OUTPUT 4 — CORPORATE GOVERNANCE

HIGHLIGHTS

- AIATSIS adopted a new vision and strategic direction in the Statement of Strategic Intent for 2013–16.
- $6 million in funding over three years was secured for an Indigenous workforce development and training program for rollout from 2013–14, designed to provide Aboriginal and Torres Strait Islander people with career advancement opportunities by undertaking a nationally recognised qualification while working full-time with AIATSIS.
- AIATSIS Council endorsed the *Towards Cultural Proficiency – a phased approach to building capability 2013–2015* strategy.
- In recognition of the Institute's efforts to improve and maintain environmental performance, AIATSIS received the ACT Smart Office accreditation in 2012–13.
- New rebalanced organisational structure introduced, supported by workforce and succession planning exercises and refreshed business and operational planning processes.
- Principal's instructions reviewed and updated.

CORPORATE GOVERNANCE DELIVERABLES

Deliverable Output 4	Result
Adopting best-practice governance, operational and risk management, planning and decision-making processes	• Developed a new Statement of Strategic Intent for 2013–16, supported by the introduction of new business and investment planning processes and risk profiling for 2012–13 • Rebalanced the organisational structure to respond to operational and strategic planning and improve governance and risk management • An independent review of the effectiveness of the AIATSIS Council was undertaken and found the Council was performing at a good standard • Council performance framework established • Charters adopted for the AIATSIS Council, committees, and the Executive Board of Management
Demonstrating best practice with regard to all statutory reporting, compliance, and operating performance measures	• In 2012–13 many reporting and compliance processes were reviewed and are being refreshed in the context of a revised organisational structure—to continue into 2013–14 • Ongoing review and strengthening of our financial management and governance framework and processes throughout 2012–13—to continue into 2013–14
Developing a Strategic Management Plan covering key stakeholder relationships including the Minister, membership, committees, research partners, cultural institutions, the wider research community, the higher education sector and the Indigenous community	• Key stakeholder analysis and relationships were addressed in new AIATSIS Communications Strategy endorsed by the Executive Board of Management in June 2013 • Communications Strategy complements new Statement of Strategic Intent for 2013–16
Expanding AIATSIS' activities and funding base through sound business development opportunities	• New business opportunities pursued include the Research Ethics Advisory Service offered on a fee-for-service basis to external clients (as outlined under Output 1, Research) • New Business Development Director appointed to continue exploring and pursuing business opportunities across AIATSIS' operations
Continuously improving AIATSIS' performance capacity with a particular focus on strategic human-resource management and workforce planning	• Workforce data gathered and business planning commenced to inform initial phases of workforce and succession planning • New plan aims for better understanding capability need within AIATSIS and focus on those roles most critical to the achievement of business outcomes and values

Deliverable Output 4	Result
Valuing and investing in our staff through provision of appropriate training and developmental opportunities	• Drafting commenced of strategies and programs to complement individual and organisational needs and to advance our *Towards Cultural Proficiency Strategy* • Suite of online learning programs developed to be launched in September 2013 • $6 million in funding over three years secured for Indigenous workforce development and training, for rollout from 2013–14 • Learning and Career Pathways Manager being recruited
Contributing to training and professional development of Indigenous researchers and postgraduate students	• As described under Output 1: Research, in 2012–13 AIATSIS had: 12 Indigenous Research Program staff, 3 Indigenous Visiting Research Fellows and 1 Indigenous intern from the Aurora Project • 300 Indigenous delegates participated in the 2012 National Native Title Conference • 20 staff enrolled for higher education • 3 staff completed PhDs during 2012–13
Maximising the use of state-of-the-art technology	• Information and Communication Technology (ICT) Strategic Plan reviewed to align with the AIATSIS business plan • New ICT plan reflects relevant ICT trends and directions. • Audiovisual Archive continued to explore and adopt new technologies to support efficient and high quality digitisation of sound and moving image

CORPORATE GOVERNANCE KEY PERFORMANCE INDICATORS

Indicator	Result
Council meets four times per year	• Achieved
AIATSIS meets all compliance requirements of government including preparation of annual report	• Achieved • AIATSIS 2011–12 Annual Report received a bronze award in the Australasian Reporting Awards 2013
Committee meetings are held as per arrangements identified in the respective charters	• All but one committee met in accordance with their charters, including the Research Advisory Committee, Research Ethics Committee, Audit and Risk Committee and Publishing Advisory Committee • Native Title Research Advisory Committee did not meet in 2012–13, but was scheduled to meet in August 2013
All program activities are brought in on time and on budget	• Achieved. AIATSIS delivered on the program activities set out in its Business Plan for 2012–13, with a small underspend against its budget

OVERVIEW

ENABLING LEGISLATION

AIATSIS operates under the *Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989* (the Act) and the *Commonwealth Authorities and Companies Act 1997*.

