

OUTPUT 4 — CORPORATE GOVERNANCE

HIGHLIGHTS

- The *AIATSIS Corporate Plan 2010–11 to 2012–13* was published after being endorsed by the Council in 2010.
- The AIATSIS Council visited Broome, exploring areas of common interest and possible future collaboration with a range of Aboriginal organisations.
- The Institute's policies and procedures were consolidated into a single document, *Principal's Instructions*, and were made available to staff on 1 July 2010.
- Significant changes were made to IT with desktop computers and a number of servers being refreshed. The IT server room was also refurbished.

OVERVIEW

ENABLING LEGISLATION

AIATSIS operates under the *Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989* (the Act).

RESPONSIBLE MINISTER

The responsible minister is Senator, the Hon. Kim Carr, Minister for Innovation, Industry, Science and Research.

Under section 43(1) of the Act, the Minister may ask the Council of the Institute to provide advice on aspects of the culture, history and society of Aboriginal people and Torres Strait Islanders.

COUNCIL

In accordance with Section 12 of the Act, the Council consists of:

- four persons elected by the members of the Institute in accordance with the Institute rules, being persons who are themselves members of the Institute
- one person appointed by the Minister, being a person who is a Torres Strait Islander
- four other persons appointed by the Minister, being persons who are Aboriginal persons or Torres Strait Islanders.

All councillors are non-executive members and hold office on a part-time basis.

Membership of the Council during 2010–11 and the term of each appointment are set out in Table 3.

Council Reappointments

During the reporting period, the three-year terms of three appointed councillors, Ms Terri Janke, Mr Eric Bedford and Dr Mark Wenitong expired on 19 September 2010. Ms Janke did not seek reappointment to Council.

On 15 November 2010, Minister Carr announced the reappointment of Dr Mark Wenitong for an additional four-year term and the appointments of Ms June Oscar and Ms Robynne Quiggin to Council. All three appointments are until 14 November 2014.

Table 3: Elected and appointed Council members and terms

Elected members	Term of appointment*
Professor Michael Dodson AM Chairperson	16 May 2008–15 May 2011 Re-appointed: 26 September 2011–16 May 2014
Professor John Maynard Deputy Chairperson	14 August 2008–15 August 2011; Re-appointed: 26 September 2011–16 May 2014
Dr Payi-Linda Ford	5 November 2008 –4 November 2011
Emeritus Professor Robert Tonkinson	16 May 2008–15 May 2011 Re-elected: 17 May 2011 –16 May 2014
Mr Michael Williams	16 May 2008–15 May 2011
Adjunct Professor Sandy Toussaint	17 May 2011–16 May 2014
Appointed members	Term of appointment*
Mr Eric Bedford	20 September 2007 –19 September 2010
Ms Terri Janke	20 September 2007 –19 September 2010
Mr Dana Ober	26 February 2007– 25 February 2009 Reappointed: 13 August 2009 –12 August 2012
Dr Mark Wenitong	20 September 2007– 19 September 2010 Re-appointed: 7 December 2010–8 December 2014
Ms Robynne Quiggin	7 December 2010– 8 December 2014
Ms June Oscar	7 December 2010– 8 December 2014

* Terms of appointment are for the 2010–11 reporting period

Council Elections

The terms of the four elected positions to Council expired on 15 May 2011. These were Professor Michael Dodson AM, Professor John Maynard, Emeritus Professor Robert Tonkinson and Mr Michael Williams.

An election for the four places on Council under Section 12(1)(a) of the AIATSIS Act commenced in February 2011, with a call for nominations from interested members of the Institute to be elected to Council. Five candidates stood for the four positions.

A ballot for Council was conducted on 17 May 2011 by nominated returning officers Valerie Cooms (AIATSIS member), Grace Koch (AIATSIS member) and Rod Stroud (Director, AIATSIS Library).

The AIATSIS membership re-elected Professor Mick Dodson AM, Professor John Maynard, and Emeritus Professor Robert Tonkinson to Council. Professor Sandy Toussaint from the University of Western Australia was elected onto Council. All were elected as members of Council for three years from that date.

