



Australian Government

**Australian Institute of
Health and Welfare**

Corporate Plan 2025–26

Australian Institute of Health and Welfare

The AIHW is a corporate Commonwealth entity producing authoritative and accessible information and statistics to inform and support better policy and service delivery decisions, leading to better health and wellbeing.

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A complete list of the institute's publications is available from the institute's website www.aihw.gov.au

ISBN 978-1-923272-87-3 (Online)

ISBN 978-1-923272-88-0 (Print)

Suggested citation

Australian Institute of Health and Welfare (2025) *Australian Institute of Health and Welfare Corporate Plan 2025–26*, catalogue number AUS 254, AIHW, Australian Government.

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Published by the Australian Institute of Health and Welfare.



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01

Introduction





Statement of preparation

On behalf of the Australian Institute of Health and Welfare Board, which is the accountable authority of the AIHW, I present the AIHW Corporate Plan 2025–26, which covers the period of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Hon Nicola Roxon
AIHW Board Chair

1 July 2025





A message from the Board Chair

The Hon Nicola Roxon

I am pleased to present the 2025–26 corporate plan for the Australian Institute of Health and Welfare (AIHW), which sets out the key purposes, activities and strategic priorities for the institute.

This financial year will be an exciting time for the institute as we mature and evolve to meet new demands in the health and welfare environment. One of the pleasures of being the board chair is being able to take a long-term view of the institute’s future direction, ensuring that we not only keep pace but excel as our operations evolve, technology improves, and our capability strengthens.

Every year since the institute began operating, the data landscape has become more complex. Technological advancements and improvements in linkage systems mean there is more information available than ever before. People, governments, healthcare providers and organisations are connected in ways that were impossible only a short time ago. This connectivity brings a wealth of advantages but also presents new challenges.

Data quality is more variable than it has ever been, requiring a careful and discerning approach to our work. Balancing the needs of our diverse range of stakeholders has never been more crucial. The institute must be open to change and must be curious and strategic about the future to continue providing nation-leading health and welfare data and analysis.

This year, our focus will be on several key areas that address the complexities we have observed.

We are committed to modernising our IT infrastructure to handle the increasing

volume and variety of data efficiently. Evolving our web presence and deepening our communication and stakeholder engagement strategies will be vital in fostering better connections and understanding of and among those who need our data. Building capability within our teams will empower us to meet the demands of a rapidly changing environment, as will prioritising innovation and governance improvements to enhance our operations and services. We remain dedicated to advancing the Closing the Gap reforms, ensuring that our products contribute to more equitable outcomes for all Australians.

With these key areas in mind, the AIHW has refreshed its strategic direction, goals and performance measures. A revamped performance framework will allow us to measure our progress more effectively and efficiently. Our plan to implement these innovations is outlined in this document.

The institute stands equipped to handle the challenges, complexities and nuances of the evolving policy, service delivery, and data landscape in 2025–26. We are prepared to continue improving the world-class data we hold and our analysis of the health and welfare of Australians, and surpass our already high standards.

The board and I look forward to working with Dr Bolevich and the staff of the AIHW to deliver this vision.

A handwritten signature in black ink, appearing to read 'Nicola Roxon'. The signature is fluid and cursive.

The Hon Nicola Roxon
AIHW Board Chair



A message from the Chief Executive Officer

Dr Zoran Bolevich

As the AIHW's Chief Executive Officer, it is my pleasure to present the institute's 2025–26 corporate plan. It is my second corporate plan as CEO of the institute, and I am excited by the improvements, opportunities and progress it will bring.

We look forward to continuing to provide valuable data, advice and insights to support informed decision-making and policy development over the coming years.

We will continue our close working relationship with the Department of Health, Disability and Ageing, noting their recently expanded areas of focus to include disability services.

As the Department of Health, Disability and Ageing works to progress a range of key reforms across the portfolio, the institute is uniquely positioned to play a key role in supporting this ambitious reform agenda. This is thanks to our deep expertise in all three key areas within the portfolio, and a successful track record of collecting, curating, analysing and reporting information and insights in an increasingly connected way.

At the same time, the institute will continue to build partnerships and strong relationships with our state and territory colleagues, consumer and provider organisations, First Nations people and organisations, research communities, professional bodies and other key stakeholders. This includes the institute's contribution to other portfolios and their reform and improvement priorities, such as in housing and homelessness, child protection, veterans' wellbeing and many others.

We anticipate 2025–26 will be a year rich with opportunities for growth and innovation.

As demand for greater access to complex and sensitive datasets grows while global cybersecurity risks rise, ensuring we continually modernise our technology is crucial. This corporate plan focuses on strengthening efficiency and capability in data management while always prioritising enhanced security measures to safeguard sensitive information. By modernising our systems, we aim to streamline our operations, continuously enhance data protection, and ensure that our data management practices are robust and future-proof.

Data integration is becoming more important than ever. Demand continues for more enduring data linkages to answer complex cross-sector and cross-jurisdictional health and welfare questions. One such enduring linkage system is the National Health Data Hub (NHDH). Launched in May 2024, the NHDH is, and will continue to be, a major national data linkage system for health and aged care research and analysis. This collection brings together core data across a span of health and welfare

collections. It is one of the only collections that delivers such a vast range of insights for health and welfare policy and research. Initiatives like this represent an evolution in the national data linkage landscape, improving the quality and timeliness of linked data for Australian policymakers, analysts and researchers to provide insights for national and local benefit.

The way we share our products and data is also evolving. As communication channels expand and technology advances, we need to ensure that our dissemination methods are up-to-date and effective. This means using new platforms and technologies to reach our diverse array of stakeholders and ensuring that our data is accessible and timely. We can enhance the impact of our work by delivering our products and services to the right people, in the right way, at the right time, leading to improved health and welfare for all Australians.

We are also reaffirming our commitment to Closing the Gap measures at the AIHW. This is a critical part of our mission and we are dedicated to making meaningful progress in this area. The addition of a new strategic goal to be recognised by First Nations people and organisations as an exemplary partner will play a significant role in the future direction of the institute.

Accomplishing all these goals is ambitious and needs an institute-wide strategy refresh, which we have done and will begin implementing from this year. Our AIHW strategy lays out our organisation goals, stakeholder outcomes, core functions and enabler priorities. It forms the basis of our new performance framework and guides the work of our Strategic Implementation Office (SIO) – a dedicated team established to promote and support enhanced project management and program governance across the institute.

