Chairperson’s Statement

The powerful and enduring vision of AIATSIS of a world in which Aboriginal and Torres Strait Islander peoples’ knowledge and cultures are recognised, respected, celebrated and valued remains clear and the AIATSIS Council reaffirm our commitment to our Strategic Plan 2018 - 2023. We also commit to deliver our mission through this Corporate Plan and provide more focussed attention to important elements of our priorities.

Our Corporate Plan turns our mission into action through maintaining and providing access to our collection, engaging people with targeted research, evidence based policy development and high quality advice and our publishing activities.

We will work closely with our Minister and Portfolio, Governments, Academia and Aboriginal and Torres Strait Islander peoples and organisations.

In presenting this Plan, I would like to acknowledge the unique position AIATSIS holds and the priceless collection we maintain for all Australians and we commit to utilising this collection to achieve our strategic priorities.

Statement of Preparation

As Chair of the Australian Institute of Aboriginal and Torres Strait Islander Studies [the accountable authority], I present our four year corporate plan as required under paragraph 35(1)(a) of the Public Governance, Performance and Accountability Act 2013 [Cth] (PGPA Act).

The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Jodie Sizer
Chairperson
30 August 2019
PERIOD OF COVERAGE

This corporate plan is prepared for the reporting period 2019-20 and covers the reporting periods 2019-20 to 2022-23.

It considers future trends and potential changes to our operating environment.
P U R P O S E

Vision

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

To tell the story of Aboriginal and Torres Strait Islander Australia;

To create opportunities for people to encounter, engage with and be transformed by that story;

To support and facilitate Aboriginal and Torres Strait Islander cultural resurgence; and

To shape our national narrative.
Functions

Our functions are set out in the enabling legislation, the Australian Institute of Aboriginal and Torres Strait Islander Studies 1989 Act (Cth).

These core functions are:

1. to develop, preserve and provide access to a national collection of Aboriginal and Torres Strait Islander culture and heritage;

2. to use that national collection to strengthen and promote knowledge and understanding of Aboriginal and Torres Strait Islander culture and heritage;

3. to provide leadership in the fields of:
   a. Aboriginal and Torres Strait Islander research; and
   b. ethics and protocols for research, and other activities relating to collections, related to Aboriginal and Torres Strait Islander peoples; and
   c. use (including use for research) of that national collection and other collections containing Aboriginal and Torres Strait Islander culture and heritage;

4. 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 the other functions of the Institute;

5. to provide advice to the Commonwealth on the situation and status of Aboriginal and Torres Strait Islander culture and heritage.

To achieve this purpose and deliver against our legislative functions the AIATSIS’ Strategic Plan 2018-2023 sets out five (5) strategic priorities which frame the performance information set out in this plan.
We have set five (5) strategic priorities to help us deliver against our purpose, to strive towards achieving our vision and to respond to the challenges of our current environment.

**OUR STRATEGIC PRIORITIES**

1. Build and preserve a national collection and make it accessible

2. Promote better understanding of Indigenous peoples, cultures and heritage

3. Lead and influence on Aboriginal and Torres Strait Islander research, ethics and protocols, and collections

4. Partner and collaborate with our communities, partners and governments

5. Advise on Aboriginal and Torres Strait Islander cultures and heritage
OUR STRATEGIC PRIORITIES

Build and preserve a national collection and make it accessible

Goals

> Ensuring that our collection is representative, relevant and diverse.
> Optimising appropriate accessibility.
> Maximising opportunities provided by digital innovation.

Key Actions

> Collection growth and research conducted to promote the value, significance and understanding of the collection.
> Upgrade and maintain capable digital infrastructure and appropriate physical storage for the expanding collection.
> Improved preservation, discoverability, accessibility and use of the collection through the development of an appropriately resourced, long range Digital Transformation Plan.
Promote better understanding of Indigenous peoples, cultures and heritage

Goals

> Being outward looking and engaged.
> Positioning AIATSIS as the national forum for dialogue on Aboriginal and Torres Strait Islander cultures.
> Delivering transformative experiences of Aboriginal and Torres Strait Islander cultures, histories and heritage.
> Delivering high quality exhibitions, products and publications.

Key Actions

> Production of online content, communication collateral and engage Indigenous peoples and communities to tell the story of Aboriginal and Torres Strait Islander Australia.
> A public program to strengthen community participation, and attract partners and sponsors.
> Draw on the collection and AIATSIS expertise to deliver resources for and services to Aboriginal and Torres Strait Islander individuals and organisations.
> Deliver a robust publishing program.
> Develop education, training and resources to foster cultural competency and learning.
> Identify opportunities that draw on the collection to produce exhibitions, products and publications that strengthen and share knowledge and understanding of Aboriginal and Torres Strait Islander peoples, histories and cultures.
OUR STRATEGIC PRIORITIES

Lead and influence on Aboriginal and Torres Strait Islander research, ethics and protocols, and collections

3

Goals

> Speaking authoritatively through evidence based research and culturally based representative networks.
> Articulating national priorities for Aboriginal and Torres Strait Islander research.
> Positioning AIATSIS as the arbiter of standards in relation to research ethics, Indigenous research, and management of Indigenous Collections.
> Fostering innovation in ethical, impactful research and collection practice.