Under Section 14(1) of the AIATSIS Act: *‘The Minister shall appoint a Chairperson and a Deputy Chairperson of the Council from among the Councillors.’*

In the Minister’s consideration of these appointments, the Principal respectfully drew to his attention the convention adopted by previous Ministers, including Minister Carr in the 2008 Council elections, that the Chairperson and Deputy Chairperson be appointed from the elected members of Council, with the person receiving the most votes in the election being appointed Chairperson, and the person receiving the next highest number of votes being appointed Deputy Chairperson.

Following the counting of ballot papers, Professor Dodson received the highest number of votes and Professor Maynard the next highest number.

At the end of the reporting period, the Cabinet appointments of the Chairperson and Deputy Chairperson were still being finalised. This was expected to occur early in the new financial year.

Council meetings

In 2010–11, the Council held four meetings:

- 17 August 2010 (Broome)
- 9–10 December 2010 (Canberra)
- 2–3 March 2011 (Canberra)
- 4–5 May 2011 (Canberra).

Table 4 sets out the Council meetings held during 2010–11 and the number of meetings attended by each councillor.

Each year the AIATSIS Council makes a special effort to visit a town or city far removed from its Canberra headquarters, to strengthen its ties around Australia.

Table 4: Attendance at Council meetings, 2010–11

Name	Meetings eligible to attend	Meetings attended
Professor M Dodson, AM	4	4
Professor J Maynard	4	4
Mr E Bedford	1	1
Dr L Payi-Ford	4	3
Ms T Janke	1	1
Mr D Ober	4	3
Emeritus Professor R Tonkinson	4	3
Dr M Wenitong	4	2
Mr M Williams	4	4
Ms R Quiggin	3	2
Ms J Oscar	3	0
Adjunct Professor S Toussaint	0	0

From 17–19 August, the Council visited Broome in Western Australia. It met a range of Aboriginal organisations, toured enterprises and hosted a community reception. It explored areas of common interest as well as possibilities for future collaboration.

Highlights included:

- Meeting the staff and Board of the Yawuru Prescribed Body Corporate (PBC). AIATSIS Chairperson, Professor Mick Dodson, presented the Yawuru with an album of historic photos of Broome and its people, drawn from the Institute’s pictorial archive.
- Meeting Professor Neil Drew, Assistant Provost of the University of Notre Dame and staff from the Nulungu Centre for Indigenous Studies. Discussions included common research interests that both organisations might pursue, possible exchanges of staff, and the potential for a Memorandum of Understanding between the two organisations.
- Touring Magabala Books, an Indigenous publishing house that produces a range of publications, especially children’s books, about Aboriginal, Torres Strait Islander and South Sea Islander cultures.
- Meeting board members and staff of Goolarri Media enterprises, an Indigenous company

that operates a 24-hour local community radio station (Radio Goolarri 99.7FM), runs special events and concerts, broadcasts its own television channel (GTV35), and provides media training and opportunities for Aboriginal people.

- Discussing with the Kimberley Land Council ways of developing a stronger working relationship between the two organisations.

Council members are provided with an indemnity for claims against them while performing their duties as councillors. The indemnity is in the form of a standard insurance policy with Comcover, the Australian Government’s self-insurance agency. The value of the indemnity is \$100 million per claim. The premium in 2010–11 was \$3,135.

Brief biographies of all Council members from the 2010–11 period are provided on pp. 9–13.

AIATSIS MEMBERS

Applicants for membership in AIATSIS must demonstrate an interest in Aboriginal and Torres Strait Islander studies. Applications are considered by the Research Advisory Committee which makes recommendations to the Council. Membership is awarded for five years and is renewable. During the financial year, 171 members were reappointed by Council and 23 new members of the Institute were appointed, bringing total membership of the Institute to 523 at 30 June 2011.

CORPORATE GOVERNANCE

Under Section 13 of the AIATSIS Act it is the responsibility of the **Council** to ensure ‘the proper and efficient performance of the functions of the Institute and to determine the policy of the Institute with respect to any matter’. The **Principal** is responsible for day-to-day administration of the Institute.

During 2010–11 the Executive and Communications Unit provided secretariat support and coordination for eleven monthly meetings of the Executive Board of Management.