The SIO has been charged with ensuring successful delivery of a number of strategic initiatives designed to ensure the institute can effectively respond to both current and future challenges. These initiatives will be crucial for driving substantial enhancements in our operations, from technological modernisation, to communications and stakeholder engagement, to workforce and business development. By focusing on these priority areas over the next few years, we aim to maintain the institute's robustness, flexibility, and innovative edge. This strategic approach will help us build an organisation that is well-prepared for future demands, aligns with our strategic vision, and continuously improves the quality of our services and products.

Finally, I have great confidence in our staff and their expertise. Their dedication and skills will be essential as we move forward and work towards our objectives in 2025–26. Together, we will continue to make significant strides in improving the data, evidence, expertise and analysis we provide for the benefit of the health and welfare outcomes for all Australians.



Dr Zoran Bolevich

AIHW Chief Executive Officer

1 About us

The Australian Institute of Health and Welfare (AIHW) is Australia's authoritative source of health and welfare data and analysis.

Established in 1987, we have more than 35 years' experience in collecting health and welfare data. We enjoy national and international recognition for our statistical expertise and have a proven track record of providing high-quality information, reliable analysis and accessible products.

AIHW data, publications and services are used by government policymakers, the community, researchers, non-government organisations, frontline services, journalists and educators.

Our vision and values

Our vision is *Stronger evidence, better decisions, improved health and welfare for all Australians.*

In pursuing our vision, we draw on our independence and our expertise in health and welfare to strive for excellence in all we do.

We uphold the Australian Public Service values.



Figure 1: The APS Values

Organisational goals

Our AIHW strategy sets out the 5 organisation goals that we aspire to live up to. In all that we do, AIHW strives to be:

1. a trusted leader in health and welfare data and analysis
2. an innovative producer of data sets and analysis
3. a strong strategic partner
4. recognised for our organisational excellence
5. recognised by First Nations people and organisations as an exemplary partner and organisation.

Enabling legislation and responsible minister

The AIHW was established under the *Australian Institute of Health and Welfare Act 1987* (AIHW Act) and is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

We are a part of the Australian Government Health, Disability and Ageing portfolio. We are accountable to the Minister for Health and Ageing and the Minister for Disability and the National Disability Insurance Scheme, the Honourable Mark Butler. The Minister may give a direction to the AIHW under Section 7 of the AIHW Act.

Governance

The AIHW's accountable authority under the PGPA Act is the AIHW Board (board). The AIHW is led by its Chief Executive Officer (CEO) who is responsible for day-to-day administration.

Three corporate governance committees advise our board – the Ethics Committee, the Risk, Audit and Finance Committee (RAFC), and the AIHW People Committee. The AIHW Executive Committee, made up of senior executive staff, acts as an advisory body to the CEO on matters of leadership, operational and corporate issues.

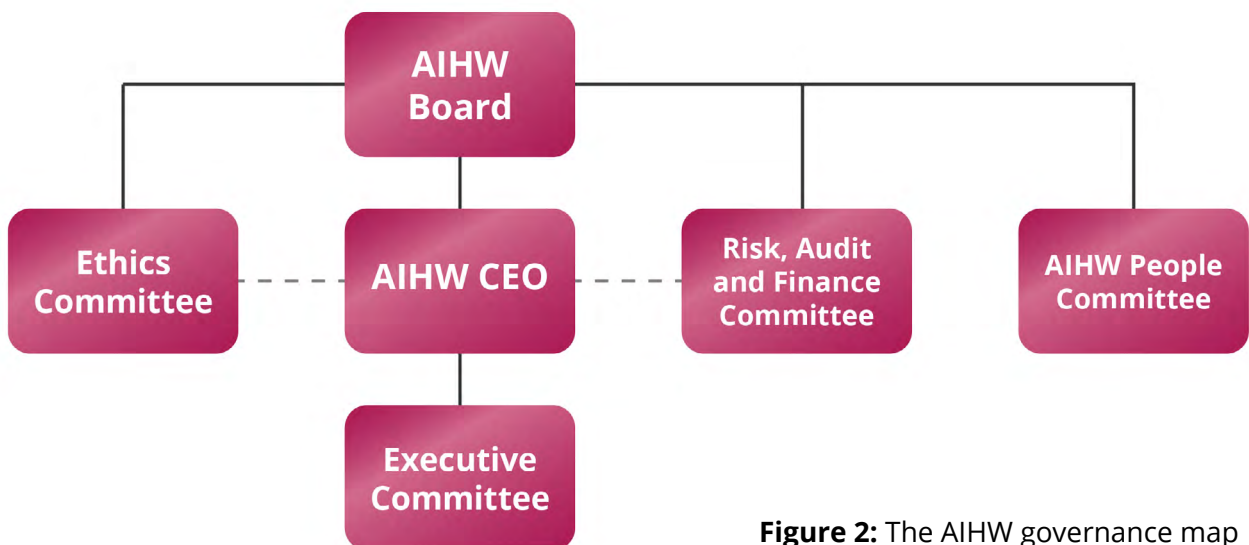


Figure 2: The AIHW governance map

AIHW Board

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

The AIHW Board provides valuable insight reflecting the diverse roles and experiences of its membership, including in the government, health care, not-for-profit and housing sectors.

AIHW Ethics Committee

The AIHW Act requires the 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 AIHW Ethics Committee exists to ensure data about people is handled with respect and in line with ethical practice. Its main responsibility is to advise on the ethical acceptability of activities done by the AIHW and our stakeholders. This includes assessing ethical considerations in research involving Aboriginal and Torres Strait Islander (First Nations) people and other participant groups. The AIHW Ethics Committee is recognised by the National Health and Medical Research Council as a properly constituted Human Research Ethics Committee as outlined in the National Statement on Ethical Conduct in Human Research.

02

Our purpose



2 Our purpose

The purpose of the AIHW as set out in the AIHW Act is to produce authoritative and accessible information and data sets to inform policy and service delivery decisions, leading to better health and wellbeing for all Australians.

To accomplish this, we publish more than **400 data products** a year via our 8 websites.

We link data across a range of topics to provide new insights and tell a more comprehensive story, making complex cross-sector and cross-jurisdictional research more accessible.

Since our foundation in the 1980s, we have been at the forefront of cross-jurisdictional data linkage and continue to play an increasing role in national data collections and holdings. We offer enduring linkages, as well as bespoke data linkage services and customised data extracts for government agencies, researchers, consumers, service providers and other organisations.

We maintain strong partnerships with Australian government agencies, as well as state and territory governments. These collaborations include joint data projects, contributions to national governance and decision-making, and support for decision-making processes and inquiries. Additionally, we administer specialised standards and classifications for health, health services and welfare services, ensuring that Australia uses up-to-date, nationally and internationally consistent methods for describing health conditions, disability and health interventions.

Nationally consistent health and welfare data standards enable us to mobilise and integrate data, supporting more effective decision-making and policy development. This consistency ensures that the data we collect and analyse can be reliably used to inform policies and improve health and welfare outcomes across Australia.

