



**Australian Government**

**Australian Institute of  
Health and Welfare**

**AIHW**

Australian Institute of Health and Welfare

# Corporate Plan 2021–22

Covering reporting period  
2021–22 to 2024–25

As a major national information agency, the Australian Institute of Health and Welfare uses data to create information and statistics on a range of topics that inform decisions and improve the health and welfare of all Australians.

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The front and back covers display trajectory bars of different lengths to illustrate the various data and information associated with Australia's health and welfare. All the trajectory bars incorporate AIHW branding colours. Three data points are depicted on the front cover as white space to represent the map of Australia.

# Contents

<b>Foreword</b> .....	<b>iv</b>
<b>1 About us</b> .....	<b>1</b>
How we operate .....	1
<b>2 Our purpose</b> .....	<b>2</b>
Our strategic directions .....	2
Our legislation and governance .....	3
<b>3 Our operating context</b> .....	<b>5</b>
Our environment .....	5
Our capability .....	7
Risk oversight and management .....	8
Stakeholders .....	10
<b>4 Our performance</b> .....	<b>12</b>
Our performance reporting framework .....	12
Performance criteria .....	13
Priority action areas .....	14
Performance monitoring .....	14
<b>Appendixes</b> .....	<b>15</b>
Abbreviations and acronyms .....	15
References .....	15
<b>Contact information</b> .....	<b>15</b>

# Foreword

This Corporate Plan is a key strategic planning document for the Australian Institute of Health and Welfare (AIHW). It sets out the key strategic priorities and the activities we will pursue to achieve our purpose.

Our Corporate Plan assists the Australian Parliament, the Australian Government and the people of Australia to assess how we are performing, how we use the public resources entrusted to us and how we cooperate with others to achieve wider objectives. It has been developed in accordance with the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Public Governance, Performance and Accountability Rule 2014.

This is the AIHW's sixth Corporate Plan.

## Statement of Preparation

On behalf of the AIHW Board, which is the accountable authority of the Australian Institute of Health and Welfare, I present the *Australian Institute of Health and Welfare Corporate Plan 2021–22*, which covers the period of 2021–22 to 2024–25, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

**Mrs Louise Markus**

AIHW Board Chair

17 June 2021

# 1

## About us

The Australian Institute of Health and Welfare (AIHW) is an independent corporate Commonwealth entity, existing for over 30 years, established under section 4 of the *Australian Institute of Health and Welfare Act 1987* (AIHW Act). Its role is to:

- collect and hold data on health and welfare issues
- turn data into useful information and reports to support better policy and service delivery decisions by government agencies, researchers, policymakers and the community.

The AIHW is committed to making data and information available in response to requests from researchers, non-government organisations, frontline health care providers, journalists, educators, consumers and government policymakers with strict privacy, confidentiality and security requirements.

The independence of the AIHW is central to maintaining ready acceptance of the accuracy and relevance of the evidence base developed by the AIHW.

### How we operate

The AIHW:

- produces approximately 200 publicly available reports each year, as well as significant data-driven web content such as dashboards and web updates, covering over 75 health and welfare topics
- works with advisory committees to ensure its reports are useful
- provides data to researchers in line with strict privacy, confidentiality and security requirements
- is led by a Board.

We use the following person-centred model for reporting data, recognising that our personal circumstances are key drivers of our health and wellbeing (see Figure 1.1).

**Figure 1.1: Our person-centred model**



# 2

## Our purpose

As an information agency, we are committed to using data to:

- create information and statistics on a range of health and welfare topics, and
- prepare published reports and online tables for everyone to access.

### Our strategic directions

Our *AIHW Strategic directions 2017–22* set out our vision, strategic goals and values.

#### Our vision

Stronger evidence, better decisions, improved health and welfare.

#### Our strategic goals

To pursue our purpose, we have established our 5 strategic goals to apply and strengthen our capabilities.



##### Leaders in health and welfare data

We will engage nationally and internationally with authorities in our domain to develop, promote and deliver quality standards, systems and processes for collecting, curating and linking health and welfare data.



##### Drivers of data improvements

We will build on our trusted status to identify and respond to gaps and opportunities in multisource health and welfare data holdings. We will support our partners to develop and capture the data required to inform national priorities.