The Council is supported by a Finance Committee and an Audit and Risk Committee.

The **Finance Committee** consists of two Council members, the Principal, the Deputy Principal, and the Director of Corporate Services/Chief Finance Officer. During the year, Council representatives on the Finance Committee included Mr Michael Williams, Professor John Maynard and Ms Robynne Quiggan. The Finance Committee met three times during 2010–11.

The composition of the **Audit and Risk Committee** comprised two independent members and one representative from the AIATSIS Council. Mr Williams was the Council member and Chair of the Audit and Risk Committee for 2010–11. Advisory capacities are held by representatives from Council (Professor Maynard and Ms Quiggan), internal audit (Protiviti), the Australian National Audit Office (Moore Stephens) and the AIATSIS Principal, Mr Russell Taylor and Chief Finance Officer, Mr Jeff Hobson.

Consistent with the requirements of the *Commonwealth Authorities and Companies Act 1997* (CAC Act), the Audit and Risk Committee is established by the Council to provide a deliberative forum for developing the internal control framework, risk management policies and fraud prevention review.

During 2010–11 the Audit and Risk Committee met four times. Table 5 sets out the committee members and their attendance in 2010–11.

By assessing management outcomes and actions examined by internal and external audit, the Audit and Risk Committee supports the AIATSIS executive discharging its governance responsibilities. In so doing, the committee facilitates the ongoing development and strengthening of the management and accountability framework.

The Principal is supported by the **Executive Board of Management**, which comprises the senior managers and other officers. The board meets monthly to discuss matters affecting the Institute. Meeting minutes are published on the Institute’s intranet.

Table 5: Audit and Risk Committee members and attendance, 2010–11

Member's name	Position held	Special responsibilities	Member's attendance
Mr Michael Williams	Council member	Chair	3
Ms Jenny Morison	Independent member	Member	3
Mr Neal O'Callaghan	Independent member	Member	4

The **Information Communications Technology Advisory Committee** provides advice to the Executive Board of Management on information technology and information management matters. The **Consultative Committee** is a joint management and staff forum that deals with workplace relations issues. The **Occupational Health and Safety Committee** deals with health and safety issues for all employees. The **Copyright and Intellectual Property Committee** advises the Principal via the board on policy and training as well as monitoring copyright and intellectual property use. Minutes for these committees are also published on the Institute's intranet.

The *AIATSIS Corporate Plan 2010–11 to 2012–13*, which sets the strategic direction for the Institute, was published following Council endorsement in 2010. Copies of the corporate plan are available from the Communications Manager and online at http://www.aiatsis.gov.au/corporate/docs/corp_plan.pdf.

The new plan commits AIATSIS to developing a strategic management plan to cover key stakeholder relationships, including that of AIATSIS membership.

In 2010–11, a strategic management plan was implemented in stages to include:

- auditing the current AIATSIS membership database
- establishing online access and a section tailored to members
- developing an active membership program
- raising awareness of the membership program
- developing initiatives and activities to engage members.

Corporate Services provides finance, human resources, information technology and building management support to all AIATSIS programs.

This includes assistance with regulatory compliance and accountability requirements, planning for sustainability, and risk management.

STAFFING

A breakdown of staff employed at 30 June 2011 is shown in Table 6. At end of the year, 75 non-ongoing staff were employed, inclusive of 2 casuals and 47 ongoing staff. The total number of staff employed as at 30 June 2011 was 122.

WORKPLACE DIVERSITY

During the year the Institute continued its efforts in relation to workplace diversity as set out in the AIATSIS Workplace Diversity Program.

INDIGENOUS STAFF

The Institute's Agency Agreement 2007–11 includes a number of specific provisions for employing and retaining Indigenous staff within the organisation.

AIATSIS attracts Indigenous people to vacant positions through advertising in Indigenous newspapers and networks as well as in the mainstream press. It offers Indigenous cadetships and training positions to provide paid work experience, with the aim of improving future employment opportunities for Indigenous people. At 30 June 2011, 31 per cent of employees identified as Indigenous (see Figure 9).