A **data product** is any data collection, database, dashboard, data table, report or visualisation that results from our analysis and is published for stakeholders to use.

These products are designed to be accessible, useful and help link and integrate data across different topics to provide new insights and support better decision-making.



Health & welfare services

- Primary healthcare networks
- Hospitals
- Frontline services
- Aged care providers
- Mental health services
- Housing and homelessness services
- Disability services
- Income support services
- Child protection services



Data & research organisations

- State and territory data collections
- Data custodians
- Researchers
- Universities
- Private sector data custodians



Community & professional groups

- Professional associations
- Community organisations
- International health organisations
- First Nations representative bodies
- Housing and homelessness services



Linked programs & partners



- Department of Social Services (DSS)
- Australian Bureau of Statistics (ABS)
- Australian Commission on Safety and Quality in Health Care (ACSQHC)
- Department of the Treasury
- Independent Health and Aged Care Pricing Authority (IHACPA)
- National Health Funding Body (NHFB)
- National Indigenous Australians Agency (NIAA)



The Australian Government, including:

- Department of Health, Disability and Ageing
- Department of Social Services
- Department of Veterans' Affairs
- National Indigenous Australians Agency



Organisations & Providers

- First Nations organisations
- Community organisations
- Health and welfare service providers



State/Territory Governments

- State and territory governments and their departments



Direct users of AIHW data

- Researchers
- Policy analysts
- Advocacy groups
- Service planners
- Program designers



- **The people of Australia**
- **Vulnerable populations**
- **Future generations**
- **International health organisations**

Where we fit in

The diagram on **page 11** illustrates AIHW's role in the health and welfare data ecosystem (**See section 4.4 – Cooperation**). From top to bottom, we receive data from data providers, collaborate with our linked partners to build stronger evidence, which in turn allows for decision makers to make better decisions, and ultimately improves the health and welfare of the people of Australia now and into the future.

The AIHW strategy

In 2024–25, the AIHW commenced work to refresh our strategic directions to emphasise and encapsulate the core elements of AIHW's vision, desired stakeholder outcomes, organisation goals, core functions, priority enablers and strategic context.

Key features of AIHW's future focus will be to:

- accelerate development of new data collections and capabilities
- adopt contemporary technologies and analytical methods
- expand and enhance relationships with and the relevance of our work to our stakeholders, including First Nations people and organisations.

The AIHW strategy is a key summary of the institute's strategic intent.

The full AIHW strategy is available on **page 14**.

Core functions

Our core functions form the foundation of our day-to-day operations and support the delivery of trusted, evidence-based insights that inform better policy and decision-making across Australia.

- **Develop, collect and curate health and welfare data** – deliver transparent and comprehensive information on health and welfare.
- **Create, share and facilitate access to analysis, information and reports** – ensure timely and secure access to health and welfare insights.
- **Conduct, promote and support research on people's health and welfare** – enhance visibility and accessibility of data to support research.
- **Coordinate and encourage high-quality and comparable data through advice on data quality and development of standards and adoption of classifications** – provide accurate, consistent and comparable national data.
- **Promote effective use of data and sector-wide development of analytical capabilities** – foster collaborative approaches to data, system design and analysis.

Enabler priorities

Our organisation objectives are supported by enablers; the building blocks essential to achieving our stakeholder outcomes.

The following enabler priorities are the key areas of focus we will pursue to achieve our vision and stakeholder outcomes:

- **Streamlined data governance, integration and sharing** – data governance and sharing systems, processes and frameworks that facilitate more efficient exchange and access.
- **Effective communication, engagement and collaboration** – enhanced and more diverse communication and engagement approaches developed in consultation with stakeholders.
- **Highly skilled workforce** – recruitment, retention and engagement approaches that align with current and future workforce and capability needs.
- **Contemporary digital platforms and tools** – more efficient, reliable and secure IT systems including information and communication technology (ICT) infrastructure that will meet our future data and analytics needs.
- **Optimised business processes and project delivery** – innovative and organisation-wide approaches to project governance and business development.

These enabler priorities are the foundation of the institutes 16 Strategic Initiatives, which will be a key focus for us in 2025–26 and beyond. These initiatives are expanded on in **Chapter 3 – Key Activities**.

The AIHW strategy

Our AIHW strategy serves as the foundation for most elements of our corporate plan. Wherever possible, we will refer directly to the language and priorities outlined in the AIHW strategy to demonstrate direct alignment with our strategic intent.



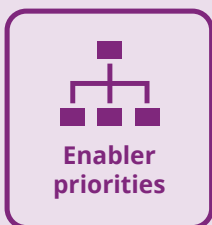
Stronger evidence, better decisions, improved health and welfare for all Australians



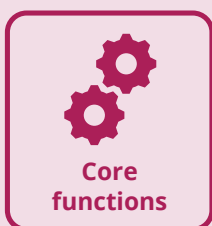
- People and organisations have comprehensive and trusted health and welfare data they can engage with
- AIHW data and evidence is used to inform policy and guide service planning and delivery
- Performance measurement, evaluation and improvement is enabled by the AIHW's data and analysis
- High quality research is enabled by integrated, secure and timely data



- A trusted leader in health and welfare data and analysis
- Innovative producers of data sets and analysis
- A strong strategic partner
- Recognised for our organisational excellence
- Recognised by First Nations people and organisations as an exemplary partner and organisation



- Streamlined data governance, integration and sharing
- Effective communication, engagement and collaboration
- Highly skilled workforce
- Contemporary digital platforms and tools
- Optimised business processes and project delivery



- Develop, collect and curate health and welfare data
- Create, share and facilitate access to analysis, information and reports
- Conduct, promote and support research on people's health and welfare
- Coordinate and encourage high-quality and comparable data through development of standards and adoption of classifications
- Promote effective use of data and sector-wide development of analytical capabilities



- Multiple and inter-related health and social policy reforms
- Complex decision-making environment
- Complex legal, governance and privacy environment
- More diverse stakeholder needs
- Rapid technological advancements bringing new opportunities and risks
- Dispersed data and information sources
- Fiscal constraints
- Greater focus on monitoring and evaluation
- Increased focus on measuring outcomes
- Increased demand for integrated data

03

Key activities



3 Key activities



How it all fits together

The puzzle icon appears when a section of the corporate plan is linked to a specific element of the AIHW strategy (**page 14**)

Outcome and program

The table below describes the outcome and program structure relevant to the AIHW as set out in the [Health Portfolio Budget Statements 2025–26 \(PBS\)](#).

