



Australian Government



ABORIGINAL
HOSTELS LIMITED

2026–27 CORPORATE PLAN



Acknowledgement of Country

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.

Cultural Advice

Aboriginal and Torres Strait Islander people are advised that this publication may contain images and references to people who have passed away.

Terminology Statement

Throughout this report, the term Aboriginal and Torres Strait Islander peoples (or person) is used as the primary term to recognise the First Peoples of Australia.

In some instances, the terms First Nations and Indigenous are also used. This reflects the terminology used in the names of legislation, policies, programs, organisations, publications, or source material, or where quoted directly from external sources.

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This publication was compiled by AHL's Communication and Reporting Team and designed by Giraffe Studio. Artwork throughout is by Ngarrindjeri Artist, Jordan Lovegrove.

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Introduction

As the accountable authority, the Board of Aboriginal Hostels Limited (AHL) present the AHL 2026–27 Corporate Plan, covering the period 2026–27 to 2029–30, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

AHL's national network of hostels provide culturally safe and affordable accommodation for Indigenous Australians who need to be away from home to access services and economic opportunities.

AHL is a not-for-profit, Commonwealth company limited by guarantee. AHL does not have any subsidiaries and is not a government business enterprise. The Australian Government, through the responsible Minister, is the sole member of the company. AHL is incorporated under the *Corporations Act 2001* and is registered with the Australian Charities and Not-for-profits Commission (ACNC).

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



Lunch time at Sid Ross Hostel.

Welcome from the Chair

As Chair of the AHL Board, I am honoured to present the AHL 2026–27 Corporate Plan. This Plan sets out our priorities and direction for the year ahead while providing continuity as we develop AHL's new 10-year Strategy, which will shape the organisation's long-term vision and aspirations.

While my appointment as AHL's Board Chair commenced in December 2025, my connection with hostels started long before then. Some long-standing employees may remember my time as General Manager, Hostel Operations back in the early 2010s. A lot has changed since then but the company's core purpose remains. My time both with and alongside AHL has given me a deep understanding of its importance to and impact on communities. I am proud to again have an opportunity to contribute to AHL's purpose and vision, and I am excited for AHL's next chapter.

AHL's work is about ensuring that every Aboriginal and Torres Strait Islander person who stays with us feels culturally safe and respected. It is about working in genuine partnership with communities, listening, and delivering services that reflect local needs and priorities. The connections between government and communities are critical to achieving lasting outcomes for Aboriginal and Torres Strait Islander people.

AHL recognises the ongoing investment by the Australian Government to support our ability to continue to deliver culturally safe services. In February 2026, the Australian Government announced a \$48.3m investment in AHL over the next 2 years, which includes \$47.6m to allow AHL to continue to deliver critical short-term accommodation services for Aboriginal and Torres Strait Islander people. This funding ensures that AHL's work as an integral provider of affordable accommodation not only continues but strengthens and ultimately supports the Australian Government's effort to overcome disadvantage for Aboriginal and Torres Strait Islander people.

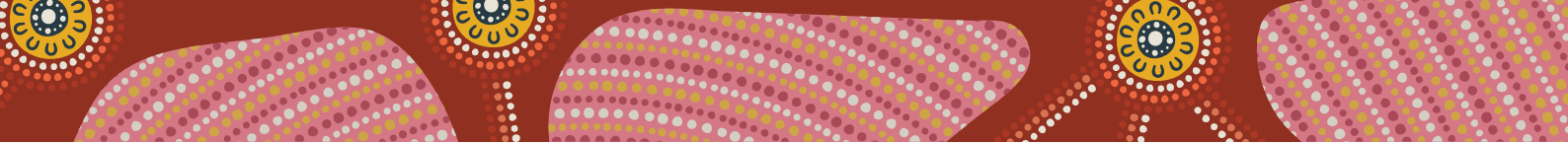
AHL has a long history of supporting Aboriginal and Torres Strait Islander people. That responsibility is significant and it requires us to operate with integrity, to be accountable for our performance, and to ensure we are delivering value for the Australian community. As Chair, I am committed to ensuring the Board provides strong oversight and clear direction, while supporting the Executive to deliver on our purpose.