The **Indigenous Caucus** is an internal working group supported by management, which provides Indigenous staff with a forum to discuss various issues affecting them. The Caucus has assisted management in reviewing matters such as work level standards, and is consulted when employment policies are reviewed or

Table 6: Staffing levels and numbers at 30 June 2011

Level	Males	Females	Total	Ongoing	Non ongoing	Casuals	Indigenous	Non- Indigenous	PWD	NESB
PEO	1	0	1	0	1	0	1	0	0	0
SES	1	0	1	1	0	0	0	1	0	0
EL2	4	4	8	7	1	0	2	6	0	0
EL1	14	16	30	11	19	0	10	20	1	2
APS6	5	17	22	12	10	0	7	15	2	0
APS5	7	16	23	8	15	0	2	21	1	1
APS4	4	14	18	5	13	0	6	12	2	1
APS3	2	11	13	2	10	1	6	7	0	1
APS2	1	3	4	1	2	1	2	2	0	0
APS1	0	0	0	0	0	0	0	0	0	0
Trainee/ cadet	2	0	2	0	2	0	2	0	0	0
Totals	41	81	122	47	73	2	38	84	6	5

Abbreviations: APS (Australian Public Service); EL (Executive Level); PEO (Principal Executive Officer); PWD (People with a disability); NESB (non-English-speaking background); SES (Senior Executive Service)

training courses developed. The Caucus is represented at the Consultative Committee, the forum that brings staff and management together to discuss employment issues.

Indigenous staff members are also eligible to join the **Indigenous APS Employees Network (IAPSEN)**, which supports and advocates Aboriginal and Torres Strait Islander interests, values and perspectives in the Australian Public Service. Staff members are encouraged to join the network and participate in discussion groups. New Indigenous staff are informed about the network when they join AIATSIS. The Institute is also involved in IAPSEN with the Principal serving as a member of the steering committee for the network.

The position of Indigenous Coordinator, created as an identified position in 2008–09, was maintained during 2010–11. The position’s priorities were to support the Indigenous Researchers’ Fund, coordinate the Indigenous Caucus, and coordinate the

Institute’s Reconciliation Action Plan as well as the Aboriginal and Torres Strait Islander Employment Strategy.

The Institute’s *Reconciliation Action Plan 2010* was approved by Reconciliation Australia.

A review of the Aboriginal and Torres Strait Islander Recruitment and Career Development Plan is being finalised.

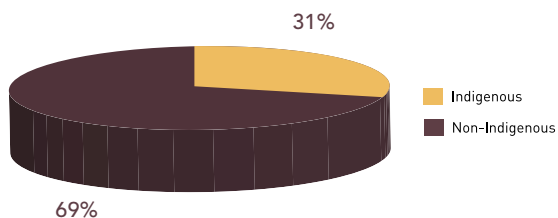


Figure 9: Staff identifying as Indigenous



Female staff of the Institute celebrate International Women's Day 2011 and display the IWD tshirts featuring photographs by Kerstin Styche. Inset: AIATSIS Chairperson Professor Mick Dodson AM and AIATSIS Principal Russell Taylor announce the winner of the Inaugural Shirley Ann Williams Award. Photographs by Anne MacMillian Davies and Daniel Walding.



AIATSIS HONOURS STRONG WOMEN

On a day when the international community celebrates the contribution of women, AIATSIS took it two steps further.

On International Women's Day 2011, AIATSIS honoured its strong women by establishing an annual staff award for outstanding service by women, and by mounting a photographic exhibition of portraits of fifteen women taken by a female member of its photographic staff.

The Institute's new Shirley Ann Williams Award was named after a former, and much-loved staff member who died in October 2010. Ms Williams had been a long-time member of the Library's digitisation team. She grew up on the Willow Bend Mission near Condobolin in rural New South Wales, and became a prominent member of the Aboriginal community in Queanbeyan and Canberra.

The inaugural award was presented to Ms Jacquie Lambert, who, until her retirement two years ago after 35 years, was the Institute's longest serving employee. She worked as executive officer to the Council and to three decades of Chairpersons.

On International Women's Day AIATSIS also launched the first public exhibition of the work of staff photographer, Kerstin Styche, called *Walan Budhang Yinaagirrbang* or *Strong black women*.