These are supported with rules for the operation of the Institute that are made by the Council, which address matters including criteria for membership of the Institute and arrangements for election of Council and committee members. The AIATSIS Rules were amended by the Council in June 2013 to vary the categories under which AIATSIS Research Advisory Committee membership is elected.

RESPONSIBLE MINISTER

As at 30 June 2013 the responsible ministers for AIATSIS were:

- the Hon Dr Craig Emerson (MP), Minister for Tertiary Education, Skills, Science and Research
- Senator the Hon Don Farrell, Minister for Science and Research
- Prime Minister Kevin Rudd was sworn on 27 June 2013. The new Rudd Ministry was sworn in on 1 July 2013, including Senator the Hon Kim Carr, Minister for Innovation, Industry, Science and Research, and Minister for Higher Education.

Other responsible Ministers during the 2012-13 financial year reporting period were:

- The Hon Chris Bowen MP Minister for Tertiary Education, Skills, Science and Research from 4 February 2013 to 25 March 2013
- Senator the Hon Christopher Evans Minister for Tertiary Education, Skills, Science and Research from 14 December 2011 to 4 February 2013.

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 peoples 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.

The Council operates in accordance with its charter, as agreed in 2012 and available on AIATSIS' website.

Membership of the Council during 2012–13 and the term of each current appointment are set out in the following table.

Table 5: Council appointments and reappointments.

Elected members	Term of appointment
Professor Michael Dodson, AM **Chairperson**	26 September 2011– 16 May 2014
Professor John Maynard **Deputy Chairperson**	26 September 2011– 16 May 2014
Emeritus Professor Robert Tonkinson	26 September 2011– 16 May 2014
Adjunct Professor Sandy Toussaint	26 September 2011– 16 May 2014
Appointed members	**Term of appointment**
Ms Neva Collings	19 June 2013– 19 June 2014
Mr Dana Ober	19 June 2013– 19 June 2014
Dr Mark Wenitong	15 November 2010– 15 November 2014
Ms Robynne Quiggin	15 November 2010– 15 November 2014
Ms June Oscar AO	15 November 2010– 15 November 2014

All councillors are non-executive members and hold office on a part-time basis. Brief biographies of the Council members as at 30 June 2013 are provided on pp.16-18.

To ensure the highest standards of governance and performance, the Council is guided by its Charter and during 2012–13, developed and agreed a performance framework for its operation.

In 2012–13, the Council held four meetings:

• 8–9 August 2012 (Canberra)
• 5–6 December 2012 (Canberra)
• 7–8 March 2013 (Canberra)
• 2 June 2013 (Alice Springs)

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. On 2 June 2013, the Council held a one-day meeting in Alice Springs. This coincided with the National Native Title Conference on 3–5 June.

Table 6: Council meetings held in 2012–13 and the number of meetings attended by each Councillor.

Name	Meetings eligible to attend	Meetings attended
Professor Michael Dodson, AM	4	4
Professor John Maynard	4	4
Ms Neva Collings	1	1
Mr Dana Ober	2	1
Emeritus Professor Robert Tonkinson	4	3
Dr Mark Wenitong	4	3
Ms Robynne Quiggin	4	4
Ms June Oscar AO	4	3
Adjunct Professor Sandy Toussaint	4	3

Council members are remunerated in accordance with the Remuneration Tribunal determinations for part-time office holders.

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 2012–13 was $3,351.

MEMBERSHIP

Under the Act, members of AIATSIS may stand for nomination to the Council and the Research Advisory Committee (RAC), and may vote in elections for those offices. Applicants for membership in AIATSIS must meet one of the following criteria, set out in the AIATSIS Rules:

• evidence of sound research in an area of Aboriginal/Torres Strait Islander studies
• achievements (including knowledge and qualifications) in an area of Aboriginal/Torres Strait Islander studies
• substantial and/or long-term involvement with an Aboriginal or Torres Strait Islander organisation which concerns itself with issues relating to Aboriginal or Torres Strait Islander cultures
• evidence of substantial involvement in the teaching of an area of Aboriginal/Torres Strait Islander studies
• meritorious service and commitment to furthering Aboriginal/Torres Strait Islander studies.