In the words of our CEO, Shane Hamilton, *'AHL matters. Our work matters. Our employees matter. Every hostel, every role, and every effort contributes to a much bigger purpose – providing safety, dignity, and opportunity for Aboriginal and Torres Strait Islander people across this country.'*

We must not forget this. And much like Shane, I am hopeful for AHL's reimagined future as an organisation that is bold, united, and one that our communities can depend on.

Katrina Fanning AO, PSM
Chair, AHL Board





Purpose and values

Our vision

AHL's vision is to improve the quality of life and economic opportunity for Aboriginal and Torres Strait Islander people.

Our purpose

AHL's purpose is to provide culturally safe and affordable accommodation for Aboriginal and Torres Strait Islander people who need to be away from home to access services and economic opportunities.

Our model and service

AHL is a not-for-profit Commonwealth company, with an independent non-executive Board of Directors. The Australian Government, through the responsible Minister, is the sole member of the company.

To deliver on our purpose, we deliver services through 45 sites, comprising:

- 42 hostels operated by AHL across 3 service categories – Multipurpose, Health and Medical, and Secondary Education
- 3 AHL-owned properties, operated in partnership with local community organisations.

Our dedicated AHL employees run our hostels, providing a warm bed and 3 meals a day for more than a thousand Aboriginal and Torres Strait Islander people each night. We make the best use of our hostels through partnerships, referrals from service providers, and active community engagement. Partner organisations both refer residents to AHL and work alongside us to support residents to meet their needs. We are committed to improving our accommodation offerings and placing residents at the centre of all that we do.

Operating accommodation facilities is expensive. It is important that our tariff is affordable for people who need to use our services. The Australian Government provides funding to cover the gap between an affordable tariff and the actual cost of operating our hostels.

We also support the Australian Government's efforts to improve economic outcomes for Aboriginal and Torres Strait Islander people in other ways. By purchasing goods and services from Indigenous businesses at every opportunity, we help support a more inclusive economy.

‘AHL's future is not about surviving. It is about thriving.’

Shane Hamilton, Chief Executive Officer

AHL's commitment to safeguarding children and young people

At AHL, safeguarding children and young people is a shared responsibility and a core part of who we are. Every person connected to AHL, regardless of role, location or level of contact, plays a vital part in creating environments where children and young people feel safe in their surroundings, are protected by our practices and are empowered to grow strong in their identity, culture, and community.

Safeguarding is not the responsibility of a single team – it is the responsibility of us all.

Importantly, AHL has zero tolerance for child abuse, neglect, or exploitation. Ensuring children and young people are protected, well cared for, supported, and can thrive is our highest priority.

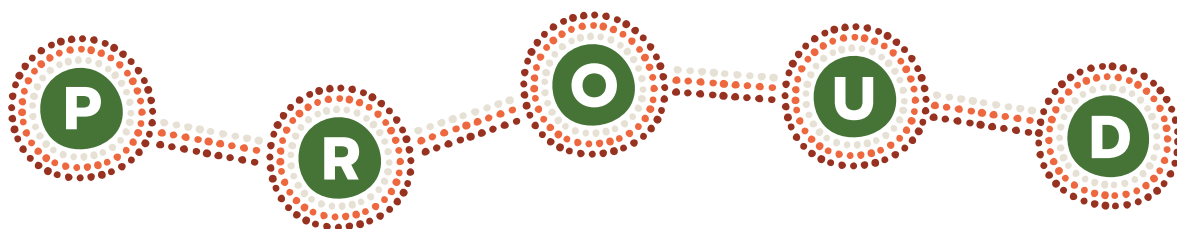
AHL is committed to providing an environment in which children and young people feel safe and are protected from any form of abuse, violence, injury, neglect, or exploitation. AHL creates and maintains safe and nurturing environments, delivered through high quality care that supports children and young peoples' safety, development, and wellbeing outcomes.

Our culture and values

The Australian Public Service (APS) values set the standard for ethical behaviour. Alongside these values, AHL's shared values are expressed through our PROUD acronym. Through individual performance and reward and recognition frameworks, we celebrate employees and teams who embody these shared values and deliver on our promise. Recognising and rewarding teams and individuals creates a sense of pride among our workforce and reinforces their part in AHL's vision and purpose.



NAIDOC Award recipients, Ronald Jan and Cristal Morris.