Ms Styche, a Wiradjuri woman, started work at the Institute as a trainee photographic technician after leaving school in 2006. She has since completed a Bachelor of Photography and has already won two awards for her photography.

'My work, *Walan Budhang Yinaagirrbang* is a series of images of individual women who represent all black women, rather than a group of individual photographs,' Ms Styche said.

'I have deliberately not identified each woman because *Walan Budhang Yinaagirrbang* is not about individual portraits.

'I feel strongly about this, because I want my images to allow these women to tell their unique stories, while at the same time reflecting the common history and experiences Aboriginal women have shared.'



Warwick and Abie Wright of Indigenous Hip Hop group, Street Warriors, entertained the crowd with their classics.



Some 50 market stalls from community, government and non-government organisations, as well as numerous arts and craft, health and education kept visitors busy all day.

NAIDOC ON THE PENINSULA

The sixth annual NAIDOC on the Peninsula at AIATSIS brought together the ACT's largest gathering of Indigenous and non-Indigenous people, making it the event's most successful year yet.

The event — held on 4 July — is the biggest NAIDOC event in the ACT. It was the first significant community event to kick off a week long celebration in line with the national NAIDOC theme, *The Unsung Hero*.

Attracting some 4500 visitors, NAIDOC on the Peninsula featured a free concert of local and national entertainers, a diverse range of fifty market stalls from community, government and non-government organisations, as well as numerous arts and craft, health and education activities for children.

The event was organised internally by the Institute's Executive and Communications Unit with assistance from Indigenous consultant and local musician, Dale Huddleston, who liaised with the Indigenous performers in coordinating the performances.

While hosted and coordinated by AIATSIS, the event is aligned with the National Museum of Australia's NAIDOC program of events.

Hosted by Aboriginal actor Luke Carroll, the day featured a stellar lineup of Indigenous musicians, including renowned Northern Territory singer-songwriter Shellie Morris. Other performances included Johnny Huckle, Microwave Jenny, Street Warriors, Last Kinection, Phil Marlan, Dale Huddleston, The Whole Shebang, Gee-whiz and Battleship, and Gambirra.

As a sign of the event's significance within the local community, the day also incorporated the official ACT NAIDOC Opening Ceremony and the ACT NAIDOC Family Day — described by the local Canberra and District NAIDOC Committee as 'the most successful NAIDOC Family Day ever'.

Joanne Chivers, Chairperson of the Canberra and District NAIDOC Committee noted that NAIDOC on the Peninsula is a vital event which promotes a greater understanding of, and respect for, Aboriginal and Torres Strait Islander cultures and also encourages in the Australian community the development of positive attitudes towards Indigenous Australians in the Australian community.



Tessa Nuku and Brendon Boney of Indigenous duo Microwave Jenny.

Bottom right: Renowned Northern Territory singer-songwriter Shellie Morris was a crowd favorite.

All photographs by Kerstin Styche.

'NAIDOC on the Peninsula is such an essential vehicle for the local community to work towards and support true reconciliation and to "close the gap" between Indigenous and non-Indigenous Australians,' Ms Chivers said.

On 24 June 2010, AIATSIS Chairperson, Professor Mick Dodson, announced that the AIATSIS Council had made the unenviable decision to cancel NAIDOC on the Peninsula 2011 as a result of Budget constraints arising from the 2011-12 Federal Budget. The cancellation came as a result of the Institute failing to secure Government funding in the May Budget to continue the digitisation of its priceless and growing audiovisual archives of film, sound recordings, photographs and print materials. The Institute will divert available internal resources towards its digitisation program which expired on 30 June 2011.

'I know how much the whole Canberra and surrounding community look forward to NAIDOC on the Peninsula, but it would have been remiss of Council in the current circumstances to have funded this event,' Professor Dodson said.



STAFF REMUNERATION

As at 30 June 2011, all staff except those covered by Australian Workplace Agreements (AWAs), were covered by the *AIATSIS Agency Agreement 2007–11* (see the agreement’s salary range in Table 7).

