

² Listed as Voluntary renewables in 2023–24 Annual Reports.

³ The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

⁴ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

PART 5

Audited financial statements





INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Australians

Opinion

In my opinion, the financial statements of the Australian Institute of Aboriginal and Torres Strait Islander Studies (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority, Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) to the extent that they are not in conflict with the Auditor-General Act 1997. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Council 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 Council is also responsible for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council 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 Council 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.

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

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



Michael Bryant

Senior Director

Delegate of the Auditor-General

Canberra

1 September 2025

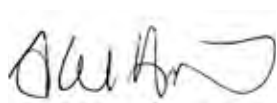
Statement by the Accountable Authority

Chief Executive Officer and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Institute of Aboriginal and Torres Strait Islander Studies will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Council of the Australian Institute of Aboriginal and Torres Strait Islander Studies.



Mr Karl Hampton
Chairperson
27 August 2025



Mr Leonard Hill
Chief Executive Officer
27 August 2025



Ms Kamalika Dasgupta
Acting Chief Finance Officer
27 August 2025

Financial Statements for the year ended 30 June 2025

Contents

Primary Financial Statements

Statement of Comprehensive Income	98
Statement of Financial Position	99
Statement of Changes in Equity	100
Cash Flow statement	101
Budgetary reporting	102
Overview.....	103
1. Financial performance	105
1.1: Expenses	105
1.2: Own-Source Revenue and Gains	107
2. Financial Position	109
2.1: Financial Assets	109
2.2: Non-Financial Assets	110
2.3: Payables	113
2.4: Interest Bearing Liabilities	114
2.5: Provisions	114
3. People and Relationships	115
3.1: Employee Provisions	115
3.2: Key Management Personnel Remuneration	116
3.3: Related Party Disclosures	116
4. Other Information	117
4.1: Financial Instruments	117
4.2: Current/Non-Current Distinction for Assets and Liabilities	118

Statement of Comprehensive Income

for the period ended 30 June 2025

		2025	2024	Original
	Notes	\$'000	\$'000	Budget ¹
		\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	23,628	20,938	22,170
Suppliers	1.1B	17,555	16,962	16,288
Write-down and impairment of other assets	1.1C	26	2,774	-
Depreciation and amortisation	2.2A	2,748	2,520	2,398
Grants	1.10	10	236	-
Finance costs	1.1E	165	178	180
Impairment loss on financial instruments	4.1B	29	60	-
Total expenses		44,161	43,668	41,036
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	6,692	8,827	6,433
Other revenue	1.2B	3,043	2,330	3,260
Interest	4.1B	1,568	1,690	2,000
Grants	1.2C	3,547	647	-
Rental income	1.20	-	42	-
Total own-source revenue		14,850	13,536	11,693
Gains				
Reversal of write-downs and impairment		3	-	-
Other gains	1.2E	1,536	-	-
Total gains		1,539	-	-
Total own-source income		16,389	13,536	11,693
Net cost of services		(27,772)	(30,132)	(29,343)
Revenue from Government	1.2F	29,343	27,993	29,343
Surplus/(deficit) on continuing operations		1,571	(2,139)	-
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		1,068	2,124	-
Total other comprehensive income		1,068	2,124	-
Total comprehensive income/(loss)		2,639	(15)	-

The above statement should be read in conjunction with the accompanying notes.

Refer to the budgetary reporting for explanations of major variances to the original budget.

¹ Budget reported in *Portfolio Budget Statements 2024–25*.

Statement of Financial Position

as at 30 June 2025

		2025	2024	Original Budget ¹
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	6,056	3,798	7,567
Investments - term deposits		11,021	14,440	15,436
Trade and other receivables	2.1B	1,275	1,070	1,325
Total financial assets		18,352	19,308	24,328
Non-financial assets				
Buildings ²	2.2A	32,505	25,271	27,517
Heritage and cultural	2.2A	13,171	13,769	13,447
Plant and equipment	2.2A	3,886	4,539	5,224
Computer software	2.2A	1,103	817	637
Inventories	2.2B	160	204	233
Other non-financial assets	2.2C	418	339	482
Total non-financial assets		51,243	44,939	47,540
Total assets		69,595	64,247	71,868
LIABILITIES				
Payables				
Suppliers	2.3A	887	1,644	1,960
Other payables	2.3B	2,229	2,277	7,365
Total payables		3,116	3,921	9,325
Interest bearing liabilities				
Leases	2.4A	4,869	5,368	4,782
Total interest bearing liabilities		4,869	5,368	4,782
Provisions				
Employee provisions	3.1A	4,606	3,658	3,403
Other provisions	2.5A	33	11	11
Total provisions		4,639	3,669	3,414
Total liabilities		12,624	12,958	17,521
Net assets		56,971	51,289	54,347
EQUITY				
Contributed equity		7,542	4,499	7,542
Asset revaluation reserve		23,359	22,291	20,167
Retained surplus		26,070	24,499	26,638
Total equity		56,971	51,289	54,347

The above statement should be read in conjunction with the accompanying notes.

Refer to the budgetary reporting for explanations of major variances to the original budget.

¹ Budget reported in *Portfolio Budget Statements 2024–25*

² Right-of-use assets are included in buildings.

Statement of changes in equity

for the period ended 30 June 2025

	2025	2024	Original Budget ¹
Notes	\$'000	\$'000	\$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	4,499	4,205	4,499
Contribution by owners			
Equity injection	3,043	294	3,043
Closing balance as at 30 June	7,542	4,499	7,542
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	22,291	20,167	20,167
Comprehensive income			
Changes in asset revaluation reserve	1,068	2,124	-
Closing balance as at 30 June	23,359	22,291	20,167
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	24,499	26,638	26,638
Opening balance adjustment			
Comprehensive income			
Surplus/(deficit) for the period	1,571	(2,139)	-
Closing balance as at 30 June	26,070	24,499	26,638
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	51,289	51,010	51,304
Opening balance adjustment			
Comprehensive income			
Surplus/(deficit) for the period	1,571	(2,139)	-
Revaluation increment	1,068	2,124	-
Total comprehensive income/(loss)	2,639	(15)	-
Transactions with owners			
Contributions by owners			
Equity injection	3,043	294	3,043
Total transactions with owners	3,043	294	3,043
Closing balance as at 30 June	56,971	51,289	54,347

The above statement should be read in conjunction with the accompanying notes.

Refer to the budgetary reporting for explanations of major variances to the original budget.

¹ Budget reported in *Portfolio Budget Statements 2024–25*

Accounting Policy - Equity injection

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in contributed equity in that year.

Cash flow statement

for the period ended 30 June 2025

		2025	2024	Original Budget ¹
	Notes	\$'000	\$'000	\$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Government		29,343	22,575	29,343
Revenue from contracts with customers		6,862	10,473	6,433
Interest		1,657	1,760	2,000
Grants		3,547	-	-
Other ²		4,576	2,319	3,260
Net GST received		1,686	1,407	-
Total cash received		47,671	38,534	41,036
Cash used				
Employees		22,546	20,606	22,170
Suppliers		20,700	20,841	17,663
Grants		10	236	-
Interest payments on lease liabilities		165	178	180
Total cash used		43,421	41,861	40,013
Net cash from/(used by) operating activities		4,250	(3,327)	1,023
INVESTING ACTIVITIES				
Cash received				
Proceeds from sale of property, plant and equipment		190	-	-
Proceeds from investments		-	1,879	1,031
Net reinvestment in deposits		3,419	-	-
Total cash received		3,609	1,879	1,031
Cash used				
Purchase of property, plant and equipment		8,105	2,795	4,943
Purchase of collection items		40	83	-
Total cash used		8,145	2,878	4,943
Net cash used by investing activities		(4,536)	(999)	(3,912)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		3,043	294	3,043
Total cash received		3,043	294	3,043
Cash used				
Principal payments of lease liabilities		499	482	483
Total cash used		499	482	483
Net cash received/(used by) financing activities		2,544	(188)	2,560
Net increase/(decrease) in cash		2,258	(4,514)	(329)
Cash at the beginning of the financial year		3,798	8,312	7,896
Cash at the end of the financial year	2.1A	6,056	3,798	7,567

The above statement should be read in conjunction with the accompanying notes.

¹ Budget reported in *Portfolio Budget Statements 2024–25*

² Additional information included at note 1.2B Other revenue.

Budgetary Reporting

Notes to and forming part of the financial statements

for the period ended 30 June 2025

Statement of Comprehensive Income

In 2024–25 AIATSIS reported an operating surplus of \$1.6 million, against a breakeven result reported in the 2024–25 Portfolio Budget Statements.

AIATSIS' total expenses for the 2024–25 financial year amounted to \$44.2 million, which was \$3.12 million (7.6%) higher than the original budget. This increase was largely due to the utilisation of prior year project underspends that weren't initially accounted for in the budget. Contributing to the higher costs were a newly negotiated enterprise agreement, which rebased salary levels and led to increased staffing costs, as well as a reduction in vacancies. Additionally, there were higher travel costs for AIATSIS' Summit held in Darwin, and an increment in software licensing fees as certain assets reached the end of their lifecycle, necessitating renewals and upgrades.

The total revenue for 2024–25 was \$45.7 million, reflecting a variance of \$4.4 million, or a 11.4% increase over the original budget. This increase was driven by higher government revenue of \$1.4 million, primarily for the facilitation and secure return of significant cultural heritage material held overseas, as well as the finalisation of pre-construction activities for the Ngurra Cultural Precinct at Commonwealth Place.

Additionally, the growth in own-source revenue was attributed to earlier funding releases for the Return of Cultural Heritage (RoCH) initiative and the completion of the Ngurra Detailed Business Case, which included revised capital and whole-of-life costings for the 2025–26 period.

Statement of Financial Position

As of 30 June 2025, AIATSIS' total equity was \$56.9 million, compared to the original budget of \$54.3 million. The \$2.6 million (4.8%) difference is mainly due to a \$1.06 million increase in asset revaluations, including an 11% rise in the value of digital preservation equipment and a 9% increase from higher building material and construction costs. These gains were partly offset by a decline in the value of the library collection. Additionally, there was a resurgence in motor vehicle costs contributing to the overall variance.

Total assets are \$69.6 million, 3.2%, lower than budget as at 30 June 2025, primarily due to a decrease in financial assets related to the utilisation of prior year project underspends, partially offset by an increase in non-financials assets due to building revaluations and capital expenditure on Ngurra and Moraga roof replacement.

Total liabilities are \$12.6 million, 28%, lower than original budget primarily due to a decrease in other payables, which resulted from timing differences in the outflows of project funding. Additionally, a decrease in accrued expenses was offset by an increase in employee provisions, driven by the transfer of large leave balances in 2024–25.

Cash Flow Statement

The variances between budget and actuals in the cash flow statement reflect the effects of the events already described.

Overview

Objective of the Australian Institute of Aboriginal and Torres Strait Islander Studies

AIATSIS is an Australian Government controlled not-for-profit entity. The objective of AIATSIS is to serve the Australian people by:

- building and preserving a national collection of Aboriginal and Torres Strait Islander culture and heritage and making it accessible;
- promoting better understanding of Indigenous peoples, cultures and heritage;
- leading and influencing on Aboriginal and Torres Strait Islander research, ethics and protocols and collections;
- partnering and collaborating with our communities, partners and governments; and
- advising on Aboriginal and Torres Strait Islander cultures and heritage.

The continued existence of AIATSIS in its present form and with its present programs is dependent on Government policy and on continued funding by Parliament for AIATSIS' administration and programs.

The basis of preparation of the financial statements

The financial statements are general purpose financial statements as required by section 42 of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

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 disclosure 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 held at fair value as indicated. No allowance is made for the effect of changing prices on the results or the financial position, except where stated. The financial statements are presented in Australian dollars.

New Australian accounting standards

All new/revised/amended standards or interpretations that were issued prior to the sign-off date and are applicable to the current period were considered and did not have a material effect on the AIATSIS' financial statements.

Taxation

AIATSIS is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the reporting period

There are no known events that occurred after 30 June 2025 that have a material impact on the 2024–25 financial statements.

Contingent assets or liabilities

Contingent assets and liabilities are not recognised in the Statement of Financial Position. They may arise from uncertainty as to the existence of an asset or liability 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.

Quantifiable contingency

As at 30 June 2025 AIATSIS had no quantifiable contingent assets or liabilities (2025: nil).

Unquantifiable contingency

As at 30 June 2025 AIATSIS had one unquantifiable contingency for an insurance claim relating to hail damage to the roof of the Moraga building in January 2020.

The claim has been approved but work is ongoing to determine the cost to repair due to the unique nature of the building. (2024: One).

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

1. Financial Performance

1.1: Expenses

	2025	2024
	\$'000	\$'000
1.1A: Employee benefits		
Wages and salaries	18,303	15,738
Superannuation		
Defined contribution plans	2,431	2,068
Defined benefit plans	650	1,140
Leave and other entitlements	2,244	1,748
Separation and redundancies	244	
Total employee benefits	23,628	20,938

Accounting Policy - Employee benefits

Accounting policies for employee related expenses are contained in the People and Relationships section

1.1B: Suppliers

Goods and services supplied or rendered

Consultants, contractors and secondees	4,532	5,325
Community engagement and events	3,224	3,212
Travel and motor vehicle	3,268	2,649
Information technology	1,731	1,241
Property operating expenses	1,179	888
Communications and publishing	831	805
Other goods and services	642	139
Training and recruitment	630	969
Corporate services	618	529
Collection maintenance and preservation	165	177
Subscriptions and memberships	164	514
Cost of goods sold	131	115
Printing and office supplies	43	71
Remuneration to auditors - financial statements	35	35
Total goods and services supplied or rendered	17,193	16,669

Goods supplied	8,631	2,922
Services rendered	8,562	13,747
Total goods and services supplied or rendered	17,193	16,669

Other suppliers

Workers compensation expenses	362	293
Total other suppliers	362	293
Total suppliers	17,555	16,962

AIATSIS holds no short-term lease commitments as at 30 June 2025.

Accounting Policy - Suppliers

AIATSIS has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less or leases of low-value assets (less than \$0.01 million per asset). AIATSIS recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

	2025 \$'000	2024 \$'000
1.1C: Write-down and impairment of other assets		
Write-off of non-financial assets ¹	6	2,746
Impairment of inventory	-	25
Write-off of inventory	20	3
Total write-down and impairment of other assets	26	2,774

Includes \$2.7 million write off of building work in progress following relocation of the National Resting Place and National Indigenous Knowledge and Cultural Centre (Ngurra) from Commonwealth Place to the Acton Peninsular.

Accounting Policy - Write-down and Impairment of other assets

Accounting policy for impairment is included in the Non-Financial Assets section.

1.1D: Grants

Education institutions	-	136
Not for profit institutions	10	100
Total grants	10	236

Accounting Policy - Grants

AIATSIS administers the Indigenous Research Exchange. Grant liabilities are recognised to the extent that:

1. the services required to be performed by the grantee have been performed; or
2. the grant eligibility criteria have been satisfied, but payments due have not been made.

1.1E: Finance costs

Interest on lease liabilities	164	178
Unwinding of discount	1	-
Total finance costs	165	178

The above lease disclosures should be read in conjunction with the accompanying notes 2.4A.

Accounting Policy - Finance costs

AIATSIS expenses all borrowing costs as incurred.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

1.2: Own-Source Revenue and Gains

	2025	2024
	\$'000	\$'000
1.2A: Revenue from contracts with customers		
Rendering of services	5,384	7,596
Sale of goods	1,308	1,231
Total revenue from contracts with customers	6,692	8,827

Disaggregation of revenue from contracts with customers

Major product/ service line:

Research services	2,768	2,516
Conferences	2,508	2,506
Sale of inventory and subscriptions	1,386	1,241
Cultural services	30	2,564
	6,692	3,747

Type of customer:

Australian Government (related entities)	2,942	5,096
Non-government entities	1,537	1,884
Research institutes	1,542	1,153
State and Territory Governments	671	694
	6,692	8,827

Timing of transfer of goods and services:

Point in time	5,257	5,072
Over time	1,435	3,755
	6,692	8,827

Accounting Policy- Revenue from contracts with customers

Revenue from the sale of goods is recognised when control has been transferred to the buyer, revenue from rendering of services is recognised as performance obligations are satisfied. An agreement is recognised as revenue from contracts with customers when there is an enforceable contract and the performance obligations are sufficiently specific to enable AIATSIS to determine when they have been satisfied.

The following are principal activities from which AIATSIS generates revenue:

- Rendering of services: is revenue generated from research, cultural, public engagement or other services agreements. Performance obligations may vary and can be recognised at a point in time, over time (on a straight line basis) or as expenses are incurred.
- Sale of goods: sales of inventory, particularly relating to Aboriginal Studies Press publications, where revenue is recognised when control has been transferred to the buyer.

Receivables for goods and services, which have 30-day terms, are recognised at the nominal amounts due less any impairment allowances. Impairment is assessed at the end of the reporting period using the historical experience to determine the estimated future losses.

A contract liability for unearned revenue is recorded for obligations under contracts for which payment has been received in advance. Amounts held in unearned revenue relating to 'revenue from contracts with customers' (\$1.0 million) unwound upon satisfaction of the performance obligations under the terms of the contract. AIATSIS reports contract liabilities as unearned revenue in Note 2.3B.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

	2025	2024
	\$'000	\$'000
1.2B: Other revenue		
From related entities	1,366	1,366
Donations and sponsorship	1,218	653
Other revenue	459	311
Total other revenue	3,043	2,330

Accounting Policy - Other revenue

From related entities

Under Memorandums of Understanding (MOUs) with related entities, where any performance obligations are not sufficiently specific; or goods or services are retained by the AIATSIS, revenue is recognised on receipt under AASB 1058 /income of Not-for-Profit Entities.

Donations and sponsorship

Donation and Sponsorship is recognised when AIATSIS obtains control.

1.2C: Grants

From related entities	3,547	647
Total grants	3,547	647

Accounting Policy - Grants

Grant revenue has been recognised in relation to the Indigenous Advancement Strategy (IAS) funding, received for the Ngurra Project and the Return of Cultural Heritage initiative.

1.2D: Rental income

Rental income		42
Total rental income		42

Accounting Policy - Rental income

Rental income is accrued and recognised as set out in the lease agreement.

1.2E: Other gains

Other	1,193	-
Resource received free of charge	343	-
Total other gains	1,536	-

Accounting Policy - Other gains

AIATSIS recognises gains from insurance claims, Comcover premium offset and disposal of assets when control of the asset has been passed to the buyer.

1.2F: Revenue from Government

Revenue from Government	29,343	27,993
Total revenue from government	29,343	27,993

Funding received or receivable from non-corporate Commonwealth entities is recognised as Revenue from Government by AIATSIS unless the funding is in the nature of an equity injection, grant, research service or a loan.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

2. Financial position

2.1: Financial assets

	2025 \$'000	2024 \$'000
2.1A: Cash and cash equivalents		
Cash on hand or on deposit	6,056	3,798
Total cash and cash equivalents	6,056	3,798

Accounting Policy - Cash and cash equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

a) cash on hand; and

2.1B: Trade and other receivables goods and services receivables

Goods and services	847	708
Total goods and services receivables	847	708
Other receivables		
GST receivable from the Australian Taxation Office	484	305
Interest receivable	31	120
Total other receivables	515	425
Total trade and other receivables (gross)	1,362	1,133
Less expected credit loss allowance	87	63
Total trade and other receivables (net)	1,275	1,070

Credit terms for goods and services were within 30 days (2024: 30 days)

Accounting Policy - Trade and other receivables

Trade receivables and other receivables that are held for the purpose of collecting contractual cash flows where the cash flows are solely payments of principal and interest, which are not provided below market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance. Impairment is assessed at the end of the reporting period using the simplified approach for trade and other receivables which measures the loss allowance as the amount equal to the lifetime credit losses. AIATSIS has used historical experience to determine the estimate future losses.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

2.2: Non-Financial Assets

2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Buildings ¹ \$'000	Heritage and cultural ² \$'000	Plant and equipment ³ \$'000	Computer software \$'000	Total \$'000
As at 1 July 2024					
Gross book value	26,021	13,769	4,822	980	45,592
Work in progress	483	-	100	171	754
Accumulated depreciation, amortisation and impairment	(1,233)	-	(383)	(334)	-1950
Total as at 1 July 2024	25,271	13,769	4,539	817	44,396
Work in progress	7,032	-	53	319	7,404
Purchase	129	40	402	170	741
Right-of-use assets					
Revaluations and impairments recognised in other comprehensive income ⁴	1,471	(637)	235	-	1,069
Depreciation and amortisation	(659)	-	(1,146)	(203)	(2,008)
Depreciation on right-of-use assets	(740)	-	-	-	(740)
Assets written off	-	-	(197)	-	(197)
Other movements - Accumulated	-	-	-	-	-
Depreciation (ROU)	1	-	-	-	1
Other movements	1	(1)	-	-	-
Total as at 30 June 2025	32,505	13,171	3,886	1,103	50,665
Total as at 30 June 2025 represented by:					
Gross book value	26,857	13,171	3,916	1,150	45,094
Work in progress	7,515	-	153	490	8,158
Accumulated depreciation, amortisation and impairment	(1,867)	-	(183)	(537)	(2,587)
Total as at 30 June 2025	32,505	13,171	3,886	1,103	50,665
Carrying amount of right-of-use assets	4,460	-	-	-	4,460

¹ AIATSIS's building may not be disposed of without prior Ministerial approval.

² Any assets that met the definition of a heritage and cultural item are disclosed in the heritage and cultural asset class.

³ No property, plant and equipment and intangibles are expected to be sold or disposed of within the next 12 months.

⁴ Revaluations were conducted in accordance with the revaluation policy stated at Accounting Policy - Non-Financial Assets. An independent valuer conducted the revaluations as at 30 June 2025.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

Accounting Policy – Non-Financial Assets

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. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

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

Asset purchases 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).

Heritage and cultural assets, and computer equipment are recognised as assets regardless of cost.

Heritage and Cultural Assets

AIATSIS collects and preserves heritage and cultural assets. The collection includes moving images, photos, art, artefacts and manuscripts.

AIATSIS has a performance outcome to support the long-term digital preservation of collection assets held in the Collection. AIATSIS digitally preserves items identified on the prioritisation schedule within the Collection in adherence to cultural protocols, intellectual property rights and using internationally recognised standards.

Intangibles

AIATSIS's intangibles comprise internally developed computer software for internal use and purchased computer software. Internally developed software is recorded based on expenditure incurred to create the asset as set out in AASB 138 Intangible Assets.

Lease Right of Use (ROU) Assets

Lease ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount and 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, AIATSIS 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 the Australian Government entity, General Government Sector (GGS) and Whole of Government financial statements.

Depreciation and amortisation

Depreciable building, plant and equipment assets and amortisable computer software are consumed over their estimated useful lives using the straight-line method of depreciation down to their estimated residual values.

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.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

Accounting Policy – Non-Financial Assets – continued

Depreciation and amortisation rates applying to each class of depreciable assets are as follows:

	2025	2024
Buildings	15 to 70 years	15 to 70 years
Buildings - right of use	Lease term	Lease term
Plant and equipment	1 to 20 years	1 to 20 years
Computer software	3 to 5 years	3 to 5 years

AIATSIS has items that are heritage and cultural assets that have unlimited useful lives and are not depreciated.

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 assets or the end of the lease term.

Revaluations

Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from their fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

In 2024–25 Jones Lang LaSalle Advisory Services Pty Ltd were engaged to full assets revaluation to determine the fair value from observable market evidence.

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.

Assets are valued on a recurring basis as required by AASB 13 Fair Value Measurement.

Impairment

Where indications of impairment exist, if the asset's recoverable amount is less than its carrying amount, the asset's recoverable amount is estimated and an impairment adjustment made.

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 AIATSIS were deprived of the asset, the recoverable amounts are expected to be materially the same as fair value.

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.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

	2025	2024
	\$'000	\$'000
2.2B: Inventories		
Finished goods	228	275
Less: provision for slow moving and obsolete inventory	(68)	(71)
Total inventories	160	204

\$0.13 million of inventory held for sale was expensed under cost of goods sold in 2025 (2024: \$0.12 million).

Accounting Policy - Inventories

Inventories held for sale are valued at the lower of cost and net realisable value.

Finished goods include the cost of direct materials and labour plus attributable costs that can be allocated on a reasonable basis.

2.2C: Other non-financial assets

Prepayments	418	339
Total other non-financial assets	418	339

No indicators of impairment were found for other non-financial assets.

Accounting Policy - Other non-financial assets

Prepayments for goods or services which have not yet been received are initially recorded as an asset, amounts are expensed in the income statement when the goods or services are received.

2.3: Payables

2.3A: Suppliers

Trade creditors and accruals	887	1,644
Total suppliers	887	1,644

2.3B: Other payables

Unearned revenue	1,456	1,638
Salaries and wages	675	559
Superannuation	98	80
Total other payables	2,229	2,277

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

2.4: Interest Bearing Liabilities		
	2025	2024
	\$'000	\$'000
2.4A: Leases		
Lease liabilities	4,869	5,368
Total leases	4,869	5,368

Total cash outflow for leases for the year ended 30 June 2025 was \$0.50 million (2024: \$0.48 million).

Maturity analysis - contractual undiscounted cash flows		
Within 1 year	617	663
Between 1 to 5 years	2,169	2,227
More than 5 years	2,911	3,470
Total leases	5,697	6,360

The above lease disclosures should be read in conjunction with the accompanying notes 1.1E and 2.5A.

AIATSIS in its capacity as lessee has two fixed term leases. One lease relates to art and artefact storage with the National Archives of Australia with a fixed date for expiry and a termination date of 28 February 2026.

The second lease relates to a premises for a preservation and digitisation facility in Alice Springs with Yeperenye Pty Ltd with a termination date of 31 May 2035 with an option for early termination after seven years (2030).

Accounting Policy - Lease liabilities

For all new contracts entered into, AIATSIS 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 applicable 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.

2.5: Provisions

2.5A: Other provisions

	Provision for restoration	Total
	\$'000	\$'000
As at 1 July 2024	11	11
Additional provisions made	22	22
Total as at 30 June 2025	33	33

Accounting Policy- Other provisions

AIATSIS recognises a provision for makegood where there is a present obligation to dismantle, remove and restore leased premises to their original condition. The provision is measured at the best estimate of the amount required to settle the obligation, adjusted for inflationary factors.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

3. People and Relationships

3.1: Employee Provisions

	2025 \$'000	2024 \$'000
3.1A: Employee provisions		
Long service leave	2,665	2,055
Annual leave	1,941	1,603
Total employee provisions	4,606	3,658

Accounting Policy - Employee provisions

Employee provisions include annual and long service leave. No provision is made for personal leave which is non-vesting.

Leave

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.

The leave liabilities for long term employee benefits 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 AIATSIS'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 shorthand model issued by the Department of Finance. The model incorporates updated standard demographic assumptions and relevant parameters applicable to small entities. AIATSIS has updated the model with employee data to enable automatic calculation of LSL provisions, including associated oncosts based on the agency's input data. The estimate of the present value of the liability considers attrition rates and pay increases through promotion and enterprise agreements.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. AIATSIS recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations. As at 30 June 2025 no formal termination plans had been made.

Superannuation

AIATSIS's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

CSS and PSS are defined benefit schemes for the Australian Government. 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.

AIATSIS 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. AIATSIS 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.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

3.2: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of AIATSIS, directly or indirectly, including any director of AIATSIS. AIATSIS has determined the key management personnel to be Council Members, the Chief Executive Officer and the Deputy Chief Executive Officer. Key management personnel remuneration is reported in the table below:

	2025	2024
	\$'000	\$'000
3.2A: Key management personnel remuneration		
Short-term employee benefits	760	690
Post-employment benefits	114	89
Other long-term employee benefits	24	34
Termination benefits		239
Total key management personnel remuneration expenses¹	898	1,052

The total number of key management personnel that are included in the above table are 16 (2024: 11).

¹ The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by AIATSIS.

3.3: Related Party Disclosures

Related party relationships:

AIATSIS is an Australian Government controlled entity, whose related parties are key management personnel, the Portfolio Minister 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.

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchases of goods and services;
- asset purchases, sales transfers or leases; debts forgiven; and
- guarantees.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by AIATSIS, it has been determined that there are no related party transactions to be separately disclosed.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

4. Other Information		
4.1: Financial Instruments	2025	2024
	\$'000	\$'000
4.1A: Categories of financial instruments		
Financial assets at amortised cost		
Cash on hand or on deposit	6,056	3,798
Investments	11,021	14,440
Goods and services receivable	760	645
Interest receivable	31	120
Total financial assets at amortised cost	17,868	19,003
Financial liabilities measured at amortised cost		
Trade creditors and accruals	887	1,644
Total financial liabilities measured at amortised cost	887	1,644

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

4.1B: Net gains or losses on financial assets		
Financial assets at amortised cost		
Interest revenue	1,568	1,690
Impairment loss	(29)	(60)
Net gains on financial assets at amortised cost	1,539	1,630

Accounting Policy- Financial instruments

AIATSIS recognises a provision for makegood where there is a present obligation to dismantle, remove and restore leased premises to their original condition. The provision is measured at the best estimate of the amount required to settle the obligation, adjusted for inflationary factors.

Financial assets

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. Financial assets are derecognised when the contractual rights to the cash flows expire or are transferred upon trade date. They are classified and measured at amortised cost determined using the effective interest method. The collectability of debts are reviewed at the end of the reporting period and an impairment allowance is recognised.

Financial liabilities

Financial liabilities, including trade and other payables accruals are classified as financial liabilities which are recognised and derecognised upon 'trade date'. Financial liabilities are initially measured at fair value, net of transaction costs and are subsequently measured at amortised cost using the effective interest method. Liabilities are recognised to the extent that goods or services have been received and irrespective of having been invoiced.

Settlement is usually made within 30 days or as per terms in the contractual arrangements.

Notes to and forming part of the Financial Statements

for the period ended 30 June 2025

4.2: Current/Non-Current Distinction for Assets and Liabilities

	2025	2024
	\$'000	\$'000

4.2A: Current/non-current distinction for assets and liabilities

Assets expected to be recovered in:

No more than 12 months

Cash and cash equivalents	6,056	3,798
Investments	11,021	14,440
Trade and other receivables	1,275	1,070
Inventories	160	204
Other non-financial assets	392	268
Total no more than 12 months	18,904	19,780

More than 12 months

Buildings	32,505	25,271
Heritage and cultural	13,171	13,769
Plant and equipment	3,886	4,539
Computer software	1,103	817
Other non-financial assets	26	71
Total more than 12 months	50,691	44,467

Total more than 12 months

Total assets	69,595	64,247
---------------------	---------------	---------------

Liabilities expected to be settled in:

No more than 12 months

Suppliers payable	887	1,644
Other payables	2,229	2,276
Leases	468	499
Employee provisions	2,019	1,662
Total no more than 12 months	5,603	6,081

More than 12 months

Leases	4,401	4,870
Employee provisions	2,587	1,996
Other provisions	33	11
Total more than 12 months	7,021	6,877

Total more than 12 months

Total liabilities	12,624	12,958
--------------------------	---------------	---------------

PART 6

Appendices

Appendix A. Governance	120
Appendix B. Key management personel remuneration ...	126

Appendix A: Governance

This appendix provides further insight into the AIATSIS Council and entities supporting the AIATSIS Council and supporting the CEO.

AIATSIS Council

In accordance with PGPA Rule section 17BE(j)(i)–(v) – Accountable Authority, details of accountable authority during the reporting period (2024–25) are shown in Table A.1. Additional information is in Part 1 The Council.

Table A.1: Details of AIATSIS Council members (in alphabetical order)

Name and gender F = female M = male I = indeterminate	Qualifications of the accountable authority	Experience of the accountable authority	Position title / position held Executive / Non-executive	Period as the accountable authority or member within the reporting period			
				Date of commencement	Date of cessation	Number of meetings of accountable authority attended	Meetings eligible to attend
Clint Bracknell Former Chair Elected Member. M	PhD Music/ Indigenous Studies. Graduate Diploma of Education. Bachelor of Arts/ Media Studies.	4 years predominantly in the education and arts sectors.	Council member Non-executive	25/05/2019	16/05/2025	3	4
David Cahir Elected Member. M	PhD Philosophy, MA of Arts, Diploma TESOL, Graduate Diploma of Education, Bachelor of Arts.	Over 10 years predominantly in the education and publication sector.	Council member Non-executive	28/07/2023	16/05/2025	3	3
Leonard Collard Elected Member. M	Professor University of Western Australia. Emeritus Professor, Emeriti Professors College. Edith Cowan University, Perth, Australia. Doctor of Education.	30 years in leadership.	Council member Non-executive	17/05/2025	16/05/2029	3	3
Brenda L Croft Elected Member. F	PhD University of NSW Fine Arts (UNSW). Hon. Doc. (Vis Arts), USYD (Sydney College of the Arts). UNSW Alumni Award; Master of Art Administration UNSW.	Four decades experience contemporary arts/cultural & academic sectors.	Council member Non-executive	17/05/2025	16/05/2029	3	3
Michelle Deshong Former Deputy Chair Elected Member. F	BA Honours in Political Science and Indigenous studies at James Cook University; Fulbright Scholar, Churchill Fellowship, MAICD, MAIATSIS.	7 years predominantly in the leadership, governance and politics sector.	Council Deputy Chair Non-executive	17/05/2021	16/05/2025	3	3

Name and gender F = female M = male I = indeterminate	Qualifications of the accountable authority	Experience of the accountable authority	Position title / position held Executive / Non-executive	Period as the accountable authority or member within the reporting period			
				Date of commencement	Date of cessation	Number of meetings of accountable authority attended	Meetings eligible to attend
Rodney Dillon Appointed Member. M			Council Deputy Chair Non-executive	1/10/2024	30/09/2028	4	5
Jayde Geia Acting Deputy Chair Appointed Member. F	Bachelor of Laws.	15 years predominantly in the legal sector.	Council Acting Deputy Chair Council member Non-executive	17/05/2024 01/07/2024	16/08/2025 30/06/2028	6	6
Karl Hampton Appointed Member. M	Senior Atlantic Global Fellow, University of Melbourne. MA in Social Change Leadership.		Council member Non-executive	20/12/2024	19/12/2028	4	4
Aileen Moreton-Robinson Elected Member. F	PhD Griffith University, BA Hons (first class Australian National University).	Over 20 years leadership in higher education.	Council member Non-executive	17/05/2025	16/05/2029	2	3
Lynette Riley Appointed Member. F	Director's Training Course. PhD. Doctor of Philosophy. Graduate Diploma Education. Diploma Teaching.		Council member Non-executive	01/10/2024	30/09/2028	2	4
Myfany Turpin Elected Member. F	PhD Linguistics, Honours Linguistics, Bachelor of Arts/ Music.	6 years predominantly in the education and the arts sectors.	Council member Non-executive	17/05/2021	16/05/2025	3	3
Ashley Walker Elected Member. M	Bachelor of Laws. Bachelor of Commerce. Masters in Business Administration. (Distinction), GAICD.	Professional experience in corporate law and strategy consultancy.	Council member Non-executive	17/05/2025	16/05/2029	3	3
Mark Yettica-Paulson Appointed Member. M	BTheol.	30 years' experience designing and delivering First Nations and Intercultural leadership development programs.	Council member Non-executive	01/07/2024	30/06/2028	5	6

Audit and Risk Committee

The 2024–25 members and their qualifications, meeting attendance and remuneration are set out below in alignment with PGPA Rule section 17BE (taa).

Table A.2: Details of Audit and Risk Committee

Member name	Qualifications	2024–25 meetings held	2024–25 meetings attended	Total annual remuneration for 2024–25 (GST inc.) \$	Additional information (including role on committee)
Andrew Cox Chair, Independent member	Corporate governance professional with extensive experience in governance, audit and risk management. Master of Business Administration, Master of Electronic Commerce, Graduate Diploma in Science, Graduate Certificate in Performance Audit, Associate Diploma in Accounting.	4	4	\$17,600	Andrew Cox was the Audit and Risk Committee Chair during the 2024–25 reporting period.
Anthony Ashby Deputy Chair, Independent Member	Finance professional with 30 years' experience in public practice and commercial enterprises. Governance and risk experience as Chair, Deputy Chair and Director of various for-purpose boards and sub-committees. Bachelor of Commerce (UNSW), Chartered Accountant (CAANZ) and Registered Company Auditor (ASIC).	4	4		Anthony Ashby was an independent member during the 2024–25 reporting period.
Jayde Geia AIATSIS Council member	Lawyer with 15 years of experience predominately in commercial law. Bachelor of Laws.	4	4	\$776.80	Jayde Geia was a member during the 2024–25 reporting period.
Lynette Riley AIATSIS Council member	Director's Training Course. PhD. Graduate Diploma Education. Diploma Teaching.	4	2	\$776.80	Lynette Riley was a member during the 2024–25 reporting period.

The committee's charter is published on the AIATSIS website and is provided in alignment with PGPA Rule section 17BE (taa).

Electronic address of the charter determining the functions of the audit committee is at <https://aiatsis.gov.au/about/who-we-are/governance-and-structure/committees>

Membership Standing Committee

During 2024–25, committee members were:

- Michelle Deshong (Chair – ceased in May 2025).
- Mark Yettica-Paulson Interim Chair – commenced in December 2024).
- Myfany Turpin (Council member – ceased in May 2025).
- Rodney Dillon (Council member – commenced in December 2024).
- Brenda L Croft (Council member) (note Brenda was appointed to the MSC on 24 June 2025 but did not attend a MSC meeting in the 2024–25 reporting period).
- Leonard Collard (Council member).
- Jude Barlow (AIATSIS Executive Representative, Deputy CEO/Chief Operating Officer – ceased in April 2025).
- Carlyn Waters (AIATSIS Executive Representative, DCEO/Chief Operating Officer – commenced in April 2025).

AIATSIS Foundation Board

- Geoffrey Winters, Chair (18 March 2024 – 18 March 2027).
- Steve Kinnane, Deputy Chair (from 28 November 2023).
- Prof Clint Bracknell, member (2023–27).
- Morry Schwarz AM, member (14 September 2022 – 14 September 2025).
- Gabrielle Trainor AM, member (14 September 2022 – 14 September 2025).
- Suzanne (Sue) Kee, member (25 March 2021 – 23 February 2027).

Committees supporting the CEO

Senior Executive Board members

- Leonard Hill (Chair, CEO).
- Jude Barlow (DCEO departed April 2024).
- Carlyn Waters (Commenced DCEO April 2025).
- Stella de Cos (Executive Director, Strategic Operations Group, commenced 19 May 2025).
- Caroline Hughes (Executive Director, Collections Services Group).
- Jason Lyons (Acting Executive Director, Partnership and Engagement Group).
- Tamarind Meara (Acting Executive Director, Major Events and Public Programs).
- Dylan Daniel-Marsh (Executive Director, Ngurra).
- Mitch Day (Acting Executive Director, Ngurra, commenced April 2025).
- John Gibbs (Executive Director, Research and Education Group).
- Katrina Bennett (A/g Executive Director, Strategic Operations Group).

Ngurra Senior Steering Committee members

- Leonard Hill (Chair, CEO, AIATSIS).
- Julie-Ann Guivarra (Deputy Chief Executive Officer, NIAA).
- Dr Stephen Arnott PSM (Deputy Secretary, Department of Infrastructure, Transport, Regional Development, Communications and the Arts).
- Genevieve Quilty (First Assistant Secretary, Department of the Prime Minister and Cabinet).

- Nick McClintock (First Assistant Secretary, Department of Finance).
- Karen Doran (Chief Executive, National Capital Authority).
- Dr Subho Banerjee (Deputy Commissioner, Australian Public Service Commission).
- Tarja Saasramoinen (Department of Social Services).

Languages Advisory Committee

- Chair: AIATSIS CEO (Ex Officio).
- Executive Director, AIATSIS Research and Education Group (Ex Officio).
- Director, AIATSIS Centre for Australian Languages (Ex Officio).
- Ms Noeleen Lumby (Macquarie University).
- Ms Denise Smith-Ali (Noongar Boodjar Language Cultural Aboriginal Corporation).
- Mr Desmond Crump (University of Queensland).
- Mr Clayton Cruse (South Australian Department of Education).
- Ms Lorraine Injie (Wangka Maya Pilbara Aboriginal Language Centre).
- Dr Vicki Couzens (Royal Melbourne Institute of Technology University).
- Professor Jane Simpson (Australian National University).

Education Advisory Committee

- Mr Leonard Hill (CEO, AIATSIS).
- Mr John Gibbs (Executive Director, Research and Education Group, AIATSIS).
- Miss Anjulee Singh (Manager, Independent Schools QLD).
- Mr Matthew Heffernan (Regional Facilitator/developer, Indigital).
- Ms Tessa Keenan (General Manager, Narragunnawali, Reconciliation in Education).

- Associate Professor Melitta Hogarth (Project Director, Associate Dean, Indigenous Principal Research Fellow, University of Melbourne).
- Mrs Chick Edwards (Principal Advisor, Reform Aboriginal Education, NSW Education Standards Authority).
- Associate Professor Joe Sambono (Program Lead for Embedding Indigenous Australian Perspectives, Queensland University of Technology).
- Mr Nathan Towney (Pro Vice-Chancellor Indigenous, Strategy and Leadership, University of Newcastle).
- Dr Beth Marsden (Postdoctoral Research Fellow, Research Centre for Deep History, School of History, Australian National University).

Research Ethics Committee

- Associate Professor Mandy Dowling – Co-Chair (Independent).
- Dr Chris Bourke – Co-Chair term ended 30 November 2024 (Independent).
- Mr Trent Shepherd – Co-Chair commenced 20 December 2024 (Independent).
- Dr Robyn Williams – (Independent).
- Associate Professor Andrew Crowden – (Independent).
- Ms Amelia Thorpe – (Independent).
- Ms Alison Phillis – (Independent).
- Ms Natalie Clark Reynolds – (Independent).
- Mr Lindsay Hardy – (Independent).
- Mr Adrian Wiles – (resigned position 7 July 2025 (Independent)).
- Ms Kay Blades – (resigned position 11 June 2025 (Independent)).
- Mr Adam Gowen – (Independent).
- Dr Tracy Powis – (Independent).
- Dr Lorraine Muller – (Independent).
- Mr Jake Gordon – (Independent).

- Associate Professor Alwin Chong – (Independent).
- Associate Professor Michelle Dickson – (Independent).
- Mrs Shavaun Wells – (Independent).
- Miss Tammy Small – (Independent).
- Dr Lilon Bandler – (commenced 20 December 2024 (Independent)).
- Dr John Doolah – (commenced 20 December 2024 (Independent)).
- Miss Shannon Kelly – (commenced 20 December 2024 (Independent)).
- Ms Nadia Currie – (commenced 20/ December 2024 (Independent)).

Native Title Research Advisory Committee

- Mr Leonard Hill (CEO, AIATSIS).
- Mr John Gibbs (Executive Director, Research and Education Group, AIATSIS).
- Jill Webb (Manager Nation Building, Federation of Victorian Traditional Owner Corporations).
- Dr Lorrae McArthur (Renewable Energy First Nations Engagement Fellow in the Office of the Vice President for the First Nations Portfolio and Member of the ANU Grande Challenge: Zero-Carbon Energy for the Asia-Pacific).
- Rachel Kerrigan (Branch Manager, Land and Native Title Branch National Indigenous Australians Agency).
- Shaelene Lake (Business Manager, Office of the PVC [First Nations Strategy] University of Southern Queensland).
- Tim Larkin (First Nations Engagement Professional, Larkin Consulting).

Publishing Advisory Committee Members

- Professor Odette Best (Pro Vice-Chancellor, First Nations Strategy), University of Southern Queensland).
- Dr Leah Lui-Chivizhe (Senior Lecturer, University of New South Wales).
- Emeritus Professor Simon Forrest (Curtin University).
- Associate Professor Jeanine Leane (Honorary – Principal Fellow, University of Melbourne).
- Jason Lyons (Chair, Executive Director, Partnerships and Engagement Group, AIATSIS).
- John Gibbs (Executive Director, Research and Education Group, AIATSIS).
- Kylie Fennell (Director of Communications, Media, Publishing and Shop, AIATSIS).

Appendix B: Key management personnel remuneration

Table B:1 Key management personnel remuneration (\$)

Name	Position title	Short-term benefits		Post-employment benefits	Other long-term benefits		Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Super-annuation contributions	Long service leave	
Clint Bracknell	Council Chairperson	10,844.40	-	-	1,263.06	-	12,107
Michelle Deshong	Council member	9,663.03	-	-	1,124.41	-	10,787
Myfany Turpin	Council member	10,098.40	-	-	1,173.51	-	11,272
David Cahir	Council member	8,156.40	-	-	1,256.10	-	9,413
Jayde Geia	Council member	16,109.80	-	-	1,868.13	-	17,978
Mark Yettica-Paulson	Council member	9,515.80	-	-	1,107.92	-	10,624
Lynette Riley	Council member	7,523.31	-	-	869.79	-	8,393
Rodney Dillon	Council member	9,321.60	-	-	1,435.52	-	10,757
Karl Hampton	Council member	3,498.80	-	-	408.22	-	3,907
Brenda Croft	Council member	2,814.00	-	-	334.77	-	3,149
Aileen Moreton-Robinson	Council member	2,913.00	-	-	346.65	-	3,260
Leonard Collard	Council member	2,913.00	-	-	346.65	-	3,260
Ashley Walker	Council member	582.60	-	-	80.14	-	663
Leonard Hill	Chief Executive Officer (CEO)	304,371.62	43,615.00	-	54,237.26	22,495.98	424,720
Jude Barlow	Deputy Chief Executive Officer (DCEO)	250,790.92	-	-	39,441.79	-	290,233
Carlyn Waters	Deputy Chief Executive Officer (DCEO)	67,559.48	-	-	8,327.55	1,091.27	76,978

Table B: 2 Information about Remuneration for Senior Executives

Band	Short-term benefits				Post-employment benefits	Other long-term employee benefits			Termination benefits	Total remuneration
	Number of senior executives	Average base salary	Average bonuses	Average other benefits and allowances		Average superannuation contribution	Average long-service leave	Average other long-term benefits		
1 \$0 - \$220,000	3	64,643	-	-	6,971	-	2,988	-	74,602	
2 \$220,000 - \$245,000	-	-	-	-	-	-	-	-	-	
3 \$245,000 - \$270,000	2	225,101	-	-	27,490	-	3,825	-	256,417	
4 \$270,000 - \$295,000	2	235,922	-	-	39,384	-	6,864	-	282,171	
5 \$295,000 - \$320,000	-	-	-	-	-	-	-	-	-	
6 \$320,000 - \$345,000	-	-	-	-	-	-	-	-	-	
7 \$345,000 - \$370,000	1	288,545	-	-	58,847	-	14,315	-	361,707	
8 \$370,000 - \$395,000	-	-	-	-	-	-	-	-	-	
Total	8	814,212	-	-	132,693	-	27,992	-	974,896	

Appendix C: IRX Grant Funding Addressing Closing the Gap Priorities (2024–2025)

Geographic Location (State/Region)	Recipient (Org/Individual)	Project Title & Abstract	Alignment with Closing the Gap Target
NAT (national; multiple states): QLD/SA/VIC/WA/NSW)	University of Technology Sydney (Jumbunna Institute) on behalf of Gugu Badhun, Gunditjmarra, Ngarrindjeri, Nyungar, Wiradjuri partners	Indigenous Governing Authorities — Creating Jurisdictional Space for the Implementation of Indigenous Law – From time immemorial, First Nations have worked to fulfil their obligations to Country and achieve their communities’ aspirations. Australian law does not provide governance structures that allow First Nations to fulfil obligations under their lore/law. This project explores whether new collaborative governance models can address this concern.	Supports Target 15 (cultural, spiritual, and legal relationship with Country) and Target 17 (participation in decision-making).
NAT	Centre for Inclusive Design	Breaking the silence – Deaf and hard-of-hearing Aboriginal people face communication barriers that hinder access to essential services. This project codesigns an AI-powered mobile app with Aboriginal communities to provide culturally safe communication support.	Aligns with Target 17 (access to services and informed decision-making).
NAT	University of New South Wales	Embedding Aboriginal and Torres Strait Islander Lived Experience voices in mental health and suicide prevention – Examines Indigenous peer-led suicide prevention programmes and healing stories to identify protective factors.	Supports Target 14 (reduce Indigenous suicide) through culturally safe, Indigenous-led strategies.
NAT (First Nations communities in Australia)	University of Melbourne	The Score – Theatre-based, participatory health education programme tackling sexual health stigma in Indigenous communities; centres community ownership of stories and education.	Contributes to Target 1 (life expectancy) via culturally safe sexual health education.
NAT (Australia-wide)	Ebony ATSI Institute Ltd	Truth, Justice and Healing Project – Engages Aboriginal and Torres Strait Islander communities to define approaches to truth-telling and healing, ensuring readiness for national justice processes.	Advances Target 17 (participation in decision-making) and Target 14 (healing and wellbeing).

Geographic Location (State/Region)	Recipient (Org/Individual)	Project Title & Abstract	Alignment with Closing the Gap Target
NAT/SA	Aboriginal Health Council of South Australia Ltd	Taking the next steps – Strengthening the research sector to align with Aboriginal priorities, providing a roadmap for reform.	Contributes to Target 1 (life expectancy) and Target 14 (wellbeing).
NAT/QLD (Yarrabah, Far North QLD)	ANU (with Yarrabah Leadership Forum & Mayi Kuwayu Study)	Yarrabah Counts – Builds community statistical capacity, defines indicators, and establishes monitoring frameworks for self-determined development.	Supports Target 17 (self-determination and local decision-making).
ACT	ANU	Repatriation, healing and wellbeing: understanding success for repatriation policy and practice – Co-designs and trials protocols for repatriation with Ngarrindjeri Nation and NMA; informs national repatriation practice.	Aligns with Target 14 (wellbeing) and Target 16 (cultural heritage and identity).
NSW (Yuin Nation, South Coast)	Mogo Local Aboriginal Land Council	Environmental Stewardship Resurgence in Walbanga Land and Sea Country – Develops toolkit for rangers to influence environmental management and support resurgence through stewardship.	Advances Target 15 (relationship with land and waters).
NSW (Western regions)	Taragara Aboriginal Corporation	Mura Maarni: Chasing Mob through the Archives – Repatriates cultural knowledge held in archives to communities using digital and live-stream technologies.	Supports Target 16 (strong and flourishing cultures).
NSW	University of Technology Sydney (Jumbunna) on behalf of AbSec (NSW Child, Family & Community Peak)	Setting the foundations for Aboriginal community-led child protection research – Strengthens ACCO leadership and research capacity to reform child protection systems.	Aligns with Target 12 (reduce over-representation in out-of-home care) and Target 17 (community decision-making).
NSW (Illawarra region)	Illawarra Local Aboriginal Land Council	Mt Keira Aboriginal Cultural Tourism and Cultural Connection Project – Documents oral histories and cultural significance of Mt Keira, reclaiming it as a site of learning and heritage.	Supports Target 15 (cultural connection to Country).
NT (East Arnhem Land)	Yolŋu Nations Assembly Aboriginal Corporation	The Yolŋu Rom Djagamirr Mala Project – Maintains and shares Yolŋu <i>Madayin</i> law and Njŋarra Rom, ensuring cultural continuity.	Supports Target 16 (cultural knowledge and law).
NT (Arnhem Land)	Charles Darwin University	Dharranjanamirr dhukarr gunggayunaraw... – Co-designs pathways so Yolŋu children succeed in Yolŋu and Western education systems.	Supports Target 4 (early childhood development) and Target 5 (educational attainment).

Geographic Location (State/Region)	Recipient (Org/Individual)	Project Title & Abstract	Alignment with Closing the Gap Target
NT (Alice Springs Town Camps)	Tangentyere Council Aboriginal Corporation	Local Decision-Making: Priority Setting in Alice Springs Town Camps – Community-led strategies developed through workshops and partnerships with NT Government.	Supports Target 17 (local decision-making and self-determination).
NT (remote communities)	Children's Ground Ltd	By us, for us – Understanding & measuring cultural learning & wellbeing – Develops First Nations-led frameworks for evaluating youth and early childhood programmes.	Supports Target 4 (early development) and Target 5 (learning potential).
NT (Elcho Island, Galiwin'ku)	University of Canberra (with Yalu Marrgithinyaraw, Menzies, Swinburne, ASIC)	Waka Ngurrkanhayngu: Regenerating the existence of life – Revives Yolŋu law and governance to reduce natural and social disaster risks.	Supports Target 14 (wellbeing) and Target 15 (cultural resilience and land connection).
QLD (Central QLD)	Central Queensland Indigenous Development	Indigenous services leading the way for children in out-of-home care – Provides evidence for cultural intervention programmes to keep children connected to culture.	Aligns with Target 12 (reduce over-representation in out-of-home care).
QLD (Wakka Wakka Country, Cherbourg)	University of Queensland	Binung Ma Na Du: Cultural stories and living histories on Wakka Wakka Country – Develops curriculum resources for Wakka Wakka language and histories in partnership with Elders.	Supports Target 16 (language strength) and Target 5 (learning potential).
QLD (Wet Tropics, Far North QLD)	Wabubadda Aboriginal Corporation RNTBC	Reinstating Jirrbal cultural landscapes – Trains Jirrbal field officers in surveys and co-management practices using new and old data.	Supports Target 15 (Indigenous-led land and water management).
QLD	Institute for Collaborative Race Research	Still Here: Sovereignty & the QLD ACCO Sector – Explores how Aboriginal communities have exercised control via ACCOs; honours their political significance.	Supports Target 17 (community-controlled service delivery and leadership).
SA (statewide/national)	Aboriginal Health Council of South Australia Ltd	Taking the next steps – Provides a roadmap for a health research sector aligned with Aboriginal priorities.	Supports Target 1 (life expectancy) and Target 14 (wellbeing).
SA	SAHMRI	Insights into wellbeing of older Aboriginal people in aged care – Identifies culturally safe responses to trauma, grief, and social/emotional wellbeing in aged care.	Supports Target 14 (social and emotional wellbeing).

Geographic Location (State/Region)	Recipient (Org/Individual)	Project Title & Abstract	Alignment with Closing the Gap Target
TAS (statewide)	Federation University → Swinburne University	'Reset the Relationship': modelling a Voice to Parliament in Tasmania – Co-designs a model for a Tasmanian Indigenous Voice to Parliament.	Supports Target 17 (participation in decision-making).
VIC (Wyndham Vale, Melbourne)	Victoria University (Moondani Balluk Indigenous Academic Unit)	Blak Women's Healing – Community-led project addressing over-representation of Aboriginal families in child protection through culturally informed healing.	Supports Target 12 (reduce over-representation in out-of-home care).
VIC (Eastern Maar Country, SW Victoria)	University of Melbourne (with Eastern Maar Aboriginal Corporation)	Murnong on Maar Country – Revives traditional food practices (murnong) and Dreaming stories across Eastern Maar territories, documenting cultural land management.	Supports Target 15 (access to and management of land and waters).
WA (Kimberley region)	Kimberley Aboriginal Law and Culture Centre (KALACC)	Following the Trade Routes – Gathers Elders to revitalise knowledge of traditional songlines and trade routes, reinvigorating governance systems.	Supports Target 16 (cultural knowledge and governance).
WA (remote communities)	ABC Foundation Ltd	AWRAE: Aboriginal Women's Research Assistant & Evaluation Training – Provides training and mentoring for Aboriginal women in data collection and evaluation, creating on-Country jobs.	Supports Target 8 (economic participation).
WA (Fremantle, Noongar Boodjar)	Noongar Boodjar Language Cultural Aboriginal Corporation (with KARDA, Notre Dame, Curtin, Brave & Curious)	Mapping Boodjar: Walyalup Fremantle cross-cultural mapping – Produces Noongar-led cultural mapping to influence planning systems and education.	Supports Target 15 (relationship with Country) and Target 17 (inclusion in decision-making).
WA (Warmun, East Kimberley)	Warmun Art Centre	Resilience through art as education – Documents Gija Elders' histories and activates Warmun Art Centre collections for contemporary community use.	Supports Target 16 (cultural continuity and wellbeing).
WA (Wadandi Boodja, Margaret River)	Undalup Association	Cultural Knowledge + Western Science for Wadandi Boodja – Re-embeds Songlines as conservation corridors in fragmented landscapes.	Supports Target 15 (cultural connection and ecological health).
WA	Juluwarlu Group Aboriginal Corporation	Gulumarri Ngaja: All come together – Collective cultural strengthening project to sustain language, identity, and community cohesion.	Supports Target 16 (cultural continuity and flourishing).

PART 7

Aids to access

Compliance index	134
Abbreviations and acronyms	137
Index.....	139

Compliance index

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17BE	Contents of annual report			
17BE(a)	Portfolio and responsible Minister	Details of the legislation establishing the body	Mandatory	
17BE(b)(i)	Vision, mission and purpose	A summary of the objects and functions of the entity as set out in legislation	Mandatory	
17BE(b)(ii)	Vision, mission and purpose	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory	
17BE(c)	Overview	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory	
17BE(d)	N/A	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory	
17BE(e)	N/A	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory	
17BE(f)	N/A	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory	
17BE(g)	Performance pages	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory	
17BE(h), 17BE(i)	N/A	A statement of significant issues reported to the 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	
17BE(j)	The Council	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory	
17BE(k)	Organisational structure	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory	
17BE(ka)	Managing our people	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	
17BE(l)	Inside cover	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory	
17BE(m)	Governance pages	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory	

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17BE(n), 17BE(o)	N/A	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory	
17BE(p)	N/A	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory	
17BE(q)	N/A	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory	
17BE(r)	N/A	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory	
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory	
17BE(t)	N/A	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory	
17BE(taa)	Appendix A. Governance	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory	

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17BE(ta)	Appendix B. Key management personnel	Information about executive remuneration	Mandatory	
17BF		Disclosure requirements for government business enterprises		
17BF(1) (a) (i)	N/A	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory	
17BF(1) (a) (ii)	N/A	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory	
17BF(1) (b)	N/A	Information on dividends paid or recommended	If applicable, mandatory	
17BF(1) (c)	N/A	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations	If applicable, mandatory	
17BF(2)	N/A	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory	

Abbreviations and acronyms

Acronym	Definition
ACAL	AIATSIS Centre for Australian Languages
AASB	Australian Accounting Standards Board
ACCPs	Aboriginal Community Controlled Organisations
ACT	Australian Capital Territory
AIAS	Australian Institute of Aboriginal Studies
AIATSIS	Australian Institute of Aboriginal and Torres Strait Studies
AICCM	Australian Institute of Conservations of Cultural Material Standard
AITSL	Australian Institute for Teaching and School Leadership
ALC	Anindilyakwa Land Council
AM	Member of the Order of Australia
ANAO	Australian National Audit Office
ANU	Australian National University
AO	Officer of the Order of Australia
APS	Australian Public Service
ASIC	Australian Securities and Investments Commission
ASP	Aboriginal Studies Press
BA	Bachelor of Arts
BTheol.	Bachelor of Theology
CAANZ	Chartered Accountants Australia and New Zealand
CAFH	Collections, Access and Family History Group, AIATSIS
CEO	Chief Executive Officer
COALAR	Council on Australia Latin America Relations (Department of Foreign Affairs and Trade)
CORE	Core Cultural Learning Program / CORE Cultural Competency Program
COVID	Coronavirus
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSS	Commonwealth Superannuation Scheme
CTG	Closing the Gap
Cth	Commonwealth
DCEO	Deputy Chief Executive Officer
FBT	Fringe Benefits Tax
GAICD	Graduate of the Australian Institute of Company Directors
GLAM	Galleries, libraries, archives and museums
GST	Goods and services tax
Hons	Honours
Hons. Doc	Honorary Doctorate
HR	Human Resources

IAM	Indigenous Art Market
ICG	Indigenous Country and Governance Group, AIATSIS
ICT	Information and Communication Technology
INPI	Instituto Nacional de Pueblos Indigenas (National Institute of Indigenous People Mexico)
IRX	Indigenous Research Exchange
JRPP	Jurisdictional renewable power percentage
KALACC	Kimberley Aboriginal Law and Culture Centre
MAICD	Member of the Australian Institute of Company Directors
MOU	Memorandum of Understanding
MP	Member of Parliament
N/A	Not applicable
NAIDOC	National Aboriginal and Islanders Day Observance Committee
NIAA	National Indigenous Australians Agency
NILS	National Indigenous Languages Survey
NSW	New South Wales
NT	Northern Territory
NTO	Native Title Organisation
OAM	Medal of the Order of Australia
PBC	Prescribed Bodies Corporate
PGPA	Public Governance, Performance and Accountability Act 2013 (Cth)
PhD	Doctor of Philosophy
PSS	Public Sector Superannuation Scheme
PSSap	Public Sector Superannuation Scheme accumulation plan
Pty Ltd	Proprietary Limited
QLD	Queensland
RAAF	Royal Australian Air Force
RoCH	Return of Cultural Heritage Group, AIATSIS
ROM	Ritual of diplomacy
ROU	Right of use
RPP	Renewable power percentage
SA	South Australia
SSICH	Situation and Status of Indigenous Cultures
TAS	Tasmania
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNSW	University of New South Wales
VIC	Victoria
WA	Western Australia

Index

- abbreviations and acronyms 137–8
- Aboriginal Languages Western Australia 70
- Aboriginal Studies Press 41
- Aboriginal and Torres Strait Islander languages 84
- Accountable Authority 120–1
- administrative tribunals 85
- advertising and market research 86
- advice
 - on Indigenous culture and heritage 68, 79
 - to the Commonwealth 68, 79
- 'After 200 Years', Expo 2025 Osaka, Japan 31–2, 76
- AIATSIS 60th anniversary 16, 48
 - Exhibition 28–9, 76
- AIATSIS
 - CEO see Chief Executive Officer
 - committees 82–5, 123–5
 - Corporate Plan 2023–27* 14, 85
 - functions 8
 - governance 82–6, 120–5
 - objective 108
 - organisation chart 10, 11
 - Senior Executive Board 123
 - strategic framework 14
 - Strategic Plan 2024–29* 10, 14
 - vision, mission and purpose 8
- AIATSIS Central Australia, Mparntwe (Alice Springs) 2, 4
 - official opening 2
 - schools program 2, 27–8
 - 'To Know, To Respect, To Care' exhibition 2, 27
- AIATSIS Centre for Australian Languages (ACAL) 84
- AIATSIS Code of Ethics 44, 78, 83
- AIATSIS Collection Access and Use Policy 54
- AIATSIS Council 3, 4–5, 11, 83, 85, 86, 120
 - Chairperson see Chairperson
 - entities advising 11, 82–3
 - meeting in Mparntwe/Alice Springs facility 4
 - members and meetings attended 4, 6–7, 120–1
- AIATSIS Education Strategy 83
- AIATSIS Enterprise Agreement 2024–2027 90, 91
- AIATSIS Foundation Board 82, 83
 - members 123
- AIATSIS logo i, 29
 - curriculum resource 25, 26
- AIATSIS Membership Network 47
- AIATSIS Risk Management Framework 85
- AIATSIS Summit 2024 60
- AIATSIS Summit 2025 in Garamilla (Darwin) 3, 4, 91–2
 - exhibition 33, 76
 - gala dinner and awards 38–40
 - keynote speakers 4, 36
 - saltwater blessing ceremony 36, 37, 67
 - weaving global Indigenous stories 66–7
- AIATSIS Summit Awards 37–9
- Alan, Blake 53
- Allen, Elphine 55
- Amagula, Eric 50
- Ambrym, Diane 30
- Anderson, Patricia 4, 36
- Andrews, Britten Syd 50, 56
- Angurugu Art Centre 50
- Anindilyakwa Community Access visit May 2025 50–2
- Anindilyakwa Land Council (ALC) 50
 - Media and Language Centre 50, 52
 - MOYLE_A001 moving image collection 55–7
- Anindilyakwa, return of cultural heritage material 50
 - community viewings at Angurugu and Umbarkumba 50, 51–2
 - moving image files, audio recordings, photographs and photo books 50, 52
 - MOYLE_A001 moving image collection 55–7
- Anindilyakwa women artists 33
- 'Ankkinyi Apparr, Ankkinyi Mangurr' collection 30
- Annual Performance Statement 71
 - framework of planning, reporting and inputs 72
 - performance ratings for 72–80
- APS Values and Code of Conduct 10, 85
- art acquisitions 16–18
- Ashby, Anthony 122
- Audit and Risk Committee 82, 122
 - members and meetings attended 122

Auditor-General 85
 AustLang codes 58
Australian Aboriginal Studies (journal) 43
 Australian Broadcasting Corporation 53
 Australian Event Awards 60
 Australian Indigenous Governance Institute 54
Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989 8, 72
Australian Institute of Aboriginal and Torres Strait Islander Studies Amendment Act 2016 72
 Australian Institute for Teaching and School Leadership's (AITSL) Professional Teacher Standards 26
 Australian Museum 53
 Australian National Audit Office 86
 Independent Auditor's Report 94–5

Bagu, *Girringun Art Centre artists* 16
 Barlow, Jude 49, 89, 123, 126
 Barrabarra, Sambo 33
 Beijing, Jimmy Pike exhibition 76
 Bennett, Katrina 123
 Borsi, Travis 4, 36
 Bourke, Chris 124
 Bracknell, Clint 89, 120, 126
 Bryant, Harriette 16
 Buckskin, Peter 49
 budgetary reporting 102
 Buergelt, Petra 53
 Build and preserve a national collection (key activity 1) 16–24
 performance measures 72, 73–5
 Bunji Enterprises 38
 Burney, the Hon Linda 2, 10

Cadena, Octavio Murillo Álvarez de la 66, 67
 Cahir, David 89, 120, 126
 Calma, Tom 4, 36
 carer recognition 91
 Cash Flow Statement 101, 102
 Central Australia office *see* AIATSIS Central Australia, Mparntwe (Alice Springs)
 Central Australian Aboriginal Media Association

 collection 2
 CEO *see* Chief Executive Officer
 CEO Award for Excellence 90
The Chair (Wallabindi) 18
 Chairperson, AIATSIS Council ii, 71, 84, 96
 statement 4–5
 see also Hampton, Karl
 Chief Executive Officer 11, 96, 124
 entities advising and supporting the CEO 11, 82, 83–5
 message 2–3
 see also Hill, Leonard
 Chief Financial Officer 96
 citations of AIATSIS works 78
 Clarke, Maree 42
 Closing the Gap priorities (2024–2025), IRX Grant Funding (2024–2025) addressing 45–6, 128–31
 code of conduct 85
 Code of Ethics, AIATSIS 78, 83
 see also Research Ethics Committee
 collaborations and partnerships 3, 8, 47–59
 international 66
 Collard, Leonard (Len) 5, 6, 89, 120, 123, 126
 Collection Access Program 58
 Collection Management Program 58
 Collection Services Group 10, 11
 collections
 accepted offers of material 19–22
 accessibility 23
 art acquisitions 16–18
 cultural gifts 23
 digitisation 2, 4, 23, 53, 58, 64, 74
 disaster management and scenario training 24
 growth 16, 73
 maintenance and preservation 59, 75, 102
 notable donations 19–22, 58–9
 photographic Collection Online 3, 34–5, 76
 returned to Anindilyakwa Land Council 55–7
 Collections Services Group 11
 committees
 advising the AIATSIS Council 11, 82–3
 governance and advice 82
 Membership Standing Committee 123
 supporting the CEO 83–5, 123–5

- Common Ground First Nations 38, 39
- Commonwealth Electoral Act 1918* 86
- Commonwealth Fraud Control Framework 85
- Commonwealth Integrity Survey 90
- Commonwealth Inter-Agency Committee on Native Title 47–8
- Commonwealth Ombudsman 86
- community engagements/interactions 50–4
- compliance with financial law 86
- compliance index 134–6
- Cook, Timothy 33
- Cooke, Sharon 39
- Core: Culturally responsive teaching (e-learning course) 3, 26–7
- Corporate Plan 2023–27* 14, 85
- COVID-19 pandemic 72
- Cox, Andrew 122
- Croft, Brenda L. 5, 7, 89, 120, 123, 126
- cultural exchanges in Central Australia 66
- cultural gifts 23
- cultural heritage, return of see Return of Cultural Heritage (RoCH)
- curriculum resources 25
- Curry, Grace 53

- Dadikwakwa-kwa (shell dolls) 33
- dance/music moving image collection (MOYLE_ A001 material), returned to Anindilyakwa Land Council 55–7
- Daneil-Marsh, Dylan 123
- Darroch, Lee 29
- Darwin Aboriginal Art Fair Foundation 40
- Dasgupta, Kamalika 96
- Day, Mitch 123
- de Cos, stella 123
- Demay, Almandina Cárdenas 36, 66
- Department of Employment and Workplace Relations, Office for Youth 54
- Department of the Prime Minister and Cabinet portfolio 10
- Deshong, Michelle 89, 120, 123, 126
- dhulu (carved tree), returned to Gamilaraay from Switzerland 61–2

- Dickerson, Monica Wallabindi 17, 18
- digital preservation 59, 102
- digitisation projects 2, 4, 23, 53, 58, 64, 74
- Dillon, Rodney 5, 6, 89, 121, 123, 126
- domestic exhibitions and displays 28–30, 33, 76
- donations to the collection 19–22
- Dowling, Mandy 124

- education
 - AIATSIS Central Australia schools program 2, 27–8
 - Core e-learning suite 3, 26–7
 - and cultural learning 25, 26
 - curriculum resources 25, 26–7
 - engagement with 78
- Education Advisory Committee 2, 82, 83, 124
- Eibl-Eibesfeldt, Bernolf 64
- Eibl-Eibesfeldt, Irenäus 64
- electricity greenhouse gas emissions 92
- Employee Assistance Program 91
- Employee Reward and Recognition Program 90
- employees 10, 87
 - enterprise agreement 90, 91
 - programs and initiatives 90
 - statistics 87–9
 - work health and safety 90
 - see also key management personnel
- engagement
 - with AIATSIS collection 76
 - with communities 50–9
 - with education 2, 3, 25–8, 78
 - with stakeholders 70
 - through access to Core Cultural Learning 3, 26–7
 - with Traditional Owners 2
- enterprise agreement 90, 91
- ethics 44
- executive overview 2–5
- exhibitions and displays
 - domestic 27, 28–30, 33, 76
 - international 76
- external scrutiny 86

- Fernandez, Erika 41
- financial resource management 86
- financial statements 93–101
notes to 102–18
- First Nations Youth Advisory Group 54
- Fish* (Oodgeroo Noonuccal (Kath Walker)) 20
- formal stakeholder agreements 79
- Foundation Board *see* AIATSIS Foundation Board
- Fraud Control Framework 85
- fraud management 85
- functions (of AIATSIS) 8
- Galiwin'ku Community Access Visit 53–4
- Galiwin'ku Elders 53
- Gamilaraay dhulu (carved tree) returns from the Museum Der Kulturen Switzerland 61–3
- Gandjupala, George 29
- Garawirr tjä, Bayon James 53
- Garrawurra, Gundjarranby Rosemary 53, 54
- Garret, Heath 63
- Geia, Jayde 5, 6, 36, 39, 89, 121, 122, 126
- Germany, Senckenberg Research Institute and Natural History Museum, Frankfurt, returns Warlpiri cultural heritage 64–5
- Gibbs, John 123
- Girringun Art Centre artists 16
- Gondarra, James Dhäwnypuma 53, 54
- governance 82–6, 120–5
- grants 44, 45–6, 128–30
- greenhouse gas emissions inventory 92
- Griffiths, Greg Bulingha 61, 62
- Griffiths, Wayne, Jnr 61, 62
- Guatemalan Indigenous people, collective rights 66
- Hampton, Jamie 38
- Hampton, Karl ii, 4–5, 6, 71, 89, 96, 121, 126
see also Chairperson
- Hargraves, Ned Jampitjinpa 64, 65
- Harvey Aboriginal Corporation 38, 39
- Hill, Leonard 2–3, 36, 39, 67, 89, 90, 96, 123, 124, 125, 126
see also Chief Executive Officer
- history of AIATSIS 12–13
- Hope, Letitia 48
- HR Policy Review Project 90
- Hughes, Caroline 123
- IAITSIS International Women's Day poster competition 41
- Independent Auditor's Report 94–5
- Indigenous Art Market (IAM) 2023 60
- Indigenous Art Market (IAM) 2024 40
- Indigenous Country and Governance Unit 47–8, 85
- Indigenous deaf and sign language stakeholders 70
- Indigenous Research Exchange Advisory Board 82, 84
- Indigenous Research Exchange (IRX) 44, 84
IRX Grant Funding addressing Closing the Gap Priorities (2024–2025) 45–6, 128–31
- influenza vaccination 91
- international delegations to Australia 66–7
- international exhibitions 31–2, 76
- international partnerships 66
- IRX Grant Funding Addressing Closing the Gap Priorities (2024–2025) 128–31
alignment with Closing the Gap Target 69, 128–31
research completed, priorities and targets 45–6
- Johnston, Iain G. 63
- Jon Rhodes collection 22
- judicial decisions 85
- key activities
- 1: Build and preserve a national collection 16–24, 72, 73–5
 - 2: Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage 25–43
 - 3: Leaders in the provision of advice on Indigenous ethics, collections and research 44–6, 72, 78
 - 4: Lead and promote collaborations and partnerships in support of AIATSIS functions 47–67, 72, 78–9

- 5: Leaders in the provision of advice to the Commonwealth on the situation and status of Aboriginal and Torres Strait Islander culture and heritage (key activity 5) 68–70, 72, 79
- key management personnel 89
 - remuneration 09, 116, 126
- Khalu-Reindl, Philip 53
- Kickett, Jay 53
- Kiss, Katie 4, 36
- Kokobera-Kunjen shield i, 25, 26, 27, 29
- Kurnoth, David 36
- Lalara, Danjibana Noeleen 50, 51, 52
- Lalara, Gula 57
- Lalara, Judy 51
- Lalara, Maicie 50
- languages, Aboriginal and Torres Strait Islander 84
- Languages Advisory Committee (LAC) 2, 82, 84, 124
- Languages Policy Partnership 69
- Larrakia Nation Aboriginal Corporation 3, 4, 36
- Lead and promote collaborations and partnerships in support of AIATSIS functions (key activity 4) 47–67
 - performance measures 72, 78–9
- Leaders in the provision of advice on Indigenous ethics, collections and research (key activity 3) 44–6
 - performance measures 72, 78
- Leaders in the provision of advice to the Commonwealth on the situation and status of Aboriginal and Torres Strait Islander culture and heritage (key activity 5) 68–70
 - performance measures 72, 79
- Lee, Jason 36, 37
- Lee, Trent 36
- Leonard (Len) Victor Waters collection 21
- letter of transmittal ii
- Lux, Laura Jazmin Cotí 36, 66, 67
- Lyons, Jason 123
- Mabo, Eddie Koiki 4, 36
- Mabo, Kaleb 4, 36
- Mabo Lecture by Kevin Smith 4, 36
- McCarthy, Senator the Hon Malarndirri ii, 3, 4, 10
- Major Events and Public Programs Group 11
- Malcolm, William John i, 25, 29
- Mamarika, Amethea 50
- Manchester Museum (UK) 50
- Maraga
 - 60 years of Celebrating Indigenous Australian Culture: Commemorating the ROM Ceremony Exhibition 28, 29, 76
 - 60th Anniversary Exhibition 29, 76
 - Indigenous Art Market 2024 40
 - tours at 76
 - Warumungu Winkarra – Old and New Ways* exhibition 30, 76
- Marcussen, Lisa 53
- market research 86
- Martin, Brian 61, 62, 63
- Matriarch, a seat at the table, and the table* (Wallabindi) 17
- Meara, Tamarind 123
- Membership Standing Committee 82, 123
- Memorandum of Understanding 64
- Mexico
 - Indigenous cultural heritage 66
 - protecting Indigenous languages 67
- Mick, Josephine 18
- Minister for Indigenous Australians 2, 3, 4, 10, 11
- mission 8
- Mohamed, Justin 67
- Morais, Megan 42
- Moreton-Robinson, Aileen 5, 7, 89, 121, 126
- MOYLE*A001 moving image collection, return to Anindilyakwa Land Council 55–7
- Moyle, Alice 55
- Mparntwe (Alice Springs) office see AIATSIS Central Australia, Mparntwe (Alice Springs)
- Mundrugmundrug, Johnny 28
- Munyarryn, Yangarriny David 53

- National Aboriginal and Torres Strait Islander Education Corporation 49
- National Agreement on Closing the Gap 46
- National Family History Month 54
- National Indigenous Australians Agency 11
- National Indigenous Knowledge and Cultural Centre 2
- National Indigenous Languages Survey (NILS4) 69–70
- new spoken languages 69
 - new and traditional sign languages 69
 - stakeholders at various sessions 70
- National Native Title Council 54
- National Resting Place (for Indigenous ancestral remains (Ancestors)) 2
- National Statement on Ethical Conduct in Human Research 44, 83
- Native Title Agencies Directory 47
- Native Title Newsletter* 68
- Native Title Organisations Legal Workshop 47
- Native Title Organisations Researcher Workshop 47
- Native Title Research Advisory Committee 82, 85, 125
- Native Title Strategic Issues Forum 47–8
- Nelson, Charles 63
- Net Zero reporting 92
- Ngardi to English Dictionary* 42–3
- ngargee – coming together to celebrate: Southeast Australian Aboriginal Art* (Clarke) 42
- Ngirramanujwal: The Art and Country of Jimmy Pike* (exhibition), Beijing 76
- Ngurra: the National Aboriginal and Torres Strait Islander Cultural Precinct (Acton Peninsula, Canberra) 2, 84
- National Indigenous Knowledge and Cultural Centre 2
 - Natural Resting Place 2
- Ngurra Project Taskforce 10, 11
- Ngurra Senior Steering Committee 82
- members 123–4
- Nicholson, Mandy 16
- Nona, George 4, 36
- notifiable incidents (WHS) 91
- Office of the Australian Information Commissioner 85
- Office for Youth Advisory Group 54
- Old lady, Milpuddie's story, the lid is flying off, Group 2* (Bryant) 16
- Oodgeroo Noonuccal (Kath Walker) collection 19–20
- organisation chart 10, 11
- Osaka, Expo 2025, 'After 200 Years' 31–2, 76
- 'Our Path to Equality' (poster) (Fernandez) 41
- overview 10–14
- Pallottines/Tardun School (WA) collection 58–9
- parliamentary committees 86
- partnerships see collaborations and partnerships
- Partnerships and Engagement Group 10, 11
- people management see employees
- performance 15–70
- annual performance statement 71–81
- Perkins family photographic collection 23
- Perkins, Rachel 36
- photographic Collections Online 3, 34–5, 76
- Pike, Jimmy 76
- policy, business and operational environment 85
- Ponto, Claude i, 25, 29, 30
- portfolio 10
- Portfolio Budget Statements 2024–25 14, 86
- possum skin cloak 29
- Prescribed Body Corporate (PCB) website 47
- Promote and strengthen knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage (key activity 2) 25–43
- performance measures 72, 75–7
- public events 40–1
- see also AIATSIS Summit 2025 in Garamilla (Darwin)
- Public Governance, Performance and Accountability Act 2013* ii, 71, 82, 96
- Public Governance, Performance and Accountability Rule 2015 ii, 82, 85, 86, 120
- Public Sector Gender Equality census 90
- Public Service Act 1999* 8

- Publishing Advisory Committee 82, 84
 - members 125
- publishing and publication program 41–3, 78
- purpose (of AIATSIS) 8

- remuneration
 - key management personnel 90, 116, 126
 - senior executives 127
- Research and Education Group 10, 11
- Research Ethics Committee 44, 82, 83
 - membership 124–5
 - see also ethics
- responsible Minister 10
- Return of Cultural Heritage (RoCH) 3
- Anindilyakwa material returns from Manchester Museum 50
 - Gamilaraay dhulu (carved tree) returns from the Museum Der Kulturen Switzerland 61–3
 - Warlpiri return from Germany 64–5
- Return of Material to Indigenous Communities program 50, 55–7
- Rhodes, Jon 22
- Riley, Lynette 5, 7, 89, 121, 122, 126
- risk management 85
- ROM ('ritual of diplomacy') exhibition 28, 29, 75
- Russell Taylor Oration 2024 48

- Sands, Anton 30
- Senckenberg Research Institute and Natural History Museum, Frankfurt 64–5
- Senior Executive Board 82, 83, 85
 - members 123
- senior executives, remuneration 127
- Senior Steering Committee – Ngurra 84
- SES Performance Leadership Framework 90
- Shepherd, Trent 124
- shields 25, 26, 27, 29, 30
- Six Layers of Country* (Nicholson) 16
- 60 years of Celebrating Indigenous Australian Culture: Commemorating the ROM Ceremony Exhibition 28, 76
- Smith, Kevin 4, 36
- Smith, Natasha 65

- Snider-Ashtari, Christina 36, 66, 67
- staff see employees
- stakeholders
 - engagement with 70
 - formal agreements 79
- Statement by the Accountable Authority 96
- Statement of Changes in Equity 100
- Statement of Comprehensive Income 98, 102
- Statement of Financial Position 99, 102
- Strategic Commissioning Framework 86
- strategic framework 14
- Strategic Operations Group/Chief Operating Officer 10, 11
- Strategic Plan 2024–29* 10, 14
- Switzerland, Museum der Kulturen
 - gifted a replacement dhulu 61, 62
 - return of Gamilaraay dhulu (carved tree) 61–3

- Tardun Mission School, WA (run by Pallottines) 58–9
- Taylor, Russell 48
- teaching and learning see education
- 'To Know, To Respect, To Care' exhibition, AIATSIS Central Australia 2, 27
- Traditional Owners, consultation with 2
- Turpin, Myfany 42, 89, 121, 123, 126

- Umbakumba Art Centre 50, 51
- understanding culture and heritage 77

- Valastro, Katena 39
- values 10
- vinegar syndrome audit 23
- vision 8
- Vitale, Brad 39
- Voirol, Béatrice 61, 63

Walker, Ashley 5, 6, 89, 121, 126
 Walker, William 40
 Wallabindi, Monica 17, 18
 Ward, Esme 36
 Warlpiri Project, return of cultural heritage from
 Senckenberg Research Institute and Natural
 History Museum Frankfurt 64–5
Warumungu Winkarra – Old and New Ways
 exhibition, Maraga 30, 76
 Waters, Carlyn 89, 90, 123, 126
 Waters, Leonard (Len) Victor 21
Wati Tjakura 16
 Wentworth Lectures 2025 49
 ‘Whichaway? Photographs from Kiwirrkura
 1974–1996’, Jon Rhodes collection 22
 Whighton, Tara 53
 Wilson, George i, 25, 29, 30
 Wilson, Regina Pilawuk 33
 Winters, Geoffrey 123
 work health and safety 90–1
Work Health and Safety 2011 91

Yamagigu Consulting 69
*Yawulyu: art and song in Warlpiri women's
 ceremony* (Morais and Turpin) 41–2
 Yettica-Paulson, Mark 5, 6, 89, 121, 123, 126
 Yindymarra principles 10, 85
Young Fella Devil Devil (Barrabarra) 33
 Youth Forum 2025 54
 Yumi Sabe 44



AIATSIS

Published by the

**Australian Institute of Aboriginal
and Torres Strait Islander Studies**

51 Lawson Crescent, ACTON ACT 2601
GPO Box 553, CANBERRA CITY ACT 2601

P +61 2 6246 1111

E executivecoordination@aiatsis.gov.au

aiatsis.gov.au

© AIATSIS