

Corporate Plan 2023–24



Proudly supporting First Nations people for more than 50 years.



Introduction

Aboriginal Hostels Limited acknowledges the Traditional Owners and custodians of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to Elders past and present.

The Board of Aboriginal Hostels Limited (AHL), as the accountable authority, presents the AHL Corporate Plan for 2023–24, which covers the period 2023–24 to 2026–27, as required under subsection 95(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

AHL provides accommodation through a national network of facilities for First Nations people who are travelling, relocating or who need to be away from home to access services and economic opportunities.

AHL is a not-for-profit Commonwealth company limited by guarantee and incorporated under the *Corporations Act 2001*. The Australian Government, through the responsible Minister, is the sole member of the company.

This Corporate Plan sets out our purpose, key activities and strategic direction. It describes the work we do, the challenges and opportunities in our operating environment and how we will measure our success over the next 4 years.

Over the next 2 years, through the implementation of the \$20.8 million AHL reform package announced in the 2023–24 Budget, AHL will address areas of immediate need, including further improved nutritional standards, an increased hostel security presence and amenity improvements across the hostel network.

The package includes \$0.8 million resourcing for the National Indigenous Australians Agency (NIAA) to coordinate an independent review of AHL's business model to inform a solution for the company's long term financial viability. AHL will work closely with NIAA to support the independent review, which is scheduled to be completed by the end of 2023.

'AHL is a critical provider of culturally safe accommodation enabling First Nations people to access vital services, particularly people who need to travel to regional and urban areas to access these services.'

**The Hon. Linda Burney MP,
Minister for Indigenous Australians**



Minister Burney pictured at Grey Street Hostel with Head of Boarding Kristy Hill and team member Rebecca Hill.

First Nations people are advised that this publication may contain references to people who have passed away.



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Welcome from the Chair



Welcome to the Aboriginal Hostels Limited (AHL) Corporate Plan for 2023–24, which renews the Board's commitment to delivering services that improve the quality of life and economic opportunities for First Nations people. These services are much needed. In 2022–23 AHL accommodated around 16,000 residents and in 2023–24 we expect demand will remain at a similarly high level.

Recognising the ongoing need for our services and their importance to First Nations people, the Government committed additional funding to AHL reform through the 2023–24 Budget. The \$20.8 million over 2 years will support us to improve our services and secure the company's long term sustainability. This includes spending more on providing even more nutritious meals and food for residents, improving our security, better recognising the work of our hostel managers and undertaking important repairs, maintenance and capital works in our hostels.

In line with our ethos of putting residents at the centre of all that we do, we will work collaboratively with residents, communities and other stakeholders as we plan and introduce these improvements.

Our recent 50th anniversary provided an opportunity to reflect on the company's achievements and celebrate the role we've played in the lives of many First Nations people and families. It also allowed us to take stock of where we are headed. To secure our long term viability, we will remain alert to opportunities to adapt and strengthen our business model and our capacity to respond to emerging needs through evidence-based business planning.

Our work over the coming year will build on the successes of the past 50 years to ensure we can continue to provide a safe home away from home for First Nations people for generations to come.

A handwritten signature in black ink that reads "Anthony Ashby".

Anthony Ashby
Chair, AHL Board



Proudly Supporting
First Nations People



Our purpose and values

Our purpose

AHL's purpose is to provide safe, culturally appropriate and affordable accommodation for First Nations people who need to be away from home to access services and economic opportunities.

Our broader contributions

Across our network of hostels, dedicated AHL staff provide accommodation and meals for residents in a supportive environment, assisted by local service providers and referral agencies.

AHL also supports the Australian Government's efforts to improve economic outcomes for First Nations people. By purchasing goods and services from First Nations businesses at every opportunity, we help support a more inclusive economy. We are proud to be one of the largest employers of First Nations people in the Australian Public Service (APS), with First Nations employees comprising approximately 50% of our workforce.

How our corporate plan fits together



Our values

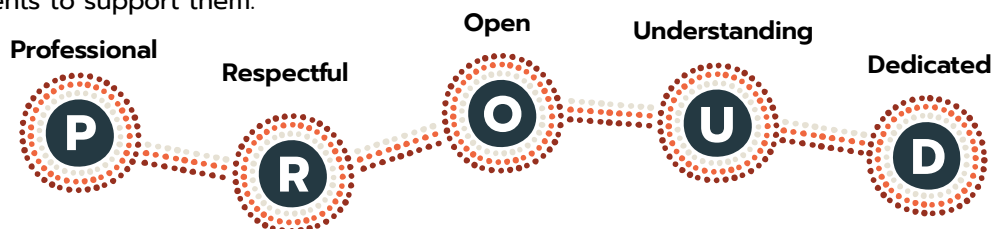
AHL's values are outlined in our Cultural Statement.