##### Expert sources of value-added analysis

We will harness and enhance our capabilities in the health and welfare domains to turn data and information into knowledge and intelligence. We will translate this evidence to provide insight into patterns, trends and outcomes, including how these compare across organisations, regions and internationally.



##### Champions for open and accessible data and information

We will leverage emerging technology and enhance our products and services in order to provide data and information tailored to diverse access, timeliness and quality requirements. We will support our partners in making our data accessible while protecting privacy.



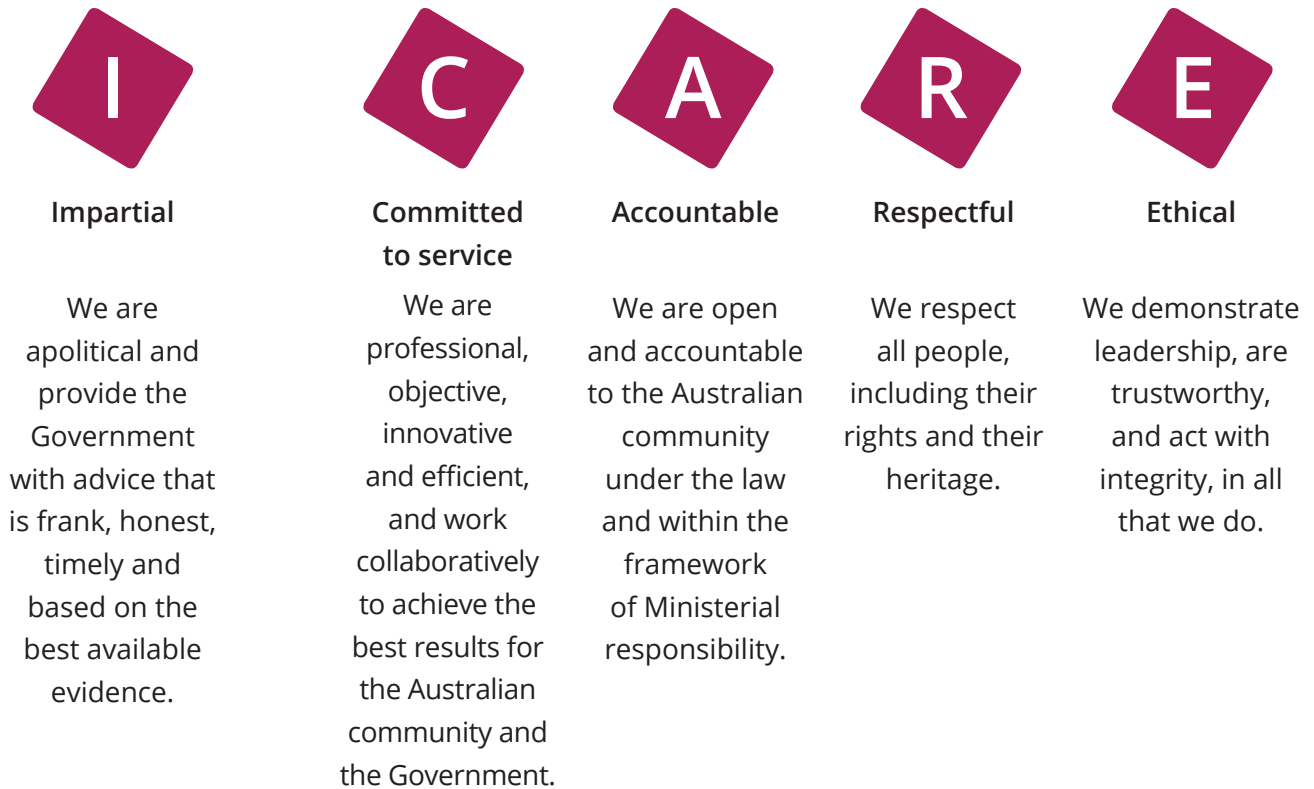
##### Trusted strategic partners

We will foster strategic partnerships and engage collaboratively with stakeholders to deliver program-specific expertise and enable others to achieve their strategic goals.

## Our values

We uphold the following Australian Public Service values of Impartial, Committed to service, Accountable, Respectful and Ethical (I CARE) (see Figure 2.1).