Table 1: Our outcome and program as listed in the PBS

Outcome	Program
Outcome 1: A robust evidence-base for the health, housing, and community sectors, including through developing and disseminating comparable health and welfare information and statistics.	Program 1.1: Develop, collect, analyse, and report high quality national health and welfare information and statistics for governments and the community.

Key activities

The PBS outline the institute’s key activities as follows:

The AIHW provides meaningful information and statistics for the benefit of the people of Australia by:

- developing, maintaining and promoting statistical information standards for the health and community services, and housing assistance sectors
- collecting and managing data on health and welfare issues, including from state, territory and federal government agencies
- analysing and releasing a range of health and welfare products (data and reports) to key policy areas to support better policy and service delivery decisions
- enhancing data resources with the addition of new health and welfare data assets to AIHW’s data holdings to fill data gaps in the health and welfare sectors
- modernising the discoverability, presentation and availability of national health and welfare data and services to meet the needs of diverse audiences such as state, territory and federal government agencies, universities, research centres, and non-government organisations.

When considering the institute’s key activities, the above list should be viewed alongside the core functions (**page 14**) from the AIHW strategy.

Strategic Implementation Office (SIO)

The Strategic Implementation Office (SIO) is a small team that has been established to promote and support enhanced project management and program governance across the institute, and to ensure the successful delivery of 16 strategic initiatives.

These strategic initiatives were established in late 2024 and will be progressed over the coming years to enable AIHW to deliver on its strategic vision and outcomes. They cover a wide range of AIHW's work, including ICT investment, optimising our data handling processes, developing a new web presence, improvements in internal governance and the development of new products and services. The implementation of the initiatives is happening through:

- executive sponsorship, with all senior executives designated to lead specific initiatives and monthly Executive Committee meetings dedicated to monitoring the progress of the initiatives
- extensive staff engagement, with working groups made up of staff volunteers from across the institute being established to deliver work streams under each initiative
- strong project management, including planning of deliverables, timelines and resources and reporting of progress and risks, overseen by the SIO.

Strategic initiatives

We have identified new strategic initiatives to enable the institute to quickly adapt to expected and future changes in our operating environment, leading to significant improvements in the ways we operate. To ensure our institute remains resilient, adaptive, and forward-thinking, it is crucial that we prepare for future requirements today through the delivery of these initiatives.

The implementation and rollout of these initiatives will form part of the key activities of the institute in 2025–26 and future years. 16 initiatives are being developed and rolled out during the period covered by this corporate plan (2025–29).

Initiatives with key milestones and deliverables this year include:

The ICT Modernisation Roadmap and Investment Plan

Based on the AIHW Technology Strategy 2023–26, this initiative sets out strategic priorities and timelines for improvements across a range of AIHW technological capabilities, including continuous elevation of technical responses to cyber and recovery programs.

The ICT modernisation roadmap and investment plan will set clear ICT goals to help the AIHW update its outcomes in the AIHW Technology Strategy, outline the steps and timelines for achieving these outcomes, and identify the investment required for each component of the implementation plan.

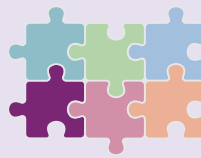


Enabler:

- Contemporary digital platforms and tools

Communications and Stakeholder Engagement Strategies

These initiatives will diversify the institute's approach to dissemination of its products and use of its services to maximise the institute's impact and raise the organisation's profile. The strategies include an internal communication perspective to ensure that our people continue to be well informed and engaged in all aspects of our organisational life, and external perspectives to ensure effective communication, engagement and collaboration.



Enablers:

- Effective communication, engagement and collaboration
- Highly skilled workforce

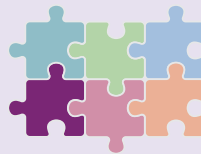
They will also guide the development of a stakeholder engagement strategy to enable the AIHW to develop, maintain and enhance its key stakeholder relationships now and into the future. This will build on our existing strengths in stakeholder engagement to deepen our focus on engaging end users and potential users of our products and services to better meet their information needs.

Implementation plans for these initiatives will be developed and put in place during the 2025–26 period.

Project governance and business development

As part of our improvement program, the AIHW is developing a number of strategic initiatives aimed at optimising business processes and project delivery. In 2025–26, we will finalise a business development plan which will include reference to:

- enhanced delivery of programs and projects through improved project governance
- an innovation framework and implementation plan
- exploration of enhanced advisory service capabilities
- streamlined processes
- aligned internal and external performance metrics.



Enablers:

- Optimised business processes and project delivery
- Streamlined data governance, integration and sharing

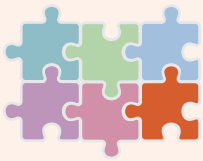
By focusing on key areas as a priority over the next few years we aim to ensure that the institute remains resilient as well as building a future-ready institute that supports our vision and strategic objectives and enhances the quality of the products and services we provide well into the future.

04

Operating context



4.1 Our Environment



Strategic context:

- more diverse stakeholder needs
- multiple and inter-related health and social policy reforms

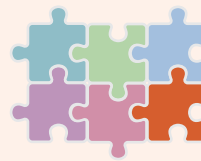
A current picture of the health and welfare of Australians is important when developing health policy and planning health services. Multiple and inter-related health and social policy reforms rely on accurate and timely data. To get a clear picture of Australia's health and welfare, we must develop, collect and curate health and welfare data.

Accurate, comparable and comprehensive data enable authorities to identify health trends, assess the effectiveness of existing programs, allocate resources efficiently and develop targeted strategies for improving health outcomes. Moreover, such data can facilitate early intervention, preventive measures and better-informed patient care, ultimately contributing to the overall wellbeing and quality of life for the population.

The COVID-19 pandemic made the value of health data more prominent and highlighted more diverse stakeholder needs, which enabled data sharing improvements and more timely release of data.

Data priorities

There is a growing volume and increasingly dispersed array of health and welfare data and information available. Technological advancements enable streamlined collection and sophisticated analysis of a wider spectrum of data than ever before. Despite these enhancements, the issue of inadequate information on various aspects of the health and welfare systems remains.



Strategic context:

- dispersed data and information sources

Data gaps exist where there is no data currently available or where data collected are not comprehensive or in a format that can be analysed or used meaningfully. These gaps can limit the capacity for population health monitoring, research, planning and policy development in important areas of the health and welfare landscape.

The AIHW continues to play a key role in developing new data standards and collections in priority data gap areas.

Primary care is a key data gap. The AIHW is working with health stakeholders on a work program to advance the provision of primary health care data in Australia by developing processes for governance, standardisation, collection, analysis and reporting. This work will ultimately form a National Primary Health Care Data Collection, initially focused on general practice (GP) activity data, to provide a better understanding of health conditions managed, and outcomes for individuals.