AIATSIS provides a range of non-salary benefits, details of which are set out in the agreement, available online at: <http://www.aiatsis.gov.au/corporate/employment/docs/agreement2007-2011.pdf>

As at 30 June 2011, five AIATSIS staff were covered by AWAs, they included one Senior Executive Service (SES) staff member and four non-SES staff. Except for remuneration, the employment conditions in these AWAs are similar to those in the Agency Agreement and reflect AIATSIS employment policies.

Two employees received a performance bonus in 2010–11, and eight employees received Excellence Awards. The two individual awards and two group awards totalled \$3600.

STAFF TRAINING AND CAREER DEVELOPMENT

AIATSIS is committed to continually developing its staff by providing training and opportunities for career advancement. This reflects the Institute’s need to retain and develop high-quality staff in a tight job market, and the needs of staff to improve their skills and job

Table 7: Salary ranges under Agency Agreement, 2010–11

Level	Minimum \$	Maximum \$
Executive 2	94,166	106,782
Executive 1	81,680	88,207
APS 6	63,803	73,292
APS 5	59,074	62,639
APS 4	52,963	57,507
APS 3	47,521	51,289
APS 2	41,721	46,265
APS 1	36,863	40,744
Cadet/trainee	14,310	19,834

satisfaction. The Institute spent \$73,611 on staff development activities during 2010–11.

The AIATSIS Agency Agreement requires that the Institute’s Performance Feedback Scheme be linked to remuneration increments. The scheme outlines the arrangement for discussing an individual’s performance, sets forth the basis for providing training and development opportunities, and assists with workforce planning.

During 2010–11, AIATSIS renewed the Memorandum of Understanding with the Australian Public Service Commission to assist with its training and development needs.

COOPERATIVE WORKPLACE RELATIONS

The Institute is committed to promoting a cooperative workplace and to ensuring that staff participate as appropriate in decision-making processes. Both staff and management recognise that maintaining cooperative workplace relations provides all staff with an opportunity to participate in decisions that impact directly on them.

Health and safety, human resource development, workplace diversity and access and equity issues, were also addressed through the Institute’s consultative mechanisms, ensuring that its obligations were met while maintaining a cooperative workplace.

OCCUPATIONAL HEALTH AND SAFETY

In 2010–11 AIATSIS reviewed its Health and Safety Management Agreement. This, along with other policies and guidelines, assists in providing and maintaining the highest degree of health and safety for all employees. The policy aims to:

- prevent all accidents and ill health caused by working conditions
- protect all employees from any health hazard that may arise out of their work or the conditions in which it is carried out
- place and maintain employees in an occupational environment designed to satisfy

their needs for health, safety and welfare at work.

To demonstrate the Institute's commitment, the Principal signed an employer's 'statement of commitment' with Comcare for 2002–12. The statement covers the following four targets:

- reducing the incidence of workplace injuries and diseases
- eliminating all fatalities due to workplace injury
- reducing the average lost-time rate
- reducing the average time taken for rehabilitation intervention.

Measures taken during the year to protect the health, safety and welfare of employees at work included:

- testing emergency evacuation procedures
- training staff in workplace practices, including the responsibilities of fire wardens
- providing equipment needed by staff to deal with occupational health and safety concerns
- holding a health week, including influenza vaccinations and individual health checks for staff wishing to participate
- testing and tagging of electrical equipment.

The Agency Agreement now includes a formal statement of the Institute's policy on the use of drugs in the workplace, and provides for access to Employee Assistance Program counselling services for staff and their families.

During 2010–11 two accidents were reported that required notification under section 68 of the *Occupational Health and Safety (Commonwealth Employment) Act 1991*. No notices were received by AIATSIS during the year under sections 30, 46 or 47 of that Act, nor were any directions given under section 45.

STRATEGIC ALLIANCES TO SUPPORT CORPORATE ACTIVITIES

As a small agency, AIATSIS has limited resources available to handle the many accountability, management and reporting policies required to support good corporate governance. The

Institute works to improve its effectiveness by joining with other agencies with similar corporate directions to share policy ideas. During 2010–11, the Institute maintained membership of the Cultural Managers' Forum, a group of Canberra-based cultural agencies, to discuss common issues in information technology.