Professional

Respectful

Open

Understanding

Dedicated



Elley Bennett Hostel Manager.

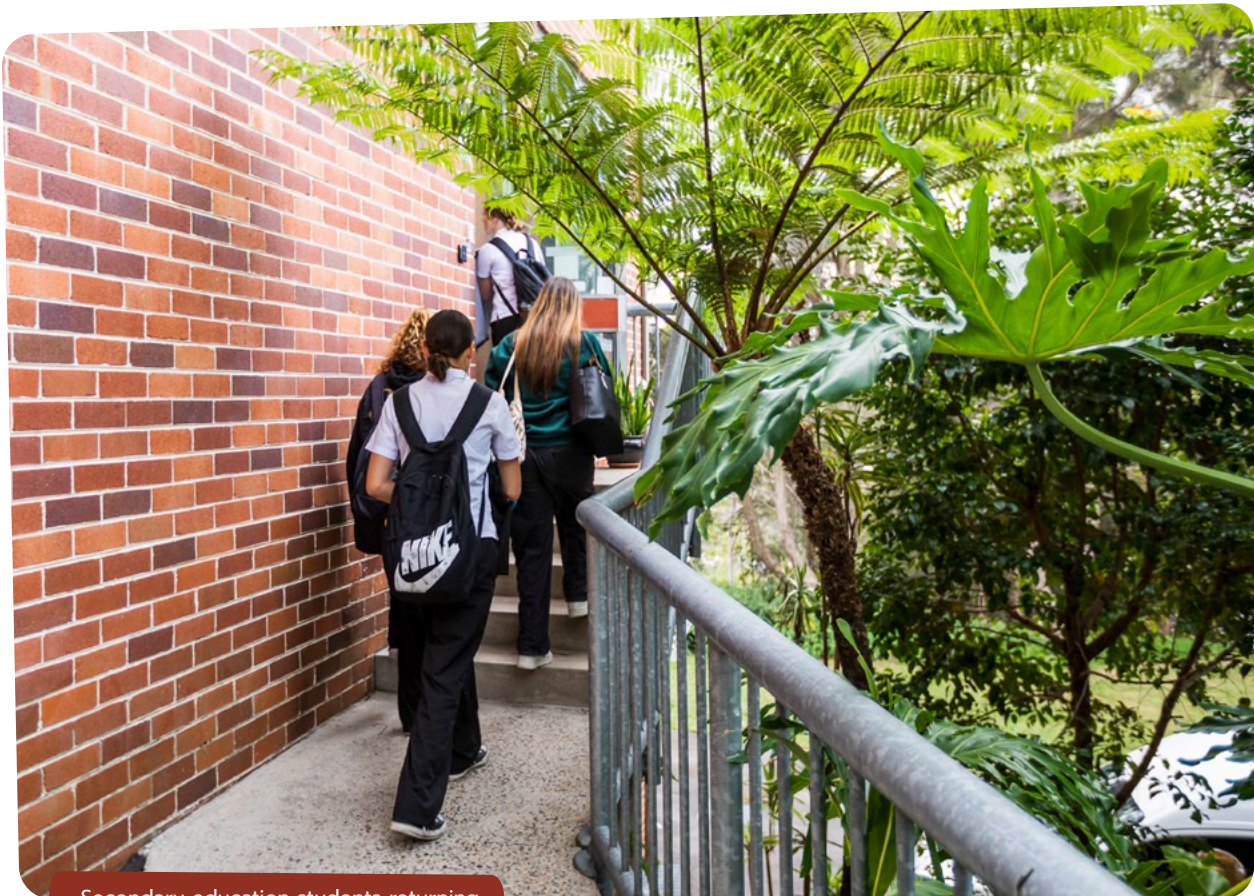
Our promise

Respect for residents

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

Respect for employees

'Looking after each other' is also a promise made to employees. Whether working in a hostel or behind the scenes, all employees deserve a respectful work environment that also reflects the APS values.



Secondary education students returning to Biala Hostel after school.

Key activities

This Corporate Plan reflects the performance measures and expected results presented in our 2026–27 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 opportunity for First Nations people through providing culturally safe and affordable hostel accommodation for First Nations people.
- Maximising partnerships and engagement with First Nations organisations and local service providers.
- Implementing an annual 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.