Applications for membership are considered by the RAC, which makes recommendations to the Council. Membership is awarded for five years and is renewable. During the financial year, 102 existing members were reappointed by Council and 26 new members of AIATSIS were appointed, bringing total membership of the Institute at 30 June 2013 to 527.

CORPORATE GOVERNANCE

GOVERNANCE COMMITTEES

Research Advisory Committee

The Research Advisory Committee is prescribed in the AIATSIS Act. It assesses applications made to the Institute for membership, makes recommendations to the Council in relation to research matters, and makes recommendations in relation to applications for research grants (noting AIATSIS' research grants program is currently suspended).

The committee is made up of three Council members appointed by the Council and eight members of the Institute, elected by its members in accordance with its rules. The Principal is ex-officio chair.

During 2010–2013, including the 2012–13 financial year, the eight elected members of the Committee and their areas of expertise are:

- Mr Russell Taylor (Principal AIATSIS, Chair)
- Prof Bronwyn Fredericks (Health & Biological Sciences) – Central Queensland University
- Mr Kado Muir (Social Anthropology) – Owner Mantra Media
- Dr Mary Laughren (Linguistics) – University of Queensland
- Mr Dana Ober (Council) – Sabai Council & Tagai State College Thursday Island
- Prof Anna Haebich (History) – Curtin University
- Prof Maggie Walter (Public policy and law) – University of Tasmania
- Mr Djon Mundine (Arts) – Independent Art Curator
- Prof Sandy Toussaint (Council) – University of Western Australia
- Mr Dave Johnston (Archeology) – Australian Indigenous Archaeologists Association
- Associate Professor Wendy Brady (Education and Cultural Transmission) –former Director of the Ngunnawal Centre, University of Canberra
- Robynne Quiggin (Council).

The Research Advisory Committee met twice in 2012–13, on 24–25 July 2012 and 11–12 February 2013.

Research Ethics Committee

The Research Ethics Committee (REC) advises the Institute on the ethical aspects of research proposals to be carried out by its staff and grantees as well as on external collaborative research projects to be carried out with AIATSIS staff under the auspices of the Institute.

The REC is concerned with reviewing the ethical aspects of research projects, including ethical suitability and oversight as appropriate during the course of a project.

The AIATSIS REC is an affiliate of the NHMRC and has corresponding obligations and responsibilities to report on its activities, in addition to the requirements of the AIATSIS Council.

Members of the committee are appointed by the AIATSIS Council in line with categories established by the National Medical Research Council. AIATSIS Council requires that at least four members be Indigenous, additionally its practice is that the Chair should also be Indigenous.

Committee members are appointed for two-year terms and the nine current REC members, including for the 2012–13 financial year, and their areas of expertise are:

- Ms Christine Grant (Chair)
- Dr Sarah Holcombe (Member – expert researcher)
- Mr Graeme Evans (Member – layman)
- Ms Joyce Grahams (Member – laywoman)
- Ms Vivien Holmes (Member – lawyer)
- Mr Dave Johnston (Member – expert researcher)
- Dr James Ross (Member – medical practitioner)
- Rev Karen Kime (Member – minister of religion)
- Dr Mark McMillan (Member – expert researcher).

The REC met twice during 2012–13, on 9 November 2012 and 26 March 2013.

The committee's clearance processes have now been made available as a fee-based service to external researchers seeking ethics approval for projects impacting on Indigenous people.

Finance Committee

The Finance Committee consists of:

- two Council representatives, currently Professor John Maynard and Robynne Quiggin in 2012–13
- the Principal
- the Deputy Principal
- the Chief Finance Officer.

Professor Maynard was Chair of the Finance Committee during 2012–13, and the Committee met five times.

Audit and Risk Committee

The Audit and Risk Committee comprises three independent members and two representatives from the AIATSIS Council. Membership and attendance at meetings during 2012–13 is listed in Table 7.

AIATSIS' internal audit provider (Protiviti), external audit provider (KPMG on behalf of the Australian National Audit Office) and the AIATSIS Principal, Mr Russell Taylor and Chief Finance Officer, Ms Kate Freebody are advisors to the Audit and Risk Committee.

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.

By assessing management outcomes and actions examined by internal and external audit, the Audit and Risk Committee supports the AIATSIS Council in discharging its governance responsibilities and contributes to the ongoing development and strengthening of the management and accountability framework.