This work includes understanding the quality and uses of GP data through data demonstration projects, working with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) on the creation and use of national Fast Healthcare Interoperability Resources standards in health-care information exchange and participating in a multijurisdictional project team to support the National Primary and Acute Care Data Linkage Project (Design Phase).

We are working to establish new data collections covering a wide range of areas such as perinatal, mental health screening, family, domestic and sexual violence, neonatal hearing screening, congenital anomalies and other topics. We also continue to work with others to establish and support performance measurement frameworks in a range of areas including health and welfare reform, disability, aged care, family, domestic and sexual violence and First Nations.

Expanded and better-quality linked data (see next section) may also fill many data gaps, providing a better understanding of people's pathways and outcomes, as well as the relationships between health and welfare. Analysis of linked data can provide important insights on the health and welfare of Australians and the interfaces between different types of services and how they can work together more effectively. Linked data is important for informing a broad range of policy, service delivery, monitoring and evaluation goals from a person-centred, rather than a service-based, perspective.

Integrated data

Integrated data, also known as data linkage, brings together data from multiple sources to better understand the complex interactions Australians have with health and welfare services. As the demand for integrated data increases, the AIHW has been adapting by creating larger, more comprehensive linkages, making complex cross-sector and cross-jurisdictional research easier.



The National Health Data Hub (NHDH), formerly the National Integrated Health Services Information (NIHSI), is a major national data linkage system for health research and analysis. No other linkage system routinely brings together the core data that the NHDH does or delivers such a vast range of insights for health and aged care policy and research. The NHDH is now an integral data resource in the Australian health data landscape, and its streamlined data governance, integration and sharing contributes widely to an array of government programs and initiatives.

The AIHW is the key data broker of state and territory data into national linkage systems. Key data priorities for inclusion in the NHDH covers cancer screening and registry data, human services data involving child protection, youth justice and housing & homelessness information, and the wealth of information available via clinical quality registries consisting of intensive care, dementia, and cancer data. The NHDH supports the production of high-quality integrated data, enables complex analyses and delivers timely and robust evidence to support better research, policy and service delivery decisions, leading to improved health and wellbeing.

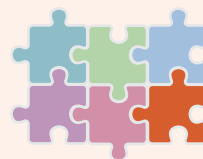
In an environment where data and information sources are dispersed, there is a high level of interest in having more linked data sets available for health and welfare research through linked data. We are broadening the NHDH linkage system by working with Commonwealth and state and territory partners to expand available data sets over time, with a focus on the rich National Minimum Data Sets held by the AIHW. The NHDH system is also being leveraged to deliver other linked assets such as the National Aged Care Data Asset and the Child Wellbeing Data Asset and supports researchers linking their own data or clinical data with appropriate governance to the NHDH, enabling more streamlined access to data. The NHDH linkage system and data sets are also crucial inputs to the new Australian National Data Integration Infrastructure (ANDII) and its first asset, the National Disability Data Asset.



Figure 3: Integrated data brings together dispersed data sources into a combined, linked dataset

Privacy and trust

We operate in an environment of evolving community and data provider expectations about the protection of personal information and other data from both privacy and confidentiality perspectives. A complex legal, governance and privacy environment demands a high standard of data security.



Strategic context:

- complex legal, governance and privacy environment

We strive to protect the privacy and confidentiality of the information we hold and release through compliance with legislation and under a complex and evolving set of data governance arrangements involving designated data custodians, the AIHW Ethics Committee, de-identification, audit activities, and physical and information and communications technology (ICT) security.

These multiple layers of assurance ensure that data are accessed only by authorised personnel for appropriate purposes in a secure environment.

Closing the gap

We are committed to the implementation of the National Agreement on Closing the Gap Priority Reforms, which closely aligns with our organisation goal to be recognised by First Nations people and organisations as an exemplary partner and organisation.

Priority Reform 1: Formal Partnerships and Shared Decision Making

We provide timely, accurate and authoritative statistical reporting on the health and welfare of First Nations people. As a trusted leader in health and welfare data and analysis, we have established formal strategic partnerships and other consultative mechanisms with First Nations experts and groups to bring First Nations perspectives to the work that we do.

Priority Reform 2: Building the Community-Controlled Sector

As an innovative producer of data sets and analysis, we provide data and advice to First Nations organisations and researchers. These data and advice are used to build the community-controlled sector through informing decision-making, attracting investment and supporting advocacy for change. As a strong strategic partner, we work with First Nations organisations to build data capabilities, improve access to data and develop shared learnings.

Priority Reform 3: Transforming Government Organisations

We are recognised for our organisational excellence. We embrace the diversity of our employees providing a workplace that is inclusive, respectful and free of discrimination. We are investing in cultural safety training and we are committed to increasing the numbers of First Nations trainees and employees at the AIHW and we support Indigenous businesses. We are committed to implementing relevant actions from the *Framework for governance of Indigenous data*.

Priority Reform 4: Shared Access to Data and Information at a Regional Level

We inform and shape policy, service delivery and community debate by highlighting key health and welfare priorities and the needs of First Nations people. To support this work, we engage with First Nations people and organisations to continually improve the quality of our data holdings and enhance the accessibility, cultural relevance and appropriateness of our products and services for First Nations audiences. We are releasing more regional data publicly to help support local decision making.

Supporting the National Agreement on Closing the Gap is a key priority for the AIHW and is embedded in our organisational goal of being recognised by First Nations people and organisations as an exemplary partner and organisation.

We are committed to continuously improving the quality, relevance and accessibility of our data and reporting to better support outcomes for First Nations people.

The full range of our relevant products and publications can be viewed on our website at www.aihw.gov.au/indigenous-australians

4.2 Capability

Workforce capability

To achieve our purpose, we will continue to ensure our employees have the appropriate balance of core, technical and leadership skills to undertake their roles. We will:

- use flexible training delivery with an appropriate mix of face-to-face, virtual and blended learning
- draw on internal expertise and external partnerships to deliver contemporary technical training
- provide training in core leadership and management skills
- 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
- share expertise and encourage joint and collaborative ways to build our capability with our partners.

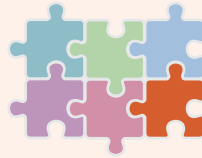


In 2025, a formal workforce development plan will be created as part of the 16 Strategic Initiatives. This plan will place a strong focus on identifying the AIHW's future skills and capabilities requirements and will inform our approach to ensuring our highly skilled workforce is well-equipped to achieve our strategic vision.

Through training programs, our diversity networks and raising staff awareness, we promote a culture that embraces accessibility and inclusivity.