Staff in Corporate Services maintained and built on the Institute's strategic alliance with the Indigenous Employment Strategy team at the Australian Public Service Commission.

FINANCIAL MANAGEMENT

The financial result for the year produced a surplus of \$2.177m. This was despite a forecasted breakeven situation. There are a number of reasons for this result. Revenue increased as a result of new grant money, and expenditure was down as a result of the uncertainty of digitisation funding, creating delays in recruitment and an inability to attract applicants. Delays in scheduled minor works added to the overall position. The Comcare premium remained similar to the previous year.

The current Agency Agreement expires on the 24 July 2011, with a new agreement to be negotiated as at 30 June 2011. The Institute is looking for productivity gains to support a pay increase. Detailed information is provided in the CFO Report and financial statements.

As part of the Institute's risk management framework, all business continuity, disaster recovery and critical process recovery plans were updated. All plans comply with international and Australian Risk Management Standards. This year the Institute completed its mandatory fraud review. AIATSIS will implement the resultant fraud plan during the 2011–12 financial year.

The Institute again participated in the Comcover benchmarking exercise, which resulted in a decrease in the cost of the premium.

HUMAN RESOURCES

The Institute's Continuous Improvement Plan provides for a review of all human resources

policies, procedures and systems, as well as outlining an overall training and development plan. As required by the plan, policies, procedures and systems were reviewed during the year.

During 2010–11 the human resources area provided ongoing recruitment support, resulting in 47 staff movements into the Institute.

INFORMATION COMMUNICATION TECHNOLOGY

From the end of July 2010 the Institute maintained its systems in-house. The future of outsourcing this function is being reassessed.

Significant work continued to be undertaken to improve the information communication technology (ICT) service to the Institute's users and stakeholders including upgrading a number of servers, refreshing desktops and refurbishing the server room. Systems remained in place to improve user support functions. These included System Centre Essential to monitor individual PCs for updates and viruses, and helpdesk management systems, which provide the Institute with valuable information relating to helpdesk enquiries. In addition an email and Internet monitoring system managed the effective use of Internet technologies, allowing management to monitor Internet access at a high level.

During the year a major power failure damaged a number of switches, which then had to be replaced under insurance claims.

AIATSIS explored the use of mobile computing to distribute papers and information to its Council members.

The Information and Communication Technology Strategic Plan was reviewed to align with the AIATSIS business plan and now reflects relevant ICT trends and directions.

E-commerce was trialled for Aboriginal Studies Press, with the aim of introducing online shopping in 2011–12.

AIATSIS WEBSITE

Work started on augmenting the AIATSIS website by implementing Web 2.0 technologies, RSS feeds, advanced search functionality and assimilating other AIATSIS websites. The improved site is expected to be available during 2011–12.

BUILDING MANAGEMENT AND ENVIRONMENTAL PERFORMANCE

AIATSIS does not manage major programs that have an impact on the environment although reports here on sustainable practices in the use of the building.

AIATSIS experienced only one major problem with building operations during 2010–11. An ActewAGL air-operated mains circuit breaker failed at the substation causing the Institute to be without power for a day and a half.

Minor works carried out during the year included relocating the communication booth in the Mabo room and building an entrance into vault three. No new major works were undertaken.

The Institute continued its rolling preventive maintenance program, actively working to identify potential problems before they could occur.

AIATSIS occupies a relatively new building, with modern controls for managing energy use that are designed to minimise environmental impacts. Energy use is monitored to ensure the lowest use consistent with archival and office requirements. Most heating uses natural gas. Water use is minimised, for example, through the use of dual-flush toilets and by not irrigating lawns around the building. Used office paper and cardboard is recycled where possible and toner cartridges are collected for recycling.

The building was first occupied in 2001, but despite its relative newness, it is starting to show signs of wear, in particular plant equipment. Major expenditure will be needed in the near future to replace the temperature control, fire and building management systems.

AIATSIS improved its building security by installing CCTV cameras in a number of public areas.