Other committees

- **Native Title Research Advisory Committee –** see p.44 (Output 1).
- **Publishing Advisory Committee –** see p.61 (Output 2).
- **Information Communications Technology Advisory Committee –** provides advice to the EBM on information technology and information management matters.
- **Consultative Committee –** a joint management and staff forum that deals with workplace relations issues.
- **Workplace Health and Safety Committee** deals with health and safety issues for all employees.
- **Copyright and Intellectual Property Committee** provides advice on policy and training as well as monitoring copyright and intellectual property use.

Table 7: Audit and Risk Committee members and attendance, 2012–13.

Member's name	Position held	Role	Attendance (5 meetings held)
Professor John Maynard	Council member	Council representative and Chair	4
Ms Robynne Quiggin	Council member	Council representative	5
Ms Jenny Morison	Independent member	Member	4
Mr Neal O'Callaghan	Independent member	Member	3
Ms Karen Hogan	Independent member	Member	3

THE PRINCIPAL AND EXECUTIVE BOARD OF MANAGEMENT

The **Principal** is responsible for day-to-day administration of the Institute and is supported by the **Executive Board of Management** (EBM), which comprises the senior managers and other officers. The EBM meets monthly to assess progress against planned performance and provide strategic policy advice to the Principal. Meeting minutes are published on the Institute's intranet.

STRATEGIC DIRECTION

During 2012–13, AIATSIS set a new direction and way of thinking by developing and adopting a Statement of Strategic Intent for the period 2013–16. This was the outcome of a comprehensive review of the AIATSIS Corporate Plan 2010–2013. It clearly articulates AIATSIS' vision, purpose, goals and strategies. These are supported by an action plan for the next business year, 2013–14, and a refresh of the business planning processes and financial investment plan.

The new Statement of Strategic Intent informed AIATSIS' Outcomes and Planned Performance for its 2013–14 Portfolio Budget Statement, and will help to shape the Annual Report for 2013–14.

ORGANISATIONAL RESTRUCTURE AND PEOPLE STRATEGY

To align AIATSIS' organisation with the goals and strategies of the new Statement of Strategic Intent and better balance organisational capacity with the priorities and gaps identified through the supporting strategic planning exercises, a new organisational structure was introduced during the latter part of the financial year. The new structure is supported by implementation of the refreshed business and operational planning processes mentioned above, and workforce and succession planning exercises outlined following.

A breakdown of staff employed at 30 June 2013 is shown in Table 8. At end of the year, 46 ongoing staff and 87 non-ongoing staff were employed. The total number of staff employed as at 30 June 2013 was 136.

In addition to the Principal and Deputy Principal at Senior Executive Service level, this comprises 37 Executive Level staff and 97 staff at APS levels 1–6.

The new organisational structure is now the blueprint to increase the number of staff employed on an ongoing basis. AIATSIS is actively recruiting employees with a disability.

Indigenous staff

In 2012–13 AIATSIS designated two Special Measures positions under the *Racial Discrimination Act 1975* Section 8(1) consisting of the Indigenous Coordinator and Manager, Family History Unit. This is in addition to the IVRF positions previously designated (currently 3) and cadetships (currently 2).

At 30 June 2013, the Institute employed a total of 136 staff, 36 of whom identified as Indigenous.

State of the Service employee survey 2013

AIATSIS results from the State for the Service employee survey of 2013 have been analysed against the overall APS results and AIATSIS 2012 results. The analysis identifies that, overall, AIATSIS respondents, (those AIATSIS employees who responded to the State of the Service 2013), see improvements in ethics, leadership and management, but that they also seem to be reserving judgement while the agency stabilises after the recent period of rapid change. They are still highly appreciative of the purpose of the agency, their work and their colleagues. AIATSIS has drawn up a set of recommendations to address areas of employee concern which will capitalise on the very sound 'raw materials' of the agency: strong employee commitment and capability, a productive culture, a high degree of respect for colleagues and a current sense of progressive improvement.

Table 8: Staffing levels and numbers at 30 June 2013.

	Total	Males	Females	Ongoing	Non ongoing	Indigenous	Non-Indigenous	PWD	NESB
AIATSIS staff (no.)	136	57	79	46	86	36	100	7	5
AIATSIS staff (%)			58		65	26		5	3
APS average (%) *as at 31 December 2012*			58		5	3		7	16

Abbreviations: APS (Australian Public Service); PWD (People with a disability); NESB (non-English-speaking background).