Information and communications technology (ICT) capability

The AIHW ICT modernisation plan sets an ambitious plan for the institute to ensure that we continue to meet the expectations of our stakeholders and staff, both now and in the future. It provides a strong foundation to advance our ICT services and infrastructure over the 5 years of the plan, ensuring we have the right capabilities to achieve our strategic goals and address growing ICT requirements.



Strategic context:

- rapid technological advancements bringing new opportunities and new risks

To deliver the plan, we have identified 5 focus areas, and we will:

- Develop an Enterprise Data and Analytics Ecosystem that supports timely and secure delivery of our data products.
- Establish enterprise workflow management capabilities to achieve efficiencies and improve Business Process Management.
- Continue to elevate our cybersecurity and recovery responses to protect our data.
- Enhance online presence and external stakeholder engagement strategies to enable seamless co-design, exploration and discoverability of data.
- Establish an enterprise information management capability, making it easy to find reusable, secure and reliable information.

Rapid technological advancements bring both new opportunities and new risks. With the evolving cyber threat environment, we continue to keep cybersecurity at the forefront of ICT decision making and capability.

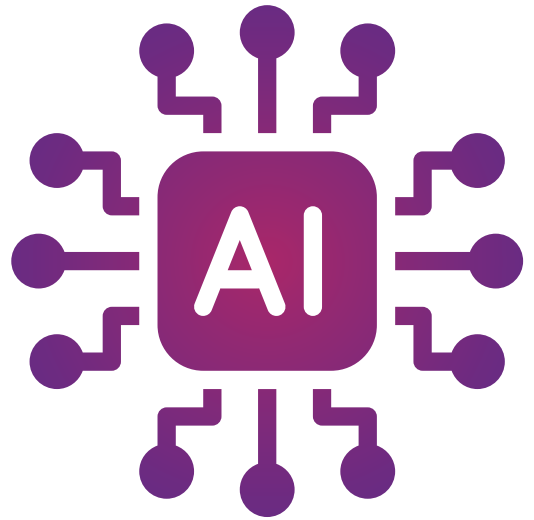
We will continuously improve our security posture, with a dedicated focus on alignment with best practice guidance from the Australian Cyber Security Centre.

Artificial Intelligence (AI) capability and innovation

In alignment with these efforts, the AIHW is also focused on building organisational capability in artificial intelligence (AI) and machine learning (ML) to future-proof our analytical functions. These capabilities are key to supporting automation, improving insight generation, and enabling rapid processing of large and complex datasets.

AIHW has already developed a strong foundation in AI/ML through pilot projects, internal training, and the development of tools and guidelines. Future work will include:

- Scaling AI/ML adoption across business units through process optimisation and staff enablement initiatives.
- Integrating AI capabilities into the enterprise data ecosystem to support advanced data discovery, natural language search, predictive modelling and quality assurance.
- Updating as required AI governance, risk management, and compliance frameworks in line with whole-of-government policies and the DTA's Responsible AI Guidelines.
- Encouraging experimentation and safe use of generative AI tools, where appropriate, to streamline internal processes, improve productivity and explore new value-creation opportunities.

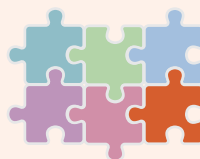


4.3 Risk

Key risks

The AIHW Executive Committee and AIHW Board have identified the following areas as carrying the greatest strategic risk:

Strategic context:



- greater focus on monitoring and evaluation
- increased focus on measuring outcomes
- fiscal constraints

Cybersecurity breach

Cybersecurity remains an important consideration for the AIHW, as it is for all agencies operating in an increasingly digital environment. Proactive security measures help support the ongoing protection and reliability of our systems and information.

Data governance and privacy

As a data agency even small data or privacy breaches could be damaging to the AIHW's reputation. AIHW staff have a very high awareness of privacy requirements, and we have a privacy breach response plan in place.

Major project delivery failure

The AIHW has been developing the National Health Data Hub and is actively involved with the Australian National Data Integration Initiative and the National Disability Data Asset. These projects require extensive ICT resources and funding to be successful. They also require careful management of relations with external stakeholders and compliance with relevant legislation.

Preparedness of IT systems to handle very large, complex data sets

The increasing number, size and complexity of data sets is putting strain on the AIHW's ICT systems. At the same time technology is evolving rapidly. The AIHW is carefully reviewing its ICT requirements and has prepared a 5-year ICT modernisation plan.

Risk management

Over the next 4 years, the board will continue oversight of our Risk Management Framework (RMF), Strategic Risk Profile (SRP) and high-level operational risks. These are reported to the board every 6 months via the Risk, Audit and Finance Committee.

As outlined in our RMF, the protection and enhancement of our reputation with our key stakeholders is paramount.

The board sets the risk appetite for behaviours, activities, processes, investments and other decisions that put our reputation as a trusted and relevant institution at risk. However, to enhance relevance with stakeholders we need to occasionally embark on initiatives with new risks that will be managed with effective mitigation strategies to achieve desired outcomes. Therefore, we have a moderate appetite for accepting some well-managed risks on activities that have a high probability of increasing our reputation. The board sets the risk appetite.

The CEO and Executive Committee are expected to manage risk, consistent with the expressed board risk appetite and risk tolerances for various categories of risk. Risk mitigation strategies are reviewed and updated every 6 months.

Fraud control

We will minimise the potential for fraud in accordance with our *Fraud and Corruption Control Plan 2024-26*. 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. The plan will be updated in 2026-27.

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.



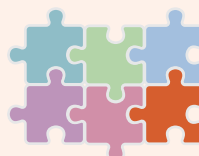
4.4 Cooperation

Partners, collaborators and clients

We work with a broad range of stakeholders – with some of our relationships dating back to our establishment in 1987.

We convene or participate in committees with experts from many different subject areas, meaning we are informed by contemporary best practice and a wide range of perspectives. Our major partners and stakeholders include:

- the Australian Government and through it, the Australian Parliament and the people of Australia
- the Minister for Health and Ageing as our responsible minister
- Australian Government departments and agencies
- state and territory governments and their departments
- Primary Healthcare Networks (PHNs)
- First Nations stakeholders and organisations
- health and welfare service providers and non-government organisations
- consumers of health, welfare, and housing services
- students and the research community
- professional associations



Strategic context:

- complex decision-making environment

Stakeholder expectations

Our stakeholders are important to us. We are accountable to them; they fund us and we tailor our products and services to suit their needs.

As an independent agency, we are proud of our wide variety of diverse stakeholder relationships. We work closely with a wide range of stakeholders and they trust us to both handle their data carefully and turn it into meaningful information and statistics. Our ability to provide reliable analysis and maintain strong relationships with multiple data owners makes us a key player in informing important policy and service delivery decisions in a complex decision-making environment.