**Figure 2.1: Our values**



## Our legislation and governance

### Enabling legislation

The AIHW Act specifies our functions, operations and responsibilities as follows:

- collect and produce, and coordinate and assist in the collection and production of, health- and welfare-related information and statistics
- conduct and promote research into Australians' health and their health services
- develop specialised standards and classifications for health, health services and welfare services
- publish reports on its work
- make recommendations to the Minister on prevention and treatment of diseases and improvement and promotion of the health awareness of Australians
- provide researchers with access to health- and welfare-related information and statistics, subject to confidentiality provisions.

## Governance

We are a corporate Commonwealth entity in the Health portfolio, operating under the PGPA Act. The AIHW's accountable authority under the PGPA Act is the AIHW Board. The AIHW is led by its Chief Executive Officer (CEO) who is responsible for its day-to-day administration.

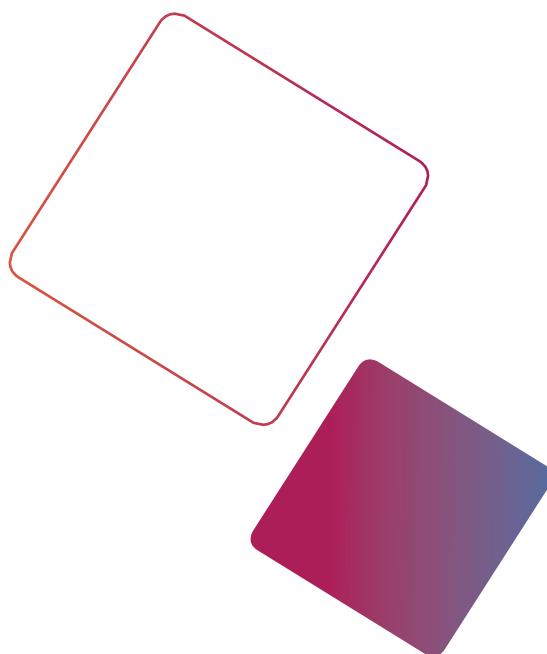
## AIHW Board

The AIHW Board is responsible for ensuring the proper, efficient and effective performance of the AIHW's functions. The AIHW Board is accountable to the Parliament of Australia through the Minister for Health.

## AIHW Ethics Committee

The AIHW Act requires the AIHW Board to appoint an AIHW Ethics Committee. Its functions and membership are prescribed in the Australian Institute of Health and Welfare (Ethics Committee) Regulations 2018.

The main functions of the committee are to consider ethical matters relating to AIHW and AIHW-assisted activities and to advise any body or person on ethical matters concerning the collection and production of health- and welfare-related information and statistics. It may impose any conditions it thinks appropriate in performing its functions.







## Our operating context

The AIHW's operating context is constantly evolving, complex, and provides opportunities for growth. To maintain our relevance to our stakeholders, we keep abreast of the information and data landscape. We are focused on scanning the environment and responding to these trends and challenges with agility and adaptability. Our success is measured by how we anticipate and flexibly respond to these environmental changes while ensuring we strive towards achieving our purpose and strategic goals.

### Our environment

During the next 4 years, we will continue to focus on the following key environmental factors and adapt our operations to achieve our purpose.

#### COVID-19 pandemic

We will continue to adapt rapidly and flexibly, supporting the Australian Government's response to the COVID-19 pandemic by releasing timely data, reprioritising our work program and reallocating resources, providing a safe work environment for AIHW staff, and deploying staff to agencies where their expertise is required.

#### Emerging data trends

The modern digital, information and communication environment is complex, with rapid developments in capacity to capture and analyse large volumes of data, often in real time. There have been growing expectations that our information will be made more accessible for research and community use and brought together in meaningful ways to meet multiple information needs. To fulfil our role in providing statistics and information about key issues of relevance to Australia, the AIHW must remain at the forefront of external developments such as public sector open data, big data, smart data and digital health initiatives.

#### Stakeholder expectations

Our stakeholders are important to us as groups to whom we are accountable, who fund us and to whom we target our products and provide services. We will build on our collaboration and partnerships with Australian, state and territory government agencies and non-government organisations.