Workforce planning

A consultant was engaged to conduct workforce and succession planning exercises within AIATSIS, with the aim of eventually incorporating this capability into the usual business of the agency. Tools introduced in 2012–13 included:

- a workforce analysis, as a basis for ongoing strategic workforce and succession planning
- an AIATSIS Workforce Metrics Report, providing program managers with the ability to monitor and balance the make-up of their workforce. A set of AIATSIS workforce targets will be developed against these metrics, to benchmark AIATSIS against like agencies and reflect our values and strategy.

Cultural proficiency

2012–13 saw the phase 2 development of the AIATSIS Cultural Competency Framework culminate with the AIATSIS Council endorsing the *Towards Cultural Proficiency – a phased approach to building capability 2013–2015 Strategy* (the Strategy). The Strategy is an innovative whole-of-organisation approach to achieving cultural proficiency by building capability over time. The Strategy will enhance agency performance and capability and serve to position AIATSIS as the employer of choice for a range of highly skilled professionals, both Indigenous and non-Indigenous.

The Strategy has in the first year the following six priority actions:

1. Staff Consultation – a series of information sessions and focus groups to build a common understanding and commitment amongst staff

2. Revising the use and assessment of Selection Criteria 1 – examine Identified Positions and recruitment policy to identify where real change can be best made to support cultural capability

3. Developing appropriate cultural capability training – developing in-house a multi-level strategy to support staff to develop and grow their knowledge and understanding of Aboriginal and Torres Strait Islander cultures required

4. Cultural Competence Guide for Supervisors – assist supervisors to identify where development activities can support cultural competence.

5. Reconciliation Action Plan – develop a new reconciliation action plan

6. Research – Develop a number of research proposals to examine what does being culturally competent mean for AIATSIS and the broader Australian Public Service.

Six Key Result Areas will measure the Strategy's overall success. These are:

1. Skilled People – maximising performance through skilled and qualified people
2. Job Satisfaction – getting the environment right to get the best out of people
3. Disseminating Information – high quality available information
4. Stakeholder Relations – connecting and engaging effectively
5. Building Knowledge and Relations – contributing to improved cultural competence understanding
6. Culturally inclusive governance – representative practices and processes.

An annual review of the Strategy will occur in October each year.

Indigenous Caucus

The Indigenous Caucus is an internal working group supported by management providing Indigenous staff with a forum to discuss workplace issues. The Towards One AIATSIS actions have provided Caucus with the opportunity to assist management in reviewing and contributing to a number of key workplace reform initiatives, one of which has been the Cultural Competency Framework project commenced in 2011–12. The Institute's Consultative Committee, the forum that brings staff and management together to discuss employment issues, includes Caucus representation.

In March 2013, the Indigenous Caucus held a 'Towards Cultural Proficiency' workshop. Participants workshopped three key themes to assist Caucus provide leadership in contributing to the success of the *Towards Cultural Proficiency – a phased approach to building capability 2013–2015 Strategy*. Caucus at the workshop formalised its operations developing a Service Charter and election of a three member Executive.

Caucus meets formally each month with minutes recorded, and sponsors social events throughout the year. Caucus consists of 36 members representing all APS levels and program areas across AIATSIS.

National Disability Strategy

AIATSIS is committed to supporting staff with disabilities and ensures that all programs and services are accessible to people with disabilities. AIATSIS continued to improve access for both staff and visitors with disabilities.

AIATSIS 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 and as staff. The Institute is also committed to incorporating the requirements of the *Disability Discrimination Act 1992* into its policies and guidelines.

AIATSIS 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.

Workplace health and safety

In 2012–13, 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.

CULTURAL PROFICIENCY—A PHASED APPROACH TO BUILDING CAPABILITY

In March 2013 the AIATSIS Council endorsed the *Towards Cultural Proficiency – a phased approach to building cultural capability 2013–2015 Strategy*. The Strategy is an innovative whole-of-organisation approach to achieving cultural proficiency. Far broader than just cultural awareness, the Strategy will provide AIATSIS with an extraordinary opportunity to develop a meaningful and substantive response to the complex, and dynamic cultural realities of contemporary Australia as they are experienced within an organisational context. The Strategy has two fundamental tenets:

• sharing and learning among staff to build common understanding and gain commitment
• building capability through successive strategies and actions.

As the world's premier institution for information and research about the cultures and lifestyles of Aboriginal and Torres Strait Islander peoples, AIATSIS wants to model best practice cultural competence processes.