Crucial to facilitating these decisions is that data must be easily accessible, available at the right time and useable by the right people. Integrated data at national, state, territory, and local level supports new insights and allows us, and others, to better understand complex interactions people have with services. This integrated approach helps identify and address data gaps, allows policymakers to make more effective decisions that address the root causes of health issues, and improves health and welfare for all Australians.

We continue to build on our collaboration and partnerships with Australian, state and territory government agencies and non-government organisations.

Our [Customer Care Charter](#) outlines our commitment to servicing our stakeholders.

Linked programs

In the 2025–26 Health Portfolio Budget Statements we have linked programs with the Department of Health, Disability and Ageing, Department of Social Services, Department of the Treasury, Australian Bureau of Statistics, Australian Commission on Safety and Quality in Health Care, Independent Hospital and Aged Care Pricing Authority, National Health Funding Body and National Indigenous Australians Agency.

We will also continue to actively engage with a range of 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 is provided by state and territory government departments that fund and deliver those services.

The states and territories are represented on our governance and advisory forums and provide input into our work, collaborating to develop and implement national data standards and maximise the usefulness of our products nationally and locally.

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 making available 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. These 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 briefings on forthcoming releases (including providing embargo access to reports) and partnering on stakeholder engagement and communication activities, where possible.

First Nations partners

The AIHW works in partnership with First Nations organisations to support data sovereignty, improve health and wellbeing outcomes, and strengthen community-led decision-making. We currently have several formal partnerships in place, including with:

- Barang Regional Alliance
- Queensland Aboriginal and Islander Health Council (QAIHC)
- Aboriginal and Torres Strait Islander Social and Emotional Wellbeing Measurement Consortium

We also have a staff exchange program with QAIHC, which helps build shared knowledge and strengthen relationships.

In Victoria, we are working with the Western District Aboriginal Community Controlled Organisation Collective to develop a secure platform for a regional data dashboard. This dashboard will support local decision-making by providing timely and relevant data.

In Queensland, we continue to provide data and updates to the Institute for Urban Indigenous Health to support their reporting and planning for the Southeast Queensland region.

International cooperation

We will continue our role in information sharing with international organisations, such as the World Health Organisation (WHO) and the Organization for Economic Co-operation and Development (OECD). We will also continue our support for the development of international health classifications as the Australian Collaborating Centre with the WHO Family of International Classifications.

We will maintain informal collaborative arrangements with other international agencies and bodies, such as the Canadian Institute for Health Information, the International Group for Indigenous Health Measurement and the international group supporting secondary use of health data – the National Initiative Network.

Under the Partnership for a Healthy Region, we are a public partner with the Department of Foreign Affairs and Trade working closely with Fiji, Samoa, Solomon Islands, Tonga, Vanuatu, the Pacific Community and other regional stakeholders on strengthening health information systems in the Pacific.

4.5 Subsidiaries

The AIHW does not have any subsidiary entities.

05

Performance



The AIHW Performance Framework

In line with our strategy refresh, our performance framework has been revised to ensure that our approach to performance measurement aligns with our strategy.

Our performance framework:

- Summarises the AIHW's core functions – established in our legislation.
- Highlights enabler priorities – spanning across people, processes, technology and communications and which will be the focus of optimisation and modernisation efforts over the next few years.
- When combined, will allow the AIHW to meet stakeholder and organisation outcomes, and bring us closer to our vision.

Figure 4 provides a high-level view of our organisation emphasis, priorities and performance focus. The 'What we measure about our performance' column explains how, in practice, we monitor the institute's performance against each focus area. Tables 2–4 then present a more detailed breakdown of specific metrics for each performance area.

Figure 4: AIHW performance framework

Performance focus	What we measure about our performance
<p>Core functions (maintain)</p> <ul style="list-style-type: none"> • Develop, collect and curate health and welfare data • Create, share and facilitate access to analysis, information and reports • Conduct, promote and support research on people's health and welfare • Coordinate and encourage high-quality and comparable data through development of standards and adoption of classifications • Promote effective use of data and sector-wide development of analytical capabilities 	<ul style="list-style-type: none"> • Comprehensive and high-quality national collections of health and welfare data • Timely creation and supported access to health and welfare analysis, information and reports • Visibility of and access to health and welfare data supporting research • Clear priorities and delivery of national data standards development and classifications adoption • Collaborative approaches to data system design, analytical excellence and workforce developments

Performance focus	What we measure about our performance	
Enabler priorities (improve)	<ul style="list-style-type: none"> Streamlined data governance, integration and sharing Effective communication, engagement and collaboration Highly skilled workforce Contemporary digital platforms and tools Optimised business processes and project delivery 	<ul style="list-style-type: none"> Data governance and sharing systems, processes and frameworks that facilitate more efficient exchange and access Enhanced and more diverse communication and engagement approaches developed in consultation with stakeholders Recruitment, retention and engagement approaches that align with current and future workforce and capability needs More efficient, reliable and secure IT systems including ICT infrastructure that will meet our future data and analytics needs Innovative and organisation-wide approaches to project governance, business development and productivity

Stakeholder outcomes

- | | |
|---|--|
| <ul style="list-style-type: none"> People and organisations have comprehensive and trusted health and welfare data they can engage with AIHW data and evidence is used to inform policy and guide service planning and delivery Performance measurement, evaluation and improvement is enabled by the AIHW's data and analysis High quality research is enabled by integrated, secure and timely data | <ul style="list-style-type: none"> Stakeholders seek out AIHW data and analytical products and services Stakeholders find AIHW data and analytical products and services relevant to policy, program and service delivery priorities Stakeholders use AIHW data and analytical products and services to measure and evaluate policies and programs, improve services, and assess performance of service delivery systems Researchers have timely and secure access to AIHW data holdings |
|---|--|

Core functions

Enabler priorities

Stakeholder outcomes

Comprehensive and high-quality national collections of health and welfare data.

- Data collections
 - Topics covered
-

Timely creation and supported access to health and welfare analysis, information and reports.

- Releases and reports
 - Australia's health
 - Australia's welfare
-

Visibility of and access to health and welfare data supporting research.

- Research projects
-

Clear priorities and delivery of national data standards development and classifications adoption.

- Standards development and classifications adoption targets
 - Metadata
-

Collaborative approaches to data system design, analytical excellence and workforce developments.

- Active collaborations in place, including partnership agreements (total, First Nations agencies)
-

Data governance and sharing systems, processes and frameworks that facilitate more efficient exchange and access.

- Data governance framework
 - Time to access linked data
-

Enhanced and more diverse communication and engagement approaches developed in consultation with stakeholders.