The business case to support a request to government for extensions and/or upgrades to the current building has been reviewed given the growth in research activity and subsequent staff increases. A site survey has now been completed and AIATSIS has applied to the National Capital Authority to lease adjacent land. A further cost/benefit analysis is being undertaken to support the Institute's case for funding.

During the year a feasibility study was undertaken to assess the cost and benefits of installing solar panels on the roof. The Institute is now seeking funds to undertake the project.

Ongoing business continuity planning has dictated the need for various minor measures to improve the Institute's readiness for disaster and recovery.

FREEDOM OF INFORMATION

Two requests for information were received under the *Freedom of Information Act 1982* during the year.

JUDICIAL DECISIONS AND EXTERNAL REVIEWS

In 2010–11, AIATSIS was not subject to any judicial decisions, parliamentary committees, or other external reviews.

GOVERNMENT POLICIES NOTIFIED BY THE MINISTER AND MINISTERIAL DIRECTIONS

In 2010–11 there were none issued.

ADVERTISING AND MARKET RESEARCH

The Institute spent \$28,411 during the year on recruitment advertising. In addition, \$54,646 was spent on marketing and promoting AIATSIS. No funds were spent on advertising campaigns (i.e. market research; outdoor, television, radio or cinema advertising; or direct mail advertising).

SERVICE CHARTER

The Institute's Service Charter operated throughout the reporting period. The charter sets out the standards of service that clients can expect, and encourages client feedback. Client dissatisfaction is investigated and, where possible, resolved. The service charter is available online at <http://www.aiatsis.gov.au/corporate/service.html>.

CONSULTANTS AND CONTRACTS OVER \$10,000

The Institute let 10 consultancies during the year with a total estimated value of \$753,673. In addition, 20 contracts totalling \$1,218,220 were let. The largest of these contracts was for the DCOSS System. For details of consultancies and major contracts, see Appendix 5.

COMPETITIVE TENDERING AND CONTRACTING

All contracts had provisions allowing access by the Auditor-General.

EXEMPT CONTRACTS

No contracts were exempt from publication in the *Purchasing and Disposal Gazette*.

SOCIAL JUSTICE AND EQUITY

AIATSIS is committed to social justice and equity. It has constituted committees and has a policy to maximise the involvement of Aboriginal and Torres Strait Islander people in the Institute's membership, governance, staff and functions. Provision is made in the Institute's Act for the Council to have a majority (five out of nine) of Aboriginal and Torres Strait Islander members. Since 2002 there have been eight Council members in this category.

At 30 June 2011, 38 of the Institute's staff identified as Aboriginal people or Torres Strait Islanders.

One of the greatest contributions that the Institute makes to social justice in general is its wide dissemination of information on Indigenous Australians, which has emerged

from research. It does this through publishing its journal, *Australian Aboriginal Studies*, through seminars, and by answering requests for information.

The AIATSIS collections are open to all for reference and research. Some material is restricted because it is culturally sensitive or because donors or stakeholders have requested that access be limited.

COMMONWEALTH DISABILITY STRATEGY

AIATSIS is committed to supporting staff with disabilities and ensures that all programs and services are accessible to people with disabilities. It continued to improve access for both staff and visitors with disabilities. All new AIATSIS facilities and major refurbishment projects addressed requirements under the relevant building codes.

The Institute is committed to ensuring that recruitment processes encourage people with disabilities to apply for AIATSIS positions, that workplace strategies support the employment of people with disabilities, and that staff training

and development programs include relevant information about the needs of people with disabilities, as members of the community, as residents and as staff. The Institute is also committed to incorporating the requirements of the *Disability Discrimination Act 1992* into its policies and guidelines.

AIATSIS has conducted a self-audit using the performance-reporting template as recommended in CAC Orders 2009. It consults and liaises with staff, staff representatives and relevant external agencies, including Comcare, the Australian Public Service Commission and the Department of Education, Employment and Workplace Relations. All relevant performance requirements have been met.

INDEMNITIES AND INSURANCE PREMIUMS FOR OFFICERS

During the reporting period there were no liabilities to any current or former officers. No premium was paid (or was agreed to be paid) against a current or former officer's liability for legal costs. AIMS paid premiums for the Director's and Officer's insurances, as required under the CAC Act.