The Strategy will enhance agency performance and capability and ensure that AIATSIS establishes an enduring reputation as international leader in this area, setting an example for government agencies and research institutions both in Australia and around the world.

The Strategy applies three tiers of organisational change: behavioural, structural and technical, with an emphasis on individuals, organisation, and systems.

Benefits for AIATSIS and our stakeholders include:

• better outcomes for communities and governments through the fostering of greater understanding and appreciation of Indigenous culture and cultural diversity
• improved workforce participation rates and job satisfaction through a narrowing of the 'cultural perception gap'
• an increase in the durability and usability of AIATSIS corporate knowledge
• increased staff competency through the prioritisation of corporate training and development
• improved workplace collaboration and consultation through encouraging greater cultural diversity and inclusiveness.

The Agreement 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.

In January 2013, AIATSIS adopted a Smoke Free Workplace Policy, which encourages a healthy workplace and offers assistance to employees to quit smoking.

During 2012–13, no 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 and there was a reduction in the Comcare premium rate from 2.5 per cent to 2.03 per cent. There were 28 workstation assessments conducted by external providers in 2012–13, including a full building assessment.

Staff remuneration

As at 30 June 2013, Executive and APS employees are covered by the AIATSIS Enterprise Agreement 2012 – 14 (see the agreement's salary range in Table 9).

Table 9: Salary ranges on 1 July 2013 under the AIATSIS Enterprise Agreement 2012–14.

Level	Minimum ($)	Maximum ($)
Executive 2	106,861	119,411
Executive 1	89,922	98,639
APS 6	72,056	81,960
APS 5	65,627	70,047
APS 4	58,915	64,308
APS 3	52,820	57,355
APS 2	46,411	51,737
APS 1	39,886	45,563

AIATSIS provides a range of non-salary benefits, details of which are set out in the agreement, available online at: www.aiatsis.gov.au/about_us/corporate_publications.

Six employees received performance bonuses in 2012–13. Eight employees received excellence awards, four as individuals and four as a group. The value of the awards totalled $4,000.

Information communication technology

In 2012–13, the Institute maintained its systems in-house and the majority of work is now being performed by in-house staff supported by external specialists.

The Information and Communication Technology (ICT) Strategic Plan was reviewed during the reporting period to align with the AIATSIS business plan and now reflects relevant ICT trends and directions. The ICT Strategic Plan ensures that ICT in AIATSIS has a work program that is strategically focused, well governed, and meets the needs of program and delivery areas, stakeholders and customers.

Significant work continued to be undertaken to improve the ICT service to AIATSIS' users and stakeholders including upgrading of the server fleet, high-end work stations and network storage hardware. Software such as the central backup system, virus control system and spam control system were upgraded to their latest versions.

Implementation of a new state-of-the-art PABX system delivered Voice Over Internet Protocol (VOIP) phones to AIATSIS, unifying the telephony system. The VOIP system improves voice quality, delivers cost savings, increases functionality (including the introduction of video calls for selected users) and is integrated with MS Outlook system. The implementation of VOIP's innovative technology will result in an advanced communications infrastructure, as well as position AIATSIS for future services and enhancements such as toll-bypass and unified messaging.

The entire AIATSIS server fleet was replaced with up-to-date server technology and decommissioned outdated servers. The ICT team has made continual improvements to the virtual server environment and deployed additional storage capacity using SAN (Storage Area Network) technology. The unit is committed to implementing sustainable business practices that reduce the environmental impact and these changes have not only delivered positive outcomes for the AIATSIS; the ongoing emphasis on virtualisation has reduced our carbon footprint.

In 2012–13, ICT continued to develop and distribute mobile devices such as iPads to support the work of Executive and Councillors as well as some employees. During the reporting period, AIATSIS introduced mobile computing to distribute papers and information to its Council members.

Building management and environmental performance

A significant building maintenance project in 2012–13 was the updating of the sprinkler systems in the vaults, decommissioned at the end of the last financial year, to comply with current standards. AIATSIS continued its rolling preventive maintenance program, proactively working to identify and prevent potential problems before they arise.

The building management control system was also replaced in 2012–13. The new system allows AIATSIS to monitor closely and reduce its carbon footprint by better management of the heating ventilation and air conditioning system. It also allows us to closely monitor our water, gas and electricity usage. Energy consumption is monitored to ensure the lowest use while 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, along with toner cartridges, pallets, batteries, Styrofoam, shrink wrap plastic, metal, and fluorescent tubes.

This year AIATSIS has moved to use energy efficient hand dryers instead of paper towels. Hand dryers reduce our impact on the environment as well as generating savings of approximately $700 per month.

In recognition of the organisation's efforts to improve and maintain environmental performance AIATSIS received the ACT Smart Office accreditation in 2012–13.

FINANCIAL MANAGEMENT

In 2012–13, the Institute recorded a small surplus of $134,000 (2011-12 loss of $2,291,000). This was in line with budget expectations. The difference in outcome from 2011-12 to 2012-13 is as a result of the Institute being given additional appropriation funding of $3.2 million per year for two years (2012-13 and 2013-14) to fund ongoing digitisation activities. The Institute's Annual Appropriation also increased marginally for the year as a result of indexation. Sales of goods and services were down on last year as a result of reduced consultancy and other work funded by other government agencies. Other types of income were in line with expectations.

Expenditure was in line with expectations.

The Institute received an unqualified audit report for the 2012-13 financial statements presented in this annual report.

SUSTAINABILITY REPORTING

AIATSIS agreed to participate in a voluntary sustainability reporting pilot in the 2011–12 and 2012–13 annual reporting periods. The project stems from the Better Government – Upgrading the Public Management Framework which recommended that the Department of Finance and Deregulation consider implementing a sustainability reporting framework for use by Australian government entities.

The scope of reporting is confined to the internal operations of entities, that is, aspects of an entity's performance over which the entity has control. It aims to create a more coherent and easily accessed suite of sustainability

Amit Barkay, AIATSIS Facilities and Security Coordinator, displays our accreditation to the ACT's Smart Office/ Business program which recognised our waste reduction and increased recycling efforts in 2012–13. Photograph by John Paul Janke.

ACTSMART ACCREDITATION – ANOTHER STEP FOR BETTER ENVIRONMENT

AIATSIS good citizenship and achievements in environmental management were recognised by the ACT Government in 2012–13. Achievements in waste reduction and increased recycling in 2012–13 won the Institute accreditation to the ACT's Smart Office/Business program on 22 May. AIATSIS aspires to be a leader, not just in our core business of Aboriginal and Torres Strait Islander studies but also in responsible corporate management, including its impact on the environment.

AIATSIS has endorsed several initiatives towards environmental sustainability, including volunteering for the federal government pilot reporting which first appeared in the 2011–2012 annual report (a the change from paper towels to electric hand dryers and the use of recycled office paper in printers). Participation in the ACT Smart office program is one way in which AIATSIS can prove that as an organisation it 'walks the talk'.

Following several educational sessions about recycling in 2012–13, additional bins for various types of waste were installed in AIATSIS building. These bins allow staff members to separate their waste into four main categories: mixed recyclables, organics, paper and cardboard, and general waste. There are also bins for used batteries, waste printer cartridges and other types of waste.

These changes helped AIATSIS gain the accreditation, but more importantly, they diverted 14.82 tonnes of waste from landfill – the equivalent of 14.29 tonnes of carbon dioxide.

AIATSIS will apply this knowledge and experience to other AIATSIS functions outside of the office building, including conferences and public events.

information and data, which would encourage entities to better monitor and manage these aspects of their operations.

Sustainability reporting will for AIATSIS bring to the forefront the short-, medium- and long-term economic, social and environmental impacts of the way it conducts its internal operations.

This type of reporting and the work behind it help the organisation improve its transparency and accountability to the Australian public. As part of this pilot, AIATSIS has produced a short summary of performance.

In this second year of a reporting pilot, there are some indicators where measurement and presentation are still been being developed and finalised, so not all indicators are comparable between years. However, we can see that employment indicators have been broadly steady and there has been a marked improvement in some environmental indicators such as office and vehicle energy use. Costs and asset holdings did not change significantly, but own source revenue increased while net cost of services and liabilities both decreased.

FREEDOM OF INFORMATION

There were no requests for information received under the *Freedom of Information Act 1982* during the year.

PRIVACY

AIATSIS complied with all requirements of the Privacy Act, 1988 during the year.

JUDICIAL DECISIONS AND EXTERNAL REVIEWS

In 2012–13 there were no judicial decisions or external reviews applied to AIATSIS.

GOVERNMENT POLICIES NOTIFIED BY THE MINISTER AND MINISTERIAL DIRECTIONS

In 2012–13 there were no government policies notified by the Minister or Ministerial Directions to AIATSIS.

Table 10: Employment sustainability.

Indicator	2011–12 Result	2012–13 Result
Number of staff employed (headcount)	129	136
Total employee expenditure (dollars)	10,468,000	11,409,625
Workforce diversity		
Women (% of the total workforce)	59%	58%
People with a disability (% of total workforce)	5%	5%
Aboriginal and Torres Strait Islander (% of total workforce)	28%	26%
Staff with English as a second language (% of total workforce)	4%	4%
Staff health and wellbeing		
Work occupational health and safety (WOH&S) incident reports*	Nil	Nil
Number of health and safety representatives **	Nil	4
Training and education		
Percentage of staff undertaking supported studies	7%	6%

SUMMARY OF PERFORMANCE

Table 11: Environmental sustainability.

Indicator	2011–12 Result	2012–13 Result
Office energy use		
Total Base/Central Building Office Tenant Light and Power electricity consumption (kWh)	983,700*	939,054.29
Total Base/Central Building Office Tenant Light and Power energy consumption (MJ)	2,965,292.06	3,380,595.44
Base/Central Building Office Tenant Light and Power energy use per FTE (MJ/FTE)	22,986.76	24,857.31
Base/Central Building Office Tenant Light and Power energy use per square metre (MJ/m^2)	658.95	751.24
Greenhouse emissions attributed to Office Tenant Light and Power and Base/Central Building energy use (tonnes/CO$_2$)	958	876.65
Green power purchased (kWh)	0	93,905.43
Vehicle fleet		
Total number of fleet vehicles	3	3
Average green vehicle rating of fleet	3.5	3.5
Total fuel purchased (kl)	9.51	11.85
Total distance travelled (km)	103,421	81,554
Average fuel consumption of fleet vehicles (l/100km)	9.2	6.9
Total direct greenhouse emissions of fleet (tonnes CO$_2$)	0.75	12.94
Greenhouse emissions		
Total greenhouse emissions (tonnes of CO$_2$)	1283.79	1221.41
Total greenhouse emissions per FTE (tonnes CO$_2$/FTE)	10.6982416	8.98
Air travel		
Total number of flights (calculated end-to-end in 2011–12 and by legs in 2012–13. Equivalent indicator in 2011–12 is 1237)	357	1437
Total distance of flights (km)	1,286,067.02	1,303,362.65
Potable water consumption		
Total potable water use (kl)	1133.5	1429
Potable water use per FTE (kl/FTE)	9.45	10.51
Potable water use per square metre (kl/m^2)	0.25	0.32

* This is an estimate over 12 months, as data was only available for 10 months on 2011-12.

Indicator	2011–12 Result	2012–13 Result
Resource efficiency and waste		
Office paper purchased by FTE (A4 reams/FTE) (2011–12 figure incomplete – centralised purchasing instituted in 2012–13)	1.87	4.41
Percentage of office paper purchased with recycled content	0%	50% of paper for standard use
Office paper recycled, (tonnes/litres) including cardboard and secure paper waste	8.58 tonnes	66800 litres (approx 7.9 tonnes)
Total waste produced (tonnes)	–	23.14
Total waste produced per FTE (kg/FTE)	–	170
Percentage of waste diverted from landfill	–	70.5%

Table 12: Economic sustainability.

Indicator	2011–12 Result	2012–13 Result
Operating statement		
Total expenditure (dollars)	16,927,000	17,403,000
Total own source revenue (dollars)	5,184,000	4,700,000
Total net cost of service (dollars)	11,743,000	12,664,000
Economic viability		
Total assets (dollars)	41,667,000	42,983,000
Total liabilities (dollars)	3,440,000	3,323,000

ADVERTISING AND MARKET RESEARCH

The Institute spent $17,244 during the year on recruitment advertising. In addition, $69,165 was spent on marketing and promoting AIATSIS. No funds were spent on advertising campaigns (ie 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 www.aiatsis.gov.au/about_us/corporate_publications.

CONSULTANTS AND CONTRACTS OVER $10,000

The Institute let 11 consultancies during the year with a total estimated value of $661,955. In addition, 29 contracts, totalling $1,355,674 were let. For details of consultancies and major contracts, see Appendix 6.

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 AIATSIS Act for the Council to have a majority (five out of nine) of Aboriginal and Torres Strait Islander members. There are presently seven Council members in this category.

At 30 June 2013, 36 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; through 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.

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. AIATSIS paid premiums for the Director's and Officer's insurances, as required under the CAC Act.