Respect for residents

Although AHL is an accommodation provider, the value in our company's service is not only the physical facilities but also the supportive environment offered to residents. 'Looking after each other' represents the promise AHL makes to residents to support them.

Respect for staff

'Looking after each other' is also a promise made to staff. Whether working in the National Office, managing a hostel or as a cook in the kitchen, all staff will have a respectful environment to work within.



These values aim to foster a sense of pride for AHL employees and recognises that their contributions towards delivering vital services for First Nations people are meaningful and valued.

Our vision

AHL's vision is to improve the quality of life and economic opportunities for First Nations people.



Tea time at Nagandji
Nagandji-Ba Hostel.

'AHL provides essential accommodation that is culturally appropriate for our patients and their families.'

Team Leader, Patient Assisted Travel Scheme (PATs),
Top End Health Service (NT).



Our operating environment

AHL is an Indigenous Portfolio Body within the Prime Minister and Cabinet portfolio. As a not-for-profit Commonwealth company, AHL is regulated under the *Corporations Act 2001*, the *Australian Charities and Not-for-profits Commission Act 2012* and the *Public Governance, Performance and Accountability Act 2013*.

By providing safe hostel accommodation, AHL gives First Nations people a place to access employment, education and health services in resident-centred settings across Australia. Over time, the areas of need for our services may evolve. AHL is proactive in monitoring need and responding appropriately.

AHL will continue to work in genuine partnership with First Nations people, to provide a secure base for them to take full advantage of opportunities for a brighter future.

Key activities

This Corporate Plan reflects the performance measures and expected results presented in our 2023–24 Portfolio Budget Statements and describes how we will measure our success over the next 4 years.

We will achieve our purpose through the following key activities:

- Delivering services that improve the quality of life and economic opportunities for First Nations people through providing culturally appropriate and affordable temporary hostel accommodation.
- Maximising partnerships and engagement with First Nations organisations and local service providers.
- Continuing our comprehensive hostel maintenance program to provide safe, comfortable accommodation for residents.
- Implementing strategies to ensure the company's financial sustainability.
- Contributing to the priorities of the National Agreement on Closing the Gap.

Accommodation supply and demand

Evidence-based business planning underpins our strong understanding of trends in accommodation needs across our network, including by hostel segment and location. AHL systems are continually gathering data on service access. We analyse this data to monitor demand trends. This information is instructive and combined with environmental scans, informs AHL's future service planning.

AHL was established to meet needs in areas of market failure. When hostel services in a hostel segment, or location are no longer needed, AHL considers alternative uses for facilities that will meet emerging local needs aligned with the company mandate. For example, the recent repurposing of the AHL facility in Derby (Western Australia) to provide short term accommodation for flood-affected people and then opening as accommodation for secondary school students.

This planning approach will continue throughout the 2023–24 Corporate Plan period. AHL remains responsive to the changing environment, while staying faithful to our core values and mandate. More broadly, the overall trends in demand for the range of accommodation services AHL provides will continue. Demand for public housing outstrips supply in some locations and many of our residents experience housing instability.

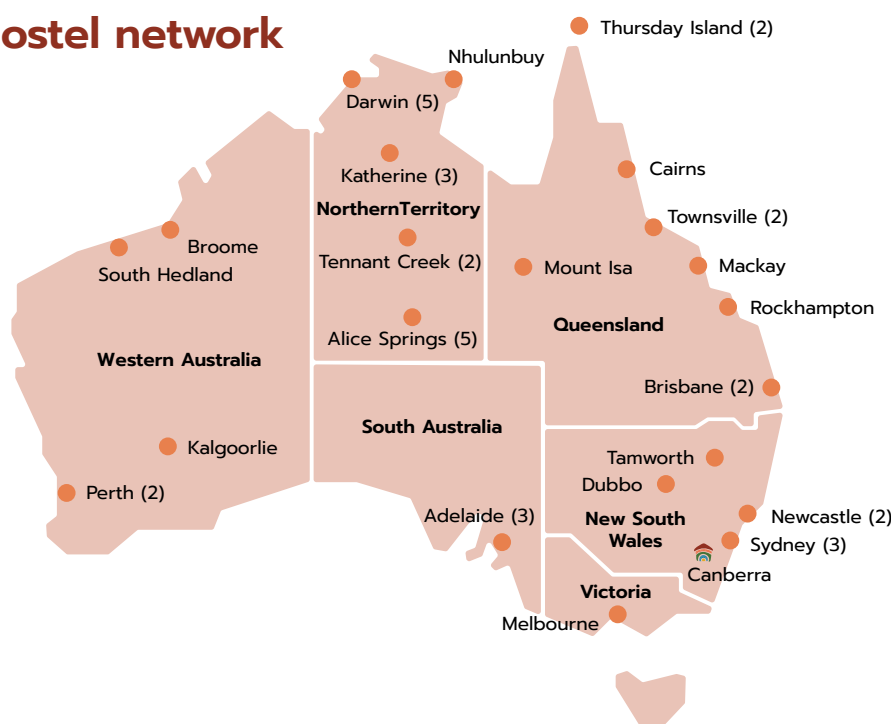
Nationally, the private rental market is tight and affordability can be a challenge, including for First Nations families. The cost of hotel and motel accommodation remains beyond the financial means of many. High inflation means increasing costs of living. Against this background, AHL will continue to meet an important need for accommodation services. Without AHL many First Nations people would forgo activities that would improve their lives. For example, accessing health care or furthering their education.