There is increasing demand for information that is easily accessible, available in real time or up to date and integrated at national, state and territory, and local levels. There is growing interest in data being presented in more flexible, user-friendly and interactive formats. In addition there is demand for data at lower geographic levels to provide information needed for service planning and delivery, particularly local data about needs for services, services received and service outcomes.

There is also interest in the generation of integrated information, obtainable through data linkage and other data analytics techniques. These data support new insights and allow us, and others, to better understand complex interactions people have with services, for example, client or patient journeys, and population outcomes.

Examples of our work in this area include: the evolution of National Integrated Health Services Information (NIHSI) Analysis Asset (AA), which provides useful insights into patient journeys through the health and aged care sectors, the use of My Health Record system data for research and public health purposes and the development of a National Aged Care Data Strategy and a National Aged Care Minimum Dataset to improve information about aged care.

## Privacy and data security

The AIHW is operating in an environment of increasing community and data provider expectations about the protection of personal information and other data from both privacy and confidentiality perspectives. This is largely due to a steady increase in the amount and sensitivity of data on individuals held by government agencies and private organisations. It is based also on concerns about the adequacy of safeguards in circumstances where information is typically held in electronic form, including cloud-based storage.

We protect the privacy of the information we hold in compliance with legislation and under a comprehensive set of data governance arrangements involving designated data custodians, the AIHW Ethics Committee, audit activities and physical and ICT security. These multiple layers of defence ensure that data are accessed only by authorised personnel for appropriate purposes in a secure environment.

## Trust of data providers

Much of the data we hold is given to us voluntarily by organisations that have collected it for another purpose – generally an administrative purpose related to providing (often government-funded) services to Australians. Under our enabling legislation and comprehensive data management policies, we offer data providers safe and secure data custodianship services and assurance that data will only be released in compliance with their wishes and strict privacy requirements. Maintaining and building trust with our existing and new data providers to strengthen the knowledge base are critical to our future.

## Community trust

Over the last few years, the Australian Government has been focusing on building trust in government data use. Following on from recent research on community trust in the AIHW, we now have a better understanding of community expectations on how data are used and managed by the AIHW. We will implement changes to enhance community trust in the AIHW's use of data and continue to monitor and gauge feedback related to community trust.

## Our capability

### Workforce capability

Our People Plan 2021–22 outlines the framework and strategies to enhance our workforce capability. To achieve our purpose, over the next 4 years we will ensure our staff have the appropriate balance of core, technical and leadership skills to undertake their roles. We will:

- continue to use a blended learning approach including developing bespoke face-to-face programs like our Executive Leadership courses
- draw on internal expertise to develop and deliver in-house technical programs
- provide on-the-job training and mentoring opportunities
- encourage internal and external mobility opportunities
- learn from others through guest speaker presentations
- offer e-learning opportunities through our Learning Management System.

Our annual graduate intake remains one of our key strategies for building our workforce capability.

We have established relationships with organisations to increase opportunities to attract and engage Aboriginal and Torres Strait Islander people, people with a disability and people from diverse backgrounds, including targeted recruitment and internships. Our strategies to attract and retain Aboriginal and Torres Strait Islander people are aligned with the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24](#), which aims to achieve 5% of the Australian Public Service (APS) workforce to be Aboriginal and Torres Strait Islander people by 2024.

We continue to work with organisations such as Australian Network on Disability to assist us to achieve the goals of the [Australian Public Service Disability Employment Strategy 2020–25](#), which aims to reflect an APS-wide workforce that includes at least 7% of staff with a disability by 2025. Through training programs, our Culturally and Linguistically Diverse (CALD) Network, and raising staff awareness, we also promote a culture that embraces accessibility and inclusivity.

One of the key focus areas is having a workforce that is flexible so that we can increase our total staff numbers while managing the number of staff employed as public servants in line with the government's restrictions on average staffing levels. We will continue to engage contract staff through a labour hire arrangement, and partner with universities for internship and scholarship opportunities.

In addition, we will continue to look for opportunities to increase staff productivity by enhancing automated processes for some of our administrative tasks.