- Web hits
 - Media mentions
 - Targeted engagement plans
-

Recruitment, retention and engagement approaches that align with current and future workforce and capability needs.

- Employee census scores
 - Retention rate
 - Diversity representation (First Nations, CALD, disability)
-

More efficient, reliable and secure IT systems including ICT infrastructure that will meet our future data and analytics needs.

- ICT modernisation and investment plan targets
 - Essential 8 maturity goals
-

Innovative and organisation-wide approaches to project governance, business development and productivity.

- Consistency with project management framework
 - Project governance and business plan targets
-

Stakeholders seek out AIHW data and analytical products and services.

- Stakeholder survey
 - Case studies
-

Stakeholders find AIHW data and analytical products and services relevant to policy, program and service delivery priorities.

- Stakeholder survey
 - Case studies
-

Stakeholders use AIHW data and analytical products and services to measure and evaluate policies and programs, improve services, and assess performance of service delivery systems.

- Stakeholder survey
 - Case studies
-

Researchers have timely and secure access to AIHW data holdings

- Stakeholder survey
 - Case studies
-

Performance for 2025–26 to 2028–29

Table 2: Core functions performance measures

Core functions	2025–26	2026–27	2027–28	2028–29
Comprehensive and high-quality national collections of health and welfare data				
Number of data collections included in the published AIHW Data Catalogue	#	≥ previous year		
Number of health and welfare topics covered by AIHW products*	#	equivalent		
Timely creation and supported access to health and welfare analysis, information and reports				
Total number of releases and reports	#	≥ previous year		
Australia's welfare*	Present <i>Australia's welfare 2025</i> to the Minister for Health and Aged Care by 31 December 2025 and subsequently publish the report on the AIHW website	Plan and prepare <i>Australia's welfare 2027</i>	Present <i>Australia's welfare 2027</i> to the Minister for Health and Aged Care by 31 December 2027 and subsequently publish the report on the AIHW website	Plan and prepare <i>Australia's welfare 2029</i>
Australia's health*	Plan and prepare <i>Australia's health 2026</i> and present the report to the Minister for Health and Aged Care by 30 June 2026	Publish <i>Australia's health 2026</i> on the AIHW website	Plan and prepare <i>Australia's health 2028</i> and present the report to the Minister for Health and Aged Care by 30 June 2028	Publish <i>Australia's health 2028</i> on the AIHW website
Visibility of and access to health and welfare data supporting research				
Number of research projects supported by the AIHW		≥ previous year		
Clear priorities and delivery of national data standards development and classifications adoption				
Standards development and classifications adoption targets achieved	Met/not met	equivalent		

Core functions	2025–26	2026–27	2027–28	2028–29
Proportion of AIHW data holdings with publicly available metadata	%	≥ previous year		
Collaborative approaches to data system design, analytical excellence and workforce developments				
Number of partnership/head agreements	#	≥ previous year		
Number of partnership/head agreements with First Nations agencies	#	≥ previous year		

Those indicators marked with a star are recommended for inclusion in the 2026–27 and future Portfolio Budget Statements.

Table 3: Priority enablers performance measures

Enabler priorities	2025–26	2026–27	2027–28	2028–29
Data governance and sharing systems, processes and frameworks that facilitate more efficient exchange and access				
Data governance framework publicly available and current	Revised and published	equivalent		
Time from application to access for linked data	Median days	≤ previous year		
Enhanced and more diverse communication and engagement approaches developed in consultation with stakeholders				
Number of web hits	#	≥ previous year		
Number of AIHW media mentions	#	≥ previous year		
Stakeholder engagement plan targets achieved	Met/not met	equivalent		
Recruitment, retention and engagement approaches that align with current and future workforce and capability needs				
Proportion of employees who would recommend AIHW as a good place to work	%	equivalent		

Enabler priorities	2025–26	2026–27	2027–28	2028–29
Proportion of employees who rate their workgroup as having the appropriate skills, capabilities and knowledge to perform well	%	equivalent		
Retention rate	%	equivalent		
Diversity representation targets achieved:*	Met/not met	≥ previous year		
• First Nations employee representation	%	≥ 5%		
• Culturally and linguistically diverse representation	%	≥ previous year		
• Disability representation	%	≥ previous year		
More efficient, reliable and secure IT systems including ICT infrastructure that will meet our future data and analytics needs				
ICT modernisation and investment plan targets achieved	Met/not met	equivalent		
Essential 8 maturity goals reached	Met/not met	equivalent		
Innovative and organisation-wide approaches to project governance, business development and productivity				
Proportion of projects managed consistent with project management framework	%	≥ previous year		
Project governance and business development targets achieved	Met/not met	equivalent		

Table 4: Stakeholder outcomes performance measures

Stakeholder outcomes	2025-26	2026-27	2027-28	2028-29
Stakeholders seek out AIHW data and analytical products and services				
I use AIHW data in my work, research or study	%		≥ previous year	
Stakeholders find AIHW data and analytical products and services relevant to policy, program and service delivery priorities				
AIHW data and analyses relate directly to my interests	%		≥ previous year	
• policies and programs	%		≥ previous year	
• health and welfare services	%		≥ previous year	
There is clear information about the services AIHW offers on their website	%		≥ previous year	
Stakeholders use AIHW data and analytical products and services to measure and evaluate policies and programs, improve services, and assess performance of service delivery systems				
I use AIHW data and analyses to measure and evaluate	%		≥ previous year	
• policies and programs	%		≥ previous year	
• service performance	%		≥ previous year	
Researchers have timely and secure access to AIHW data holdings				
I am able to access AIHW linked data in time to meet my needs	%		≥ previous year	

Those indicators marked with a star are recommended for inclusion in the 2026-27 and future Portfolio Budget Statements.

Key Results

Possible results for performance measures are set out in the table below. These results are assessed by the AIHW's Risk, Audit and Finance Committee and approved by the AIHW Board.

Result	Description
Achieved/met	The target or goal has been fully met or exceeded. All planned activities and outcomes have been successfully completed as intended.
Substantially achieved	Most aspects of the target or goal have been met, but not all. There has been substantial progress, but certain planned activities or outcomes are still incomplete due to operational, environmental or risk factors.
Partially achieved	Some aspects of the target or goal have been met, but not all. There has been progress, but certain planned activities or outcomes are still incomplete due to operational, environmental or risk factors.
Not achieved/met	The target or goal has not been met. Planned activities and outcomes have not been completed, and the desired results have not been attained.
Change in scope	The original target or goal has been modified. This is usually due to changes in priorities, resources, or external factors, resulting in a revised scope of work or objectives.

Corporate Plan 2025–26

Australian Institute of Health and Welfare

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 Government, the Australian Parliament 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*.



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