Overall occupancy is expected to remain strong in 2023–24 and AHL looks forward to continuing to meet the ongoing demand for affordable, culturally appropriate accommodation services for First Nations people.



Accommodation services

AHL's hostel network



Hostel	Location	Type	Hostel	Location	Type
Northern Territory			Queensland		
Alyerre	Alice Springs	Health and medical	Elley Bennett	Brisbane	Multipurpose
Sid Ross	Alice Springs	Health and medical	Yumba	Brisbane	Multipurpose
Apmere Mwerre Visitor Park	Alice Springs	Multipurpose	Kuiyam	Cairns	Multipurpose
Ayiparinya	Alice Springs	Multipurpose	Mackay	Mackay	Multipurpose
Topsy Smith	Alice Springs	Health and medical	Kabalulumana	Mount Isa	Health and medical
Daisy Yarmirr	Darwin	Multipurpose	Neville Bonner	Rockhampton	Multipurpose
Galawu	Darwin	Multipurpose	Canon Boggo Pilot	Thursday Island	Education
Gudang Dalba	Darwin	Health and medical	Jumula Dubbins	Thursday Island	Multipurpose
Nagandji Nagandji-Ba	Darwin	Health and medical	Iris Clay	Townsville	Multipurpose
Silas Roberts	Darwin	Multipurpose	Tonky Logan	Townsville	Health and medical
Corroboree	Katherine	Multipurpose	New South Wales		
Fordimail Student Hostel	Katherine	Education	Grey Street	Dubbo	Education
Katherine Women's Medical	Katherine	Health and medical	Durungaling	Newcastle	Multipurpose
Nhulunbuy	Nhulunbuy	Multipurpose	Kirinari Newcastle	Newcastle	Education
Tennant Creek Secondary	Tennant Creek	Education	Biala	Sydney	Education
Wangkana Kari	Tennant Creek	Multipurpose	Kirinari Sylvania	Sydney	Education
Western Australia			Tony Mundine	Sydney	Multipurpose
Broome	Broome	Health and medical	Tamworth	Tamworth	Multipurpose
Trilby Cooper	Kalgoorlie	Multipurpose	Victoria		
Allawah Grove	Perth	Multipurpose	William T Onus	Melbourne	Multipurpose
Derbal Bidjar	Perth	Health and medical	South Australia		
South Hedland	Sth Hedland	Health and medical	Luprina	Adelaide	Multipurpose
Australian Capital Territory			Mulgunya	Adelaide	Health and medical
National Office	Canberra		Nindee	Adelaide	Multipurpose

Note: in addition to the above hostels, AHL also owns facilities in:

- Armidale: which is operated under a management agreement with a Community Housing Provider who provides accommodation to vulnerable people, and
- Derby: which is leased to an Aboriginal Corporation providing accommodation and support services for First Nations people.

We have 42 hostels in our hostel network, in 3 service categories: multipurpose, health and medical and secondary education.

Each day, AHL provides a place to stay for approximately 1,200 First Nations men, women and children. Three meals a day are also provided.

The tariff is set at a rate that is affordable for individuals and families who receive Australian Government income support. Through an annual appropriation, the Australian Government provides funds to cover the gap between an affordable tariff and the cost of providing hostel services.

AHL's hostel network service categories:

1. **Multipurpose** (23 facilities, 1,081 beds, 70% of resident capacity)

Our multipurpose hostels provide accommodation for individuals, couples and families. Residents stay when awaiting housing, seeking employment, participating in tertiary or other educational opportunities and when meeting commitments away from their homes and communities. Some residents stay until they are able to access long-term accommodation.

2. **Health and medical** (12 facilities, 353 beds, 23% of capacity)

Our health and medical hostels cater specifically to First Nations people who need to be away from home to access medical services, including renal dialysis and antenatal or postnatal care. Financial assistance and help with transport are available through state and territory Patient Assisted Travel Schemes. Health and medical hostels are often located close to medical facilities, where residents can access specialist treatment. For example, Daisy Yarmirr Hostel in Darwin is located close to the Royal Darwin Hospital while Nagandji Nagandji-Ba Hostel which caters to renal patients is close to the Nightcliff Renal Unit.

3. **Secondary education** (7 facilities, 116 beds, 7% of capacity)

Students from years 7 to 12 are accommodated in our secondary education hostels and supported by a Head of Boarding and team of youth workers while they attend high school away from their homes. They are provided with the equipment they need to complete their studies. For example, laptop computers. Our students are involved in extra-curricular activities before and after school. They also take part in support programs that assist them to successfully complete their studies. Eligible students receive ABSTUDY payments to support the cost of boarding.

Being alone in a new and strange place can be tough. AHL provides safe and welcoming accommodation for First Nations people to access education, health care and other services.



Happily checking in to Galawu Hostel in Darwin.

Outlook for 2023–24



Silas Roberts Hostel.

Throughout 2023–24, AHL will continue to operate efficiently, while providing accommodation to First Nations people unable to afford accommodation at commercial rates. While some cost recovery is possible in the current model, and AHL will continue to focus on maximising occupancy, the need for subsidies from Australian Government appropriations will be ongoing.

The 2023–24 Budget allocation of \$20.8 million over the next 2 years will enable AHL to increase spending on our nutritious meals, improve security and undertake urgent repairs, maintenance and capital improvements across our hostel network. This will ensure

our facilities continue to offer fit for purpose, culturally safe accommodation into the future.

In implementing our priorities and in operating our business-as-usual services, AHL will maintain its focus on revenue diversification and improved fiscal planning and management. In conjunction with the discussions on longer-term business planning, AHL will maintain cost controls and seek to maximise returns from investments. Collectively, these efforts will strengthen AHL's ability to sustainably provide the safe, culturally appropriate accommodation to First Nations people that we have provided since 1973.



Strategic focus

To ensure AHL can achieve its purpose and deliver key activities that have meaningful impact in improving the quality of life and economic opportunities for First Nations people, we will:

- communicate our purpose with clarity
- strengthen our cultural identity
- maximise partnerships
- optimise our asset base
- improve our service offering, and
- strengthen our people, fiscal and governance capabilities.

Our work will be supported by a continued focus on business efficiencies during this period. This will include efforts to improve: Work Health and Safety (WHS) indicators, enhancing Information and Communication Technology (ICT) systems, compliance with regulatory requirements and management of identified risks within agreed tolerances.

The needs of our residents and the broader First Nations community are guiding factors in designing our strategic direction, as they are at the centre of all that we do.

In line with AHL's mandate, our strategic agenda is underpinned by the following principles:

- While we do not provide wraparound support services, AHL will look to improve our connections with wraparound service providers so that residents' needs can be supported, in an integrated way.
- We should not be in competition with other providers and operate only in areas of market failure.
- We should not provide services in areas the Australian Government already funds and our service footprint should be in the health and medical, secondary education and multipurpose segments.
- We must continue to operate within budgets, and will explore alternative funding sources and or partnerships where needed to achieve our objectives.
- We will reassess our contribution to the growth in demand for more medium-term, transitional accommodation, however, we will not move into social or other forms of public housing provision.



Kirinari Sylvania Hostel.



Daisy Yarmirr Hostel.

Strategic direction in 2023–24

In 2023–24 AHL will continue to:

- be an integral provider of affordable accommodation that supports the Australian Government's effort to overcome disadvantage for First Nations people
- operate in locations of greatest need, in priority areas of education, employment and health
- deliver a consistent standard of accommodation services, by service type across Australia
- sustainably manage and maintain our property portfolio
- respond to need through evidence-based business planning
- pursue best practice in Workplace Health and Safety, and
- operate within available resources and focus on options to strengthen our business model and secure the company's longer-term financial viability.



Secondary education hostel resident Mawai Whap was selected as the 2023 High School Captain.



Secondary education hostel resident Rayden Whap at his high school graduation.

Capabilities

Facilities

AHL is committed to sustainably and cost-effectively managing, maintaining and improving our hostel facilities, while ensuring we provide safe, culturally appropriate accommodation for our residents.

AHL's comprehensive program of hostel upgrades, repairs and maintenance enhance the standard of amenities for our residents while improving operating efficiency and reducing the environmental impact of our national hostel network. Our robust compliance and safety inspection program ensures our facilities comply with applicable legislation, regulations, standards and guidelines across Commonwealth, state and territory jurisdictions.

We will deliver further major upgrade and refurbishment projects across the network, including: bathroom upgrades, painting and security improvements. We will also continue to focus on maintaining industry benchmark repair and maintenance investment in our hostel asset portfolio, implementing uniform hostel accommodation standards by accommodation category and investing in environmental performance improvements.

2023–24 will also see AHL progress deliverables under a NIAA-issued Indigenous Boarding Providers grant, which aims to ensure improved education outcomes and provide safe, supported accommodation for First Nations students who need to study away from home to complete their secondary education. Works will be undertaken at Canon Boggo Pilot and Fordimail hostels.

Over the next 2 years, AHL will complete priority repairs, maintenance and capital works projects across our hostel network, making a significant contribution to Closing the Gap priorities by providing safe, fit for purpose facilities that meet the needs of our First Nations residents.

Financials 2023–24

- \$123 million property portfolio
- \$46.1 million Government appropriation
- \$21.3 million self generated revenue (tariff and contracted services), and
- \$35.1 million payroll.

The rising costs of hostel operations places significant pressures on the financial sustainability of the company. As a result, tight financial controls and fiscal restraint will remain in place during the period of this Corporate Plan.

Customer service

AHL is continually improving our service offering for residents. In 2023–24, AHL will further improve our meal service informed by qualified staff, with a particular focus on improving the menu for residents staying with us while undertaking renal health care.

AHL is increasing conveniences at our hostels including installing vending machines offering food, drink and personal items such as toiletries. Each AHL multipurpose and medical hostel resident room will offer a Welcome Book providing our residents with in-room information on local services including: health services, local shops and conveniences, as well as providing information on our hostel facilities and nutritious meal service. The Welcome Book will also provide information on the local Traditional Owners.

Our secondary education hostels will continue to offer laptops for students, tutoring services and an orientation program for new students to assist in transitioning to boarding life.



Corporate governance

AHL operates in a complex regulatory and accountability environment. In carrying out its governance role, the AHL Board must ensure the company complies with its contractual, statutory and other legal obligations. To assist with the performance of its responsibilities, the Board has established 3 subcommittees: the Audit, Risk and Finance Committee, the Investment Committee and the Asset Management Committee.

In addition, the Board has established a Working Group on Culture. The Working Group will support the company's efforts to ensure that residents are provided with culturally secure accommodation.

AHL Board members bring diverse skills, including broad public and private sector expertise to their roles. The Board's extensive corporate governance experience ensures that objectives are pursued within an environment of accountability and transparency.

This expertise is complemented by the deep cultural expertise of First Nations Board members from across the country. The rich diversity of professional and cultural backgrounds which comprise the AHL Board will continue to support effective decision-making.

AHL's Board Charter supports on-going professional development of Directors, particularly given the complex and evolving nature of corporate governance and the changing environment in which AHL operates. To ensure best practice corporate governance, the Board conducts an annual review of its performance and effectiveness, including:

- governance structure, roles and relationships
- performance of Board functions
- Board decision-making processes, and
- Board skills, culture and development.

In support of building the next generation of First Nations leaders, in 2023–24 AHL will again partner with the Observership Program to provide young leaders with an opportunity to learn about fundamental principles of corporate governance, with training support provided by the Australian Institute of Company Directors.



Nagandji Nagandji-Ba offers a home away from home for First Nations people visiting Darwin to access health care.



Our people

AHL employees come from diverse backgrounds and have a broad range of experience that helps us meet the needs of our residents. AHL is proud to have one of the highest proportions of First Nations employees in the APS.

The year ahead will see renewed investment in our people by:

- Providing meaningful and rich employment pathways by implementing our refreshed Learning & Development Strategy.
- Proactively and maturely engaging with risk to embed a best practice Workplace Health and Safety Management System to support a safe working environment for our employees, contractors, visitors, volunteers and residents.
- Meeting workforce technological and process challenges by acquiring and implementing a new Human Resource Management Information System (HRMIS).
- Genuinely and productively engaging in the new enterprise bargaining process to meet the needs of our staff, stakeholders and the company.
- Providing unique opportunities for First Nations employees to work in the APS by participating in Affirmative Measure bulk rounds and First Nations Entry Level Programs.
- Improving our staff and resident experience through our Feedback Management Systems and actioning results of our Staff Pulse Surveys and the APS Employee Census.
- Acknowledging the quality of our staff performance and their outstanding achievements through our P.R.O.U.D. and NAIDOC Achievement Awards.



AHL staff give our residents a warm welcome and a safe haven.

'Without the hostels, our clientele would be left with no option and in many cases having to reject their appointments in Perth or having to raise extra funds to travel, let alone eat. This service is far beyond anyone's expectation for the safe and organised travel for our clientele.'

Team Leader, Patient Assisted Travel Scheme (PATS), Geraldton (WA).

Risk oversight and management

As risk is dynamic and inherent in AHL's operations, effective risk management is a strategic and operational priority. AHL's commitment to risk management improves our performance and supports achievement of our objectives. It is also embedded into the planning and delivery of our business objectives, to ensure that risks are identified, managed and mitigated as they arise.

AHL's risk management framework is reviewed regularly to ensure it is fit for purpose. During 2023–24 we will continue to monitor and review our risks, identify emerging risks, promote a positive risk culture and support staff to build capability in managing and engaging with risk.

Enterprise Risk Management

AHL manages risk by ensuring compatibility between our business strategy, business plan and Enterprise Risk Management (ERM) framework and under the guidance of AS/NZS ISO 31000. Our ERM framework is a structured, consistent and continuous process used to identify, assess, decide on, respond to and report on opportunities and threats that affect AHL in achieving its business objectives.

AHL's ERM framework comprises our Risk Management Policy, Risk Appetite Statement and Risk Management Framework and Plan. The framework is operationalised through regular assessment of AHL's enterprise and operational risks and mitigation strategies.

Throughout 2023–24, the framework will continue to provide guidance to the AHL Board, management and staff on managing and engaging with risk and inform decision-making, governance arrangements and business and project planning.

Risk oversight

AHL's corporate governance structure plays an important role in ensuring we implement effective risk management practices. Our risk management roles and responsibilities include:

- Board – overall responsibility for risk management including determining AHL's risk appetite and tolerance.

- Audit, Risk and Finance Committee (ARFC) – assisting the Board in discharging its responsibilities under the PGPA Act, including providing independent advice on the appropriateness of AHL's risk management and systems of internal control.
- Chief Executive Officer (CEO) – ensuring risk management is understood, complied with and effective at all levels and fostering a positive risk culture throughout AHL.
- Chief Financial Officer/Company Secretary (Chief Risk Officer) – monitoring compliance with the ERM framework, implementing risk management governance, overseeing risk management throughout AHL, supporting the Board to manage AHL's risk in line with the Company's risk profile and fostering a positive risk culture.
- General Managers – supporting compliance with the ERM framework, embedding risk management in business activities, continuous monitoring and reporting of the effectiveness of risk controls and fostering a positive risk culture.
- Risk owners – managing, monitoring, reporting and escalating risks and implementing and maintaining effective risk controls and treatments.
- All staff – actively managing risk in accordance with ERM framework, complying with legislative, regulatory and policy requirements and reporting any real or perceived risks to the health, safety and working environment for themselves, our residents or the general public.

Monitoring and review

The ARFC and the Board review AHL's ERM framework annually as part of the process of continuous improvement set out in AS/NZS ISO 31000.

Throughout 2023–24, the ARFC and the Board will continue to monitor and review AHL's enterprise risks quarterly to ensure AHL's risk profile reflects the current business environment and AHL has appropriate mitigation strategies and internal controls in place to manage current and emerging strategic and operational risks.



Enterprise risks

AHL's enterprise risks and our management strategies are set out below.

Risk	Management strategies
Long term financial sustainability impacting AHL's ability to deliver quality services.	<ul style="list-style-type: none"> • Budget 2023–24 AHL reform agenda funding package. • Independent review of AHL's existing business model led by the NIAA to provide a longer-term solution for AHL's financial viability. • Comprehensive monthly financial reporting and monitoring of income and expenditure. • Mid-year budget review and full year forecast. • Revenue diversification strategies. • Annual review of tariff rates.
Attracting and retaining high-quality staff impacting AHL's ability to deliver quality services.	<ul style="list-style-type: none"> • AHL Enterprise Agreement. • Recruitment policies and procedures. • AHL Workforce Strategy. • Staff attraction and retention initiatives. • Implementation of a new HRMIS.
AHL is unable to maintain appropriate controls over ICT systems resulting in a significant data breach and or system failure.	<ul style="list-style-type: none"> • Business continuity management and ICT disaster recovery plans. • ICT Strategic Plan. • Strengthening Australian Cyber Security Centre Essential Eight maturity. • Internal and external hardware and software system controls.
A lack of agility to effectively respond to changing client needs or areas of market failure results in AHL being unable to deliver on its mandate.	<ul style="list-style-type: none"> • Corporate Plan. • Business Plan. • Monitoring resident demand and client demographics. • Resident Satisfaction Survey and other feedback mechanisms. • Stakeholder engagement plans. • Hostel Standards. • Oversight and monitoring by the Asset Management Committee and the Board.
AHL does not have appropriate systems in place to maintain duty of care to children and vulnerable people.	<ul style="list-style-type: none"> • Child Protection Adviser engaged by AHL. • Operations and Child Protection Handbook; and training program. • Compliance with Commonwealth Child Safe Framework Principles. • Regular review of AHL's child protection policies, procedures and training. • Recruitment policies and procedures including working with vulnerable persons and police record checks for staff. • Engagement with stakeholders to support vulnerable people. • Referrals to support services.
Serious injury or death to a resident or staff member as a result of an incident onsite, pandemics and other infectious diseases, or non-compliance with statutory requirements.	<ul style="list-style-type: none"> • Strategic Asset Management Plan. • Routine facility maintenance plans and schedules. • Hostel inspection program. • Compliance framework and training including state and territory requirements. • WHS management program. • Pandemic and infectious diseases management plan. • Oversight and monitoring by the Asset Management Committee, the Audit Risk and Finance Committee and the Board.