### Information and Communications Technology capability

The AIHW Information and Communications Technology Strategy 2020–23 sets an ambitious plan that focuses on contemporary and future technology needs. The strategy includes growing requirements for accessing complex data sets from home, building resilience to the increasing threat of cyber attacks targeting the health sector and delivering stakeholder- and customer-focused services.

In 2021–22, the AIHW will transition from meeting its contemporary operational ICT needs to transform and embrace emerging trends in machine learning, analytical toolsets and artificial intelligence, as well as meet the needs of increased workforce numbers and locations and demands for quality, complex data sets that will require 24/7 support.

An important focus for AIHW is to ensure that dynamic and responsive data visualisations can be produced, that the analytical tools used to generate insights have longevity and are scalable, and the information and data we publish are available and secure. To achieve this, we are developing capabilities in cloud-commoditised computing and assistive technical infrastructure. These changes will ensure data scientists have access to the latest tools and analytics.

AIHW has a proactive focus on security. ICT will continue to play a pivotal role in ensuring the confidentiality, integrity and availability of AIHW information and data. We will comply with the Essential Eight mitigation strategies and the requirements of the Australian Cyber Security Centre. With the increasing cyber threat environment, we will continue to keep cybersecurity at the forefront of ICT decision making and capability.

## Risk oversight and management

Over the next 4 years, the AIHW Board will continue oversight of our Risk Management Framework (RMF), Strategic Risk Profile (SRP) and high-level operational risks reported every 6 months via the Risk, Audit and Finance Committee (RAFC), including the CEO's annual strategic risk report.

As outlined in our RMF, the protection and enhancement of AIHW's reputation with its key stakeholders is paramount. Accordingly, the AIHW has a very low appetite for behaviours, activities, processes, investments and other decisions that put this hard-won reputation at risk. However, in endeavouring to enhance our relevance to our stakeholders we need to occasionally embark on initiatives with new risks that will be managed with effective mitigation strategies to achieve desired outcomes.

Therefore, the AIHW has a moderate appetite for accepting some well-managed risks on activities that have a high probability of increasing the AIHW's reputation. The Board sets the risk appetite and the CEO and the Executive Committee are expected to manage risk, consistent with the expressed Board risk appetite and risk tolerances for various categories of risk.

Risks identified in the SRP and a summary of their corresponding mitigation strategies are provided in Table 3.1. Mitigation strategies for strategic risks are reviewed and updated to align the rating and trend for each risk.

The CEO and Executive Committee will continue ongoing monitoring of the RMF and SRP under the leadership of the Chief Risk Officer.

An independent formal review of the RMF and SRP will be undertaken in 2021–22 in consultation with the AIHW Board, the RAFC and the Executive Committee. The review will examine AIHW's risk maturity based on results of the 2021 Comcover Risk Management Benchmarking Survey and take into account any changes in the Department of Finance's review of the *Commonwealth Risk Management Policy*.

**Table 3.1: Strategic risk and mitigation strategies**

AIHW strategic risks	Mitigation strategies
<p><b>Breach of cybersecurity:</b> AIHW has custody of very sensitive data. Unauthorised access, through multiple pathways, has potential for very significant reputation damage.</p>	<p>Implement framework and standards, replace ICT fleet, establish AIHW Security Committee, review security, staff skilling and ICT risk management.</p>
<p><b>Externally driven disruption:</b> Whilst independent, AIHW is subject to changes in government and policy which could result in loss of independence, cannibalisation of mandate, structural changes, our strategy, operations, budget and relationships with stakeholders.</p>	<p>Foster strong working relationships with stakeholders. Implement strategies to improve community trust in AIHW use of data. Continue COVID-19 related responses (for example, work from home, manage staff secondments, timeliness of data releases and new COVID-19 related work).</p>
<p><b>Major project delivery failure:</b> AIHW has some very significant projects underway that are technically challenging and stakeholder sensitive.</p>	<p>Improve management of high-risk projects through project boards, project and program governance arrangements and enhance reporting on key projects.</p>
<p><b>Growing pains:</b> AIHW has undergone significant growth in budget and workforce with a significant portion of contractors that create challenges in workforce management.</p>	<p>Ongoing management of the average staffing level cap, engagement of contract staff and review and updates of organisational structure, and new office accommodation.</p>
<p><b>Preparedness of IT systems to handle very large, complex data sets:</b> Sophistication in data integration and online data sharing has increased technology demands. Future systems architecture is required.</p>	<p>Develop enterprise architecture and delivery of systems, data and security architecture. Adopt use of virtualisation hyper-converged technologies and cloud-based ICT services. Improve ICT capability.</p>
<p><b>Key person risk:</b> AIHW is highly dependent on its current cadre of very experienced and specialist executives.</p>	<p>Implement succession plan for senior and specialist executives. Develop executive level staff for future leadership roles.</p>
<p><b>Loss of reputation with stakeholders:</b> AIHW is dependent on stakeholders for funding and data.</p>	<p>Preserve and enhance reputation, build and sustain trust through formal relationships with stakeholders, adopt data quality standards and reviews.</p>

## Fraud control

In addition, we will minimise the potential for instances of fraud within the AIHW in accord with our Fraud Control Plan 2019–21. Key fraud management controls contained in the plan include: appropriate fraud prevention, detection, investigation, reporting and data collection procedures, and processes to meet our specific needs.

## Internal audit

We will continue to contract out our internal audit function. Each year the internal auditors undertake a program of compliance and performance audits examining controls over financial procedures, ICT systems and data collections.

## Stakeholders

Our major stakeholders include:

- the Australian Parliament, the Australian Government and its departments and agencies and the people of Australia
- the Minister for Health as our responsible minister
- state and territory governments and their departments
- health, welfare and housing service providers and non-government organisations
- consumers of health, welfare and housing services
- the research community.

We maintain memoranda of understanding or similar agreements with many of our key stakeholders. In the next 4 years we will continue to work with a large number of Australian Government departments and agencies in developing, collecting, compiling, analysing, managing and disseminating health and welfare data and information. These agencies include: the Department of Health, the Department of Social Services and the Department of Veterans' Affairs. In the *2021–22 Health Portfolio Budget Statements* (PBS) we have linked programs with the Department of Health, the Australian Commission on Safety and Quality in Health Care, the Independent Hospital Pricing Authority and the National Health Funding Body.

We will also continue to actively engage in more than 60 national committees across health and welfare sectors to ensure we are meeting stakeholder needs and expectations.

## State and territory governments

Much of the government services data that we report at a national level are provided by state and territory government departments that fund and deliver those services. Our focus over the next 4 years will be to continue our close working relationships with state and territory government departments that are critical to developing and reporting nationally consistent and comparable health and welfare data.

Along with numerous government entities from all jurisdictions, we are a party to national information agreements that underpin the activities of national information committees. Separate agreements cover health, community services, early childhood education and care, and housing and homelessness. The agreements ensure that effective infrastructure and governance arrangements are in place for the development, supply and use of nationally consistent data for each of these areas.

## Non-government organisations

Over the next 4 years we will continue our engagement with non-government organisations by providing more consultations and briefings on forthcoming releases (including providing embargo access to reports).

## International cooperation

We will continue our role in information sharing with a number of international organisations, such as the World Health Organization and the Organisation for Economic Co-operation and Development. We will maintain informal collaborative arrangements with other international agencies and bodies, such as the Canadian Institute for Health Information and the International Group for Indigenous Health Measurement.

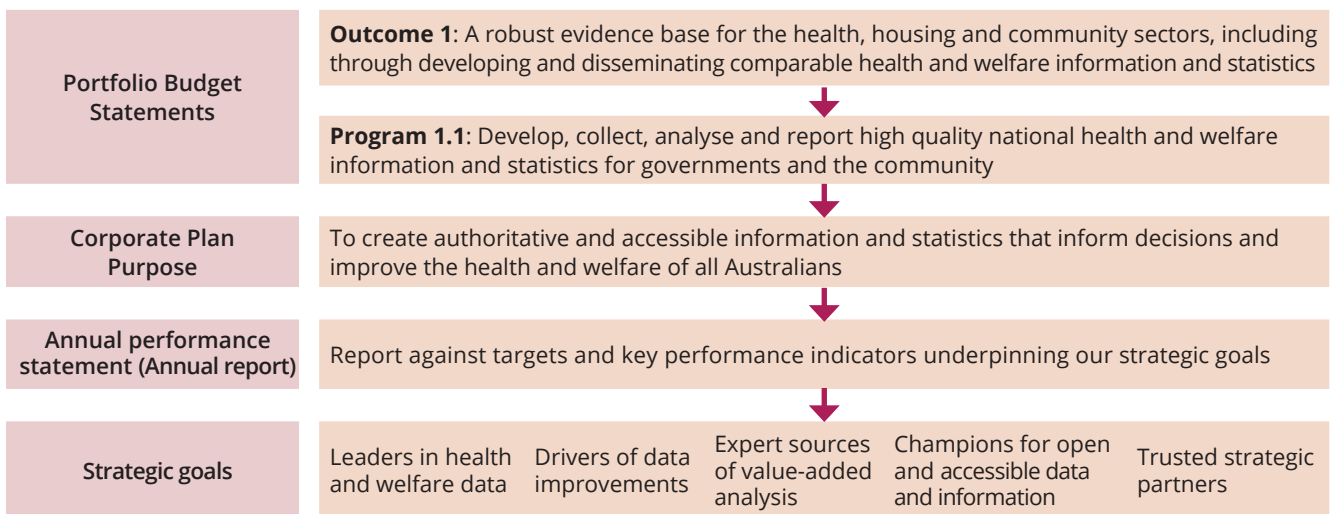
# 4

## Our performance

### Our Performance reporting framework

The Corporate Plan is the AIHW's primary strategic planning document. It articulates our planned activities and performance measures against which we will monitor our progress. Figure 4.1 provides an overview of our performance planning and reporting framework.

**Figure 4.1: Relationships between Portfolio Budget Statements, Corporate Plan and Annual Performance Statements**



### Activities

As outlined in our PBS, the AIHW will publish extensive, policy-relevant health and welfare information to assist consumers, health care, housing and community service providers, researchers, and all levels of government. Accurate statistical information, comprehensive data development and high quality analyses support an increased understanding of health and welfare issues. This creates an evidence base that can drive changes in policy and service delivery directly to improve the health and welfare of all Australians.

### Delivery

Specifically, the AIHW will:

- Develop, maintain and promote statistical information standards for the health, community services and housing assistance sectors, and publish comprehensive biennial reports on Australia's health and Australia's welfare.
- Release a range of health and welfare data and information products relevant to key policy areas.
- Enhance data resources with the addition of new health and welfare data assets to the AIHW's data holdings to fill data gaps in the health and welfare sectors.
- Modernise the presentation of national health and welfare data and analyses to meet the needs of diverse audiences.








## Performance criteria

Key activities	2021-22	2022-23	2023-24	2024-25
<b>Lead in the delivery of open and accessible health and welfare data, and provide expert sources of value-added analysis.</b>				
Publish health and welfare data products incorporating expert analysis on the AIHW's website for public access.	≥200	≥210	≥210	≥210
Publish annual products incorporating expert analysis on the AIHW's website within 6 months of receipt of final data.	≥80%	≥82%	≥82%	≥82%
Enhance data resources with 4 new or significantly enhanced data collections or linkages to fill in identified information gaps.	✓	✓	✓	✓
Finalise the Australia's welfare 2021 and Australia's health 2022 reports and present to the Minister for Health.	✓	*	**	***
Increase the number of reports that are produced on a quarterly basis, either through new work or increased frequency of reporting existing work, by 2.	✓	✓	✓	✓
Publish 10 reports on the impact of the COVID-19 pandemic on health and welfare on the AIHW website.	✓	n.a.	n.a.	n.a.
Undertake planning and preparation of Australia's welfare 2023 for presenting to the Minister for Health in 2023-24.	n.a.	✓	✓	n.a.
<b>Collaborate with partners to drive data improvement.</b>				
Collaborate with:				
<ul style="list-style-type: none"> <li>the Australian Government and participating jurisdictions to provide technical advice to the investment case using the lessons learned during the pilot phase, and make recommendations for the design of the enduring National Disability Data Asset,</li> </ul>	✓	n.a.	n.a.	n.a.
<ul style="list-style-type: none"> <li>the Australian Government and jurisdictions on the future phases of the National Disability Data Asset, and</li> </ul>	n.a.	✓	✓	✓
<ul style="list-style-type: none"> <li>stakeholders to implement data management processes and governance structures for the National Suicide and Self-Harm Monitoring project, and update data published on the AIHW website by 30 June 2022.</li> </ul>	✓	n.a.	n.a.	n.a.
Provide expert data analysis to the National Commissioner for Defence and Veteran Suicide Prevention and supply the final report to the Office of the National Commissioner for Defence and Veteran Suicide Prevention by 31 August 2021.	✓	n.a.	n.a.	n.a.
Collaborate with the Australian Government and jurisdictions on the future phases of the National Disability Data Asset.	n.a.	✓	✓	✓
5.5 million sessions on the AIHW website.	✓	✓	✓	✓
4,600 references to the AIHW and its products in the media.	✓	✓	✓	✓
60 data linkage projects completed as agreed under the National Collaborative Research Infrastructure Strategy 2013.	✓	✓	✓	✓
<input type="checkbox"/> Performance criteria included in the 2021-22 Health Portfolio Budget Statements.				
* Undertake planning and preparation of Australia's welfare 2023 for presenting to the Minister for Health in 2023-24.				
** Finalise the Australia's welfare 2023 and Australia's health 2024 reports and present to the Minister for Health.				
*** Undertake planning and preparation of Australia's welfare 2025 for presenting to the Minister for Health in 2025-26.				
n.a. not applicable.				

## Priority action areas

The strategies for achieving the intended results are articulated in priority action areas identified for each financial year. Strategic priority actions underpin each priority action area. Each priority action has an identified owner and a performance measure including a target to enable ongoing monitoring and performance reporting. The 5 priority action areas for 2021–22 are:

-  **Our people:** We will develop and implement workforce strategies to ensure that our people have the capabilities they need to achieve our strategic goals and improve the way we do business.
-  **New and improved data:** We will identify data gaps in consultation with stakeholders and collaborate with them to fill data gaps by developing new data collections including data linkages.
-  **Secure and effective technology:** We will implement secure and effective technology and IT infrastructure to meet our current and future business requirements.
-  **Data governance and trust:** We will build on our existing robust data governance and data capabilities to enhance stakeholder/community trust.
-  **Timely, relevant and accessible products:** We will improve the timeliness, relevance and accessibility of products released by reducing the lag between the reference period of information and the date we release it by improving our internal processes and working with data custodians and data suppliers.

## Performance monitoring

Over the next 4 years we will continue to monitor progress against our performance by measuring achievements against our purpose and strategic goals using measures outlined in our PBS, our Corporate Plan and priority action areas. We will provide regular performance reports to senior executives, the RAFC and the AIHW Board.

# Appendixes

## Abbreviations and acronyms

AIHW	Australian Institute of Health and Welfare
AIHW Act	<i>Australian Institute of Health and Welfare Act 1987</i>
APS	Australian Public Service
CEO	Chief Executive Officer
I CARE	Impartial, Committed to service, Accountable, Respectful, Ethical
ICT	information and communications technology
IT	information technology
NIHSI AA	National Integrated Health Services Information Analysis Asset
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
RAFC	Risk, Audit and Finance Committee
RMF	Risk Management Framework
SRP	Strategic Risk Profile

## References

Department of Finance 2020. Corporate plans for Commonwealth entities: Resource management guide No. 132. Canberra: Department of Finance.

Department of Health 2021. Budget 2021–22: Portfolio Budget Statements 2021–22. Budget related paper No. 1.7, Health Portfolio. Canberra: Department of Health.

## Contact information

### Contact for enquiries, comments and services

The AIHW welcomes your comments on this Corporate Plan, including your feedback on our planned performance. Your feedback will help us understand the information needs and interests of our stakeholders so that we can continue to improve our performance reporting. Please direct your enquiries or comments to:

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*The Australian Institute of Health and Welfare Corporate Plan 2021–22* covering the reporting period 2021–22 to 2024–25 highlights the achievements planned to occur during the 2021–22 year that will help to provide Australians with quality, nationally consistent health and welfare information. It describes our purpose, practices and capabilities and sets out the ways that Australians can assess our performance.



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Stronger evidence,  
better decisions,  
improved health and welfare