Operating environment

AHL is an Indigenous Portfolio Body within the Prime Minister and Cabinet portfolio. AHL provides accommodation to Aboriginal and Torres Strait Islander people through its national hostel network. Through our hostel operations, AHL contributes to portfolio outcomes through providing pathways to education, employment, health, and other services for Aboriginal and Torres Strait Islander people.

Excluding the Chief Executive Officer, AHL employees are employed under the *Public Service Act 1999* (PS Act). In 2025–26, Aboriginal and Torres Strait Islander employees represented more than 40 per cent of our workforce. This makes AHL one of the largest proportional employers of Aboriginal and Torres Strait Islander people in the APS. Many of our roles are different to a typical APS role, and we compete with industries like hospitality, mining, and community services to attract and retain staff.

By providing a home away from home for Aboriginal and Torres Strait Islander people, we enable pathways to education, employment, and health services. There are times when residents' needs go beyond what we are funded to provide. In these cases, we are well connected with local partners and community service providers to ensure our residents' needs can be supported, as much as possible, during their stay.

Our operating environment is influenced by factors that affect our ability to deliver on our purpose. Many of these factors are outside our control, including:

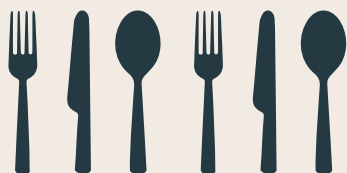
- our physical footprint, spanning urban, regional, and remote communities across 7 states and territories (and legislative jurisdictions)
- workforce capability and demand in sectors unique to the broader APS environment
- political socio-economic factors and population demographics
- more frequent natural disasters and significant weather events
- an ever-changing digital landscape.

Who we are and what we do

Company operated hostels

AHL currently operates
42 hostels
across **3** service
categories

Health and Medical
Multipurpose
Secondary Education



We provide a place to stay and
3 meals a day
for our residents.

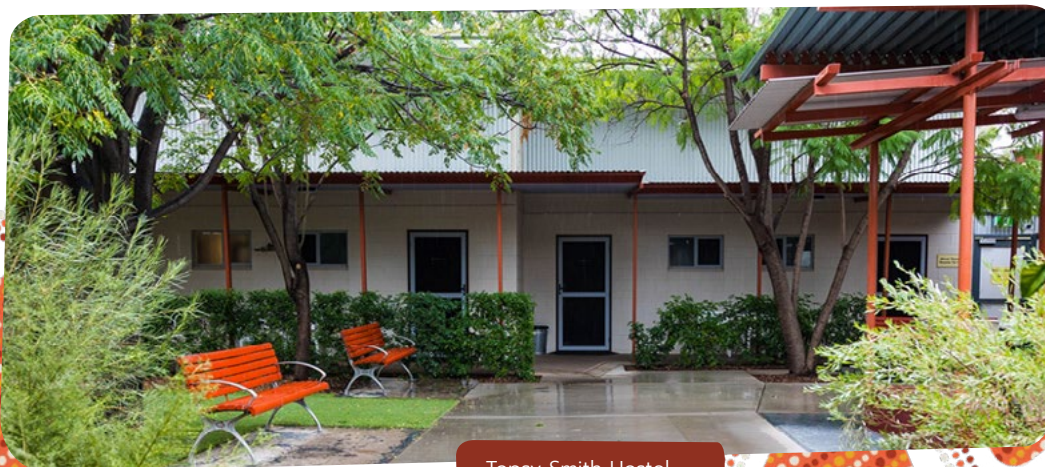


We operate
24 hours a day,
7 days a week, 365 days a year.

In 2025–26, we accommodated
an average of

1,236

residents, each day.



Topsy Smith Hostel.



Health and Medical

Our health and medical hostels enable Aboriginal and Torres Strait Islander people to access medical services away from where they live. Our medical hostels are located close to medical facilities, and we work closely with Patient Assisted Travel Scheme providers to support resident accommodation and transport bookings. Our residents stay with us when undertaking renal dialysis and other medical treatment. We have 2 hostels dedicated to supporting women and their babies.