Stakeholder engagement

AHL is committed to engaging positively with stakeholders to support our residents and deliver on the priorities set by the Minister for Indigenous Australians and the AHL Board.

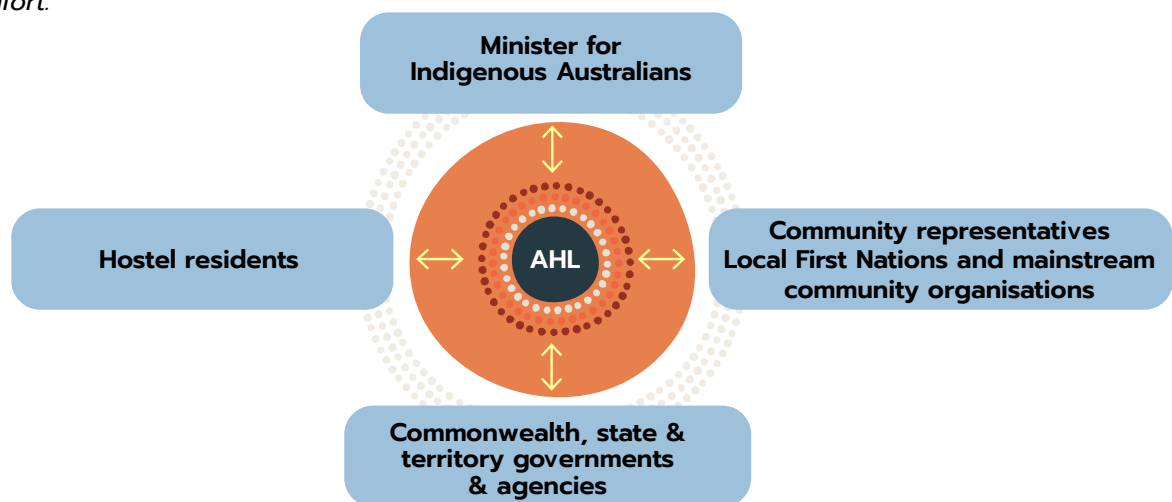
Engaging with stakeholders is a day-to-day focus for AHL and happens at all levels of the company. This includes engaging with key government agencies at the Commonwealth, state and territory levels, the corporate sector and First Nations organisations – including peak bodies and service providers.

Our Stakeholder Engagement Strategy sets out how we engage with external stakeholders and formalises engagement already occurring. We aim to continuously expand our network of relationships to better support our First Nations residents and enable us to meaningfully deliver on our Service Charter commitment. Our Charter affirms that: *'AHL will work hard to ensure that our customer service and the experience of every resident every night in every hostel meets expectations of safety and comfort.'*

Partnering to meet local needs

We understand that our success depends on us partnering with a range of stakeholders including First Nations organisations, Commonwealth, state, territory and local government, community groups and service providers. AHL needs to be responsive to emerging and immediate accommodation needs of First Nations people. Our partnerships play a central role in allowing us to do this.

For example, AHL has partnered with Emama Nguda Aboriginal Corporation, the WA Government Department of Communities and the NIAA to provide emergency accommodation in Derby. Once this demand eases, the service will provide accommodation for young people attending school.



'The residents have been a pleasure to work with and have enjoyed the familiarity of the hostel, being housed all together in one location and being located in Derby, one step closer to Fitzroy Crossing.'

Emama Nguda Aboriginal Corporation worked closely with AHL to get the hostel ready for occupation, completing a maintenance schedule and learning how the hostel previously operated and how that model could again be applied to this group of residents.

'We would like to thank the AHL team for their advice, guidance and for enabling this fantastic facility to be used for this purpose. AHL's commitment to assisting us has been amazing.'

Operations Services Manager, Emama Nguda Aboriginal Corporation (WA).



Memoranda of Understanding

Right across the country, AHL enters into Memoranda of Understanding (MOU) arrangements to partner with service providers and like-minded organisations. Our MOUs for prepaid beds ensure our service partners can offer guaranteed accommodation to their clients when they need it.

AHL values these partnerships and will look to increase MOU arrangements each year. These MOUs and our stakeholder engagement more broadly, allow us to best meet the needs of our residents and provide safe, culturally appropriate and affordable accommodation for First Nations people.



AHL CEO Dave Chalmers (front left) and Aboriginal Children's Advancement Society President, Ivan Simon PSM, sign our Memorandum of Understanding at Kirinari Sylvania Hostel, with Anthony Ashby and Katie Wyatt standing behind.

Key partnerships in 2023–24

Partnering to deliver in Alice Springs

AHL operates 5 hostels in Alice Springs. Two of these, the Alyerre Hostel and the Apmere Mwerre Visitor Park, are operated on behalf of the Northern Territory (NT) Government. There is high demand for our services in the NT and AHL works with a range of stakeholders to support residents' needs.

AHL partners with several service providers through MOUs. This ensures accommodation is readily available for residents in the region who need it most, by offering guaranteed bed nights for clients of these service providers.

In Alice Springs, AHL partners with a range of service providers including: Alice Springs Hospital, Nganampa Health Council, Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council and the Yipirinya School.

The MOU arrangements offer guaranteed accommodation for residents who need to access medical services or who have been affected by domestic and family violence. They also provide accommodation to support young people and their families to engage with local schooling.

'The services offered by AHL are invaluable to the smooth transition of our clients from remote communities into a "city environment." It's a safe place in a new location. This safety then allows our clients to undertake the medical care they require in a less stressful environment.'

Registered Nurse, Nganampa Health Council (NT).



The Assistant Minister for Indigenous Australians, Senator Malarndirri McCarthy engages with Wangkana Kari Hostel staff.



Performance framework

Throughout the year, we will track our progress against our key activities. Using a targeted set of performance measures, we monitor our performance and hold ourselves accountable to our purpose and strategic focus.

Key activities and performance measures 2023–24 to 2026–27

Key activity	Objective	Performance measure	2023–24 expected performance results	2024–25 to 2026–27 expected performance results
Delivering services that improve the quality of life and economic opportunity for First Nations people through providing culturally appropriate and affordable temporary hostel accommodation for First Nations people.	To increase use.	Occupancy level as a percentage of resident bed nights available per annum. Methodology: • Quantitative assessment of occupancy data and demographics.	72% occupancy.	Maintained or increased compared to previous year.
	Benchmark quality of service levels with residents, to drive operational improvements and facility enhancements.	Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services. Methodology: • Analysis of annual Resident Satisfaction Survey results.	Maintained or increased compared to previous year.	As per 2023–24.
Maximising partnerships and engagement with Indigenous organisations and local service providers.	To strengthen partnerships with organisations to ensure that services are connected to community.	Partnerships and engagement with Indigenous organisations and local service providers. Methodology: • Analysis of stakeholder engagement plans. • Analysis of biannual stakeholder satisfaction survey results. • Quantitative assessment of Indigenous procurement performance.	Maintained or increased compared to previous year.	As per 2023–24.
Comprehensive hostel maintenance program to provide safe, comfortable accommodation for residents.	Maintain hostel assets to uniform building standards.	Maintain industry benchmark repair and maintenance investment in hostel asset portfolio. Methodology: • Quantitative assessment of annual repair and maintenance expenditure.	Repair and maintenance investment represents at least 2% of hostel property asset replacement value.	As per 2023–24.
Implementing strategies to ensure the company's financial sustainability.	Identify savings and reduce projected deficits.	Company operating result consistent with or better than government approved budget. Methodology: • Assessment of annual financial statements.	2023–24 budgeted deficit.	As per forward estimates.
Contributing to the priorities of the National Agreement on Closing the Gap.	An improved ability to track and report on AHL's contribution to the Closing the Gap agenda.	AHL's contribution to applicable outcomes and targets in the National Agreement on Closing the Gap. Methodology: • Quantitative and qualitative analysis of AHL's progress and contribution against 9 identified outcomes of the National Agreement on Closing the Gap.	Maintained or increased compared to previous year.	Maintained or increased compared to previous year.

Relevant legislation

Corporations Act 2001

Public Governance, Performance and Accountability Act 2013 (PGPA Act) and the PGPA Rule

Australian Charities and Not-for-Profits Commission Act 2012

Aboriginal and Torres Strait Islander Act 2005

Australian Public Service Act 1999

Auditor-General Act 1997

Privacy Act 1988

Freedom of Information Act 1982

Public Interest Disclosure Act 2013

Work Health and Safety Act 2011

Archives Act 1983

Fair Work Act 2009

Safety, Rehabilitation and Compensation Act 1988



Lunch time at Nagandji Nagandji-Ba Hostel.

'I've had the pleasure of dealing with Trilby Cooper Hostel for 2 and a half years and had the utmost professional communication and interaction by staff. Trilby Cooper Hostel has been a safe haven to First Nations clients when visiting and it has provided culturally appropriate accommodation. Trilby is a life support and a very much needed service in Kalgoorlie.'

The team from HOPE Community Services (Mara Pirni Healing Place), WA.

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This document must be attributed as the Aboriginal Hostels Limited 2023–24 Corporate Plan.







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