Key Actions

> Increase take up, training, resources, external clearances, best practice advice and forums to support the Guidelines for Ethical Research and the Publishing Guidelines.
> Advise government on Indigenous research priorities.
> Share and promote the results and impacts of AIATSIS research and collections programs.
> Continue to implement best practice and tools for assessing research impact and engagement.
> Provide leadership and guidance on culturally appropriate Indigenous collection management, preservation and access principles and practices.
OUR STRATEGIC PRIORITIES

Partner and collaborate with our communities, partners and governments

Goals
> Actively building diverse and enduring relationships domestically and internationally.
> Being responsive and professional, with culturally competent working practices.
> Building an active network of corporate partners.
> Engaging our network of members, friends, volunteers, visitors and affiliates.
> Helping to develop community capability in relevant areas.

Key Actions
> Increase engagement and collaboration with peer Indigenous, research and collections organisations especially through established Memoranda of Understanding and other mechanisms.
> Develop research collaborations across our partners and stakeholders.
> Network and collaborate with relevant partners and stakeholders in relation to Aboriginal and Torres Strait Islander cultures and heritage.
> Develop and implement a funding strategy to seek input from corporate, private and philanthropic sources.
> Engage membership in supporting and participating in strategic direction.
> Maintain and develop partnerships for working with Aboriginal and Torres Strait Islander communities to identify, conduct, deliver and communicate outcomes of projects and programs.
OUR STRATEGIC PRIORITIES

Advise on Aboriginal and Torres Strait Islander cultures and heritage

Goals

> Positioning AIATSIS as a trusted adviser.
> Building our policy capacity and capability to deliver world class expertise.
> Reporting regularly on the situation and status of Aboriginal and Torres Strait Islander culture and heritage.

Key Actions

> Develop a schedule of regular reporting to support transparency of advice.
> Proactively participate in national and international policy debate, expert mechanism and forums relevant to Aboriginal and Torres Strait Islander cultures and heritage.
> Develop a framework to report and advise on the situation and status of Indigenous cultures and heritage.
OUR ENVIRONMENT

AIATSIS operates in an environment influenced by changing social, economic and environmental contexts. The Council interprets the AIATSIS Act to provide strategy, priority setting and direction to the CEO.

Challenges faced include:

> Increasing knowledge of AIATSIS and relevance;
> Fiscally restrained environment impacting revenue streams;
> Increased demand for expert advice and support;
> Ongoing catastrophic risk to the preservation of and access to the AIATSIS Collection due to inadequate systems, digital and physical infrastructure, format deterioration, technological obsolescence, staffing and skill sets;
> Limited capacity to further develop the Collection;
> Ensuring best practice across collection management, preservation, digitisation and research activities.
AIATSIS is a relatively small entity with a large and important remit across a number of complex fields with different and competing requirements. Over the term of the 2019-2023 Corporate Plan AIATSIS will continue to strengthen and enhance our capability, in order to ensure ongoing sustainability and maintaining stakeholder confidence.

AIATSIS will continue to build on its reputation and standing within Indigenous communities through on-going respectful engagement that clearly demonstrates the value that AIATSIS places on Indigenous communities, their wellbeing and their resilience along with a focus of working closely with the Government of the day to support their aspirations in Indigenous Affairs.

AIATSIS will continue to partner with key organisations domestically and internationally to better position the organisation to meet key objectives and best practice across research and collection disciplines.

AIATSIS will continuously improve governance practice, particularly in the areas of financial performance, resource management and staff development. AIATSIS will work closely and collaboratively with the Department of the Prime Minister and Cabinet and the National Indigenous Australians Agency (NIAA), formerly Indigenous Affairs Group in the Department of the Prime Minister and Cabinet).

Over the period of this plan AIATSIS will further build our organisational capability by focusing on:

> Strengthening our Leadership.
> Enhanced governance arrangements.
> Collection Accessibility.
> Information sharing and collaboration.
> Increasing educational engagement.
> Enhanced public engagement capability.
> Indigenisation of our workforce and development including improved cultural competence.
> Enhancing our technical expertise and capability by developing a long range Digital Transformation Plan.
> Further integrate our ICT environment to support improved knowledge management and discoverability of our collection.
In addition to the broader challenges affecting our operating environment, AIATSIS identifies and manages risks at strategic and operational levels. We are focussed on enhancing our governance and risk management capacity through our Risk Management Policy and Framework along with encouraging staff to be comfortable with risk and weaving innovation into the core of AIATSIS.

Focused improvements in our capability managed through Council, the Audit and Assurance Committee and Internal Audit functions will strengthen areas where we are vulnerable and provide opportunities to focus attention with dedicated resources implementing review findings.
## PERFORMANCE CRITERIA

<table>
<thead>
<tr>
<th>Goals</th>
<th>Performance criteria</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Build and preserve a national collection and make it accessible.</td>
<td>&gt; Ensure that our collection is representative, relevant and diverse.</td>
<td>&gt; Percentage increase in collection growth from 2018-19 baseline.</td>
</tr>
<tr>
<td></td>
<td>&gt; Optimise appropriate accessibility.</td>
<td>&gt; Number of requests met and items provided by source and location: 1.5% increase in online collection discoverability and accessibility</td>
</tr>
<tr>
<td></td>
<td>&gt; Maximise opportunities provided by digital innovation.</td>
<td>&gt; Proportion of requests actioned within 60 days (service standard): 100%</td>
</tr>
<tr>
<td></td>
<td>&gt; Provide a national forum for dialogue on Aboriginal and Torres Strait Islander culture.</td>
<td>&gt; Proportion of collection digitised by format: Increase from 2018-19 baseline.</td>
</tr>
<tr>
<td></td>
<td>&gt; Deliver transformative experiences of Aboriginal and Torres Strait Islander cultures, histories and heritage.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Deliver high quality exhibitions, products and publications.</td>
<td></td>
</tr>
<tr>
<td>&gt; Promote better understanding of Indigenous peoples’ cultures and heritage.</td>
<td>&gt; Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Engagement with Education - Increased contribution to Australian curriculum and cultural learning</td>
<td>&gt; Number and type of activities with an education focus: Increase from 2018/19 baseline</td>
</tr>
<tr>
<td></td>
<td>&gt; Public events</td>
<td>&gt; Number and satisfaction of attendees at AIATSIS events: 5 Individual events</td>
</tr>
<tr>
<td></td>
<td>&gt; Aboriginal Studies Press (ASP) publications program</td>
<td>&gt; Indigenous Author Engagement Majority Indigenous authors.</td>
</tr>
<tr>
<td>&gt; Lead and influence on Aboriginal and Torres Strait Islander research, ethics, protocols and collections.</td>
<td>&gt; Lead through evidence based research and culturally based representative networks.</td>
<td>&gt; Number of Publications by type: Publish up to 8 publications annually across all types.</td>
</tr>
<tr>
<td></td>
<td>&gt; Articulate national priorities for Aboriginal and Torres Strait Islander research.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; AIATSIS is the arbiter of standards in relation to research ethics, Indigenous research and management of Indigenous collections.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Foster innovation in ethical, impactful research and collection practice.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Use and influence of Guidelines for Ethical Research in Australian Indigenous Studies (GERAIS)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; External use of Ethics clearances through Research Ethics Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Take up of AIATSIS Collection’ protocols and standards</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; AIATSIS Influence in Aboriginal and Torres Strait Islander research</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Number of times GERAIS utilised: 5000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Number of Ethics clearances annually: 20 Annually</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; AIATSIS Collections’ protocols and standards adopted: Increase from 2018/19 baseline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Requests for advice and input (number and type of requests): Increase from 2018/19 Baseline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Number and value of partnerships: Increase from 2018/19 Baseline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>&gt; Number of publications and presentations by staff by type: AIATSIS has 100 publications and presentations by staff.</td>
<td></td>
</tr>
</tbody>
</table>
### PERFORMANCE CRITERIA

<table>
<thead>
<tr>
<th>Goals</th>
<th>Performance criteria</th>
<th>Targets</th>
</tr>
</thead>
</table>
| Partner and collaborate with our communities, partners and governments. | > Actively building diverse and enduring relationships domestically and internationally.  
> Being responsive and professional, with culturally competent work practices.  
> Build an active network of corporate partners.  
> Engage our network of members, friends, volunteers, visitors and affiliates. | > Number and engagement of AIATSIS Members:  
- Increase by 10 new members per year  
- 3 Members’ events annually |
| Advise on Aboriginal and Torres Strait Islander culture and heritage. | > Deliver world class expertise on policy and provide trusted advice on Aboriginal and Torres Strait Islander culture and heritage.  
> Report regularly on the situation and status of Indigenous culture and heritage. | > Number of reports, policy briefs and requests for advice: 5 annually  
> Number and type of engagements with decision makers: 10 engagements per year |

*as taken from the Department of the Prime Minister and Cabinet Portfolio Budget Statement 2019-20*
Jenni Kemarre Martiniello, Tall Green Reeds Fish Trap, blown glass and cane work, 70 x 16 x 16 cm (ATS 706)
Photo: AIATSIS