12
facilities



377
beds



Multipurpose

Our multipurpose hostels provide the stability and safety for Aboriginal and Torres Strait Islander people to pursue pathways to services, employment, housing, and community services. Our residents stay with us to access health services, to take up training and employment opportunities, to wait for housing and to connect with family and community.



23
facilities



1,090
beds



Secondary Education

Our secondary education hostels play an important role in supporting Aboriginal and Torres Strait Islander students to complete high school studies. During school terms, students from years 7 to 12 stay with us. We provide tutoring and academic support, support student health and wellbeing, and ensure students are well connected with sporting, cultural and community opportunities. Eligible students receive an ABSTUDY benefit to support the cost of boarding.



7
facilities



113
beds

Other company-owned assets

We are committed to using our facilities to meet the demand for affordable accommodation in areas of need. At times, this may mean that it is more cost-effective for third-parties to operate our facilities. Our facilities in Armidale, Derby and Kununurra are examples of this:

- Our facility in Armidale, New South Wales is operated under a management agreement with a community housing provider that provides accommodation to vulnerable people, including Aboriginal and Torres Strait Islander people.
- Our facility in Derby, Western Australia is leased to an Aboriginal corporation providing accommodation and support services.
- Our facility in Kununurra, Western Australia is operated under an access license by local organisations providing accommodation and support services for Aboriginal and Torres Strait Islander people.

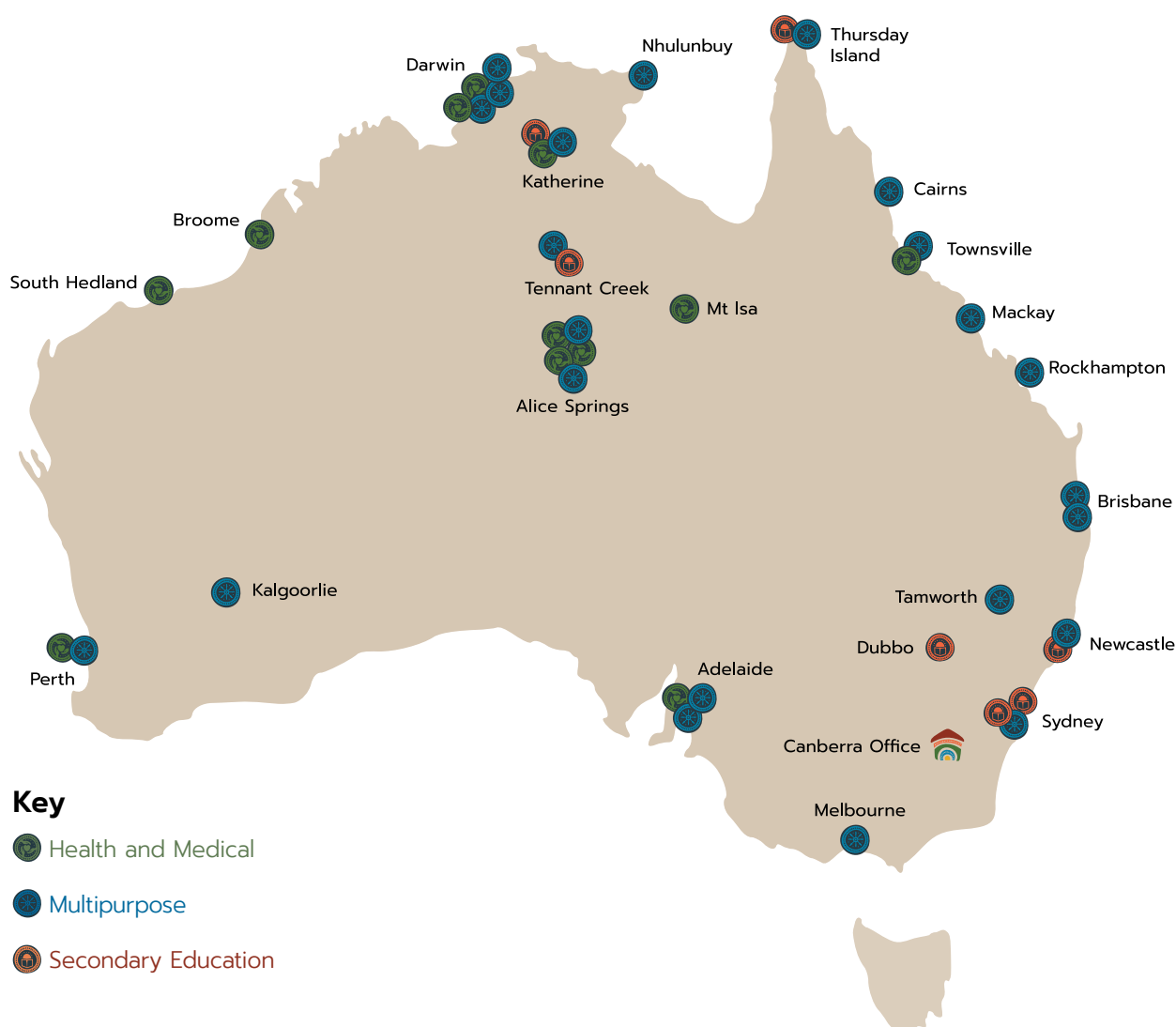
Our footprint at a glance

Company operated hostels

AHL's 42-hostel network spans 22 urban, regional, and remote locations. For some of our residents, our far-reaching footprint means there are accommodation options available closer to Country and community.

As at 30 June 2026, 1,580 beds were available across the hostel network.

Figure 1: Map of AHL's network as at 30 June 2026.



In 2025–26, more than 79 per cent of our employees worked in frontline service roles¹, with our remaining employees working in corporate and enabling service roles located in our Canberra Office or outposted in the hostel network².

¹ Based on headcount of staff excluding casuals in 2025–26.

² Consistent with APS flexible working arrangements, 30 per cent of employees are outposted in our network.

Hostel directory

Table 1: Company-operated hostels (and office space) as at 30 June 2026.

State or Territory	Location	Hostel/Office name	Service description	We acknowledge the Traditional Owners
Australian Capital Territory	Canberra	Canberra Office	Executive management and corporate and enabling services	Ngunnawal and Ngambri peoples
New South Wales	Dubbo	Grey Street	Secondary Education	Tubbagah people of the Wiradjuri Nation
	Newcastle	Durungaling	Multipurpose	Awabakal and Worimi peoples
	Newcastle	Kirinari Newcastle	Secondary Education	
	Sydney	Biala	Secondary Education	Gaimaragal people
	Sydney	Kirinari Sylvania	Secondary Education	Dharawal people
	Sydney	Tony Mundine	Multipurpose	Gadigal and Wangal peoples of the Eora Nation
	Tamworth	Tamworth	Multipurpose	Kamilaroi/Gamilaroi/Gomeroi peoples
Northern Territory	Alice Springs	Alyerre	Health and Medical	Arrernte people
	Alice Springs	Apmere Mwerre Visitor Park	Multipurpose	
	Alice Springs	Ayiparinya	Multipurpose	
	Alice Springs	Sid Ross	Health and Medical	
	Alice Springs	Topsy Smith	Health and Medical	
	Darwin	Daisy Yarmirr	Multipurpose	Larrakia people
	Darwin	Galawu	Multipurpose	
	Darwin	Gudang Dalba	Health and Medical	
	Darwin	Nagandji Nagandji-Ba	Health and Medical	
	Darwin	Silas Roberts	Multipurpose	
	Katherine	Corroboree	Multipurpose	Jawoyn people
	Katherine	Fordimail	Secondary Education	
	Katherine	Katherine Women's Medical	Health and Medical	
	Nhulunbuy	Nhulunbuy	Multipurpose	Yolngu people
	Tennant Creek	Tennant Creek Secondary	Secondary Education	Warumungu people
	Tennant Creek	Wangkana Kari	Multipurpose	

Table 1 (continued): Company-operated hostels (and office space) as at 30 June 2026.

State or Territory	Location	Hostel/Office name	Service description	We acknowledge the Traditional Owners
Queensland	Brisbane	Elley Bennett	Multipurpose	Turrbal and Yuggera peoples
	Brisbane	Yumba	Multipurpose	
	Cairns	Kuiyam	Multipurpose	Yidinji Gimuy Walubara people
	Mackay	Mackay	Multipurpose	Yuwibara people
	Mount Isa	Kabalulumana	Health and Medical	Kalkadoon people
	Rockhampton	Neville Bonner	Multipurpose	Darumbal people
	Thursday Island	Canon Boggo Pilot	Secondary Education	Kaurareg people
	Thursday Island	Jumula Dubbins	Multipurpose	
	Townsville	Iris Clay	Multipurpose	Bindal and Wulgurukaba peoples
	Townsville	Tonky Logan	Health and Medical	
South Australia	Adelaide	Luprina	Multipurpose	Karna people
	Adelaide	Mulgunya	Health and Medical	
	Adelaide	Nindee	Multipurpose	
Victoria	Melbourne	William T Onus	Multipurpose	Wurundjeri people
Western Australia	Broome	Broome	Health and Medical	Yawuru people
	Kalgoorlie	Trilby Cooper	Multipurpose	Wongatha people
	Perth	Allawah Grove	Health and Medical	Whadjuk Noongar people
	Perth	Derbal Bidjar	Multipurpose	
	South Hedland	South Hedland	Health and Medical	Kariyarra people

AHL's residents

AHL is not just an accommodation provider – our service enables residents to rest, reach goals, pursue dreams, discover new opportunities, heal and improve their health, excel in education or employment, secure permanent housing and connect with culture and family.

We accommodate Aboriginal and Torres Strait Islander people from across the country, and we become richer by listening to and learning from their stories and journeys. Residents stay with us for all kinds of reasons and some residents stay for one night, while others have been AHL's valued residents for years.

Our hostels range from single-bed rooms to larger units and villas for families and groups. We provide accommodation to residents at all stages of life, from mothers with newborn babies, to elders who regularly call our hostels a home away from home. High school students board at our secondary education hostels, while some residents stay at our Multipurpose hostels while they work, go to university, or complete accredited training. On any given night, we prevent hundreds of Aboriginal and Torres Strait Islander people from sleeping rough.

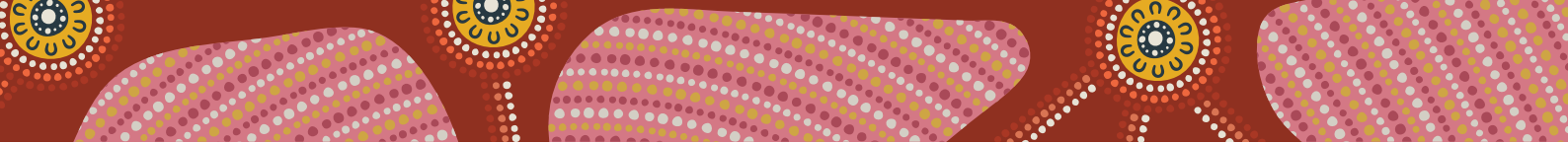
Health and medical remains the dominant reason to access our accommodation services. Many residents in our multipurpose hostels stay with us to access health services or are there to care for someone who is. In 2026–27 and beyond, AHL will continue to play an important role in supporting health outcomes for Aboriginal and Torres Strait Islander people.

‘Always amazing and outstanding service to patients at Nagandji Nagandji Ba.’

– External stakeholder



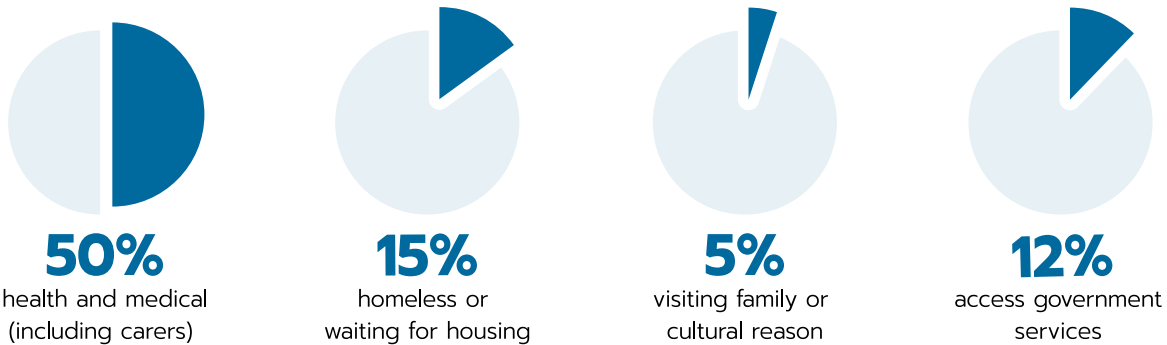
The PATS van picking up patients from Nagandji Nagandji-Ba Hostel.



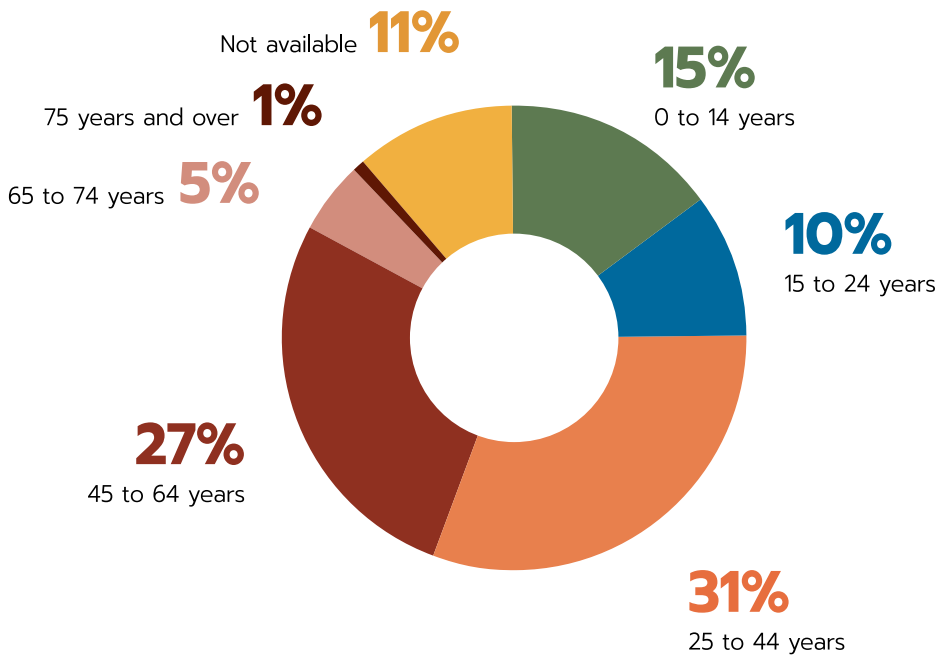
2025–26 Resident snapshot

Hostel type	Average length of stay in 2025–26
Multipurpose	13 days
Health and Medical	12 days
Secondary Education	Year 12 graduates in 2025 had stayed with AHL for approximately 4.2 years (17 school terms).

Most common reasons for stay (multipurpose hostels):



Resident ages:



Resident gender:

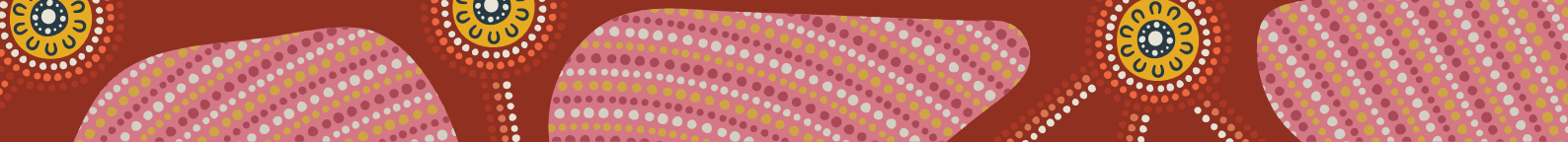


‘From the moment I arrived, I felt genuinely welcomed and culturally safe. The staff are kind, respectful, and clearly committed to supporting Aboriginal and Torres Strait Islander people. There is a strong sense of community here, it feels less like temporary accommodation and more like a place where people look out for one another.’

– Tony Mundine Hostel resident



Mackay Hostel resident.



AHL's next chapter

Outlook for 2026–27

AHL is at an important moment in its history. With more than 50 years of service behind us, the responsibility now is to ensure AHL is an organisation that is culturally strong, financially sustainable, operationally sound, and future-focused for the next decade and beyond. To achieve this, we are planning for a rapidly evolving operating environment and the emerging risks and opportunities the future presents, including the impacts of climate change on our facilities and service, evolving community needs, accelerating digital transformation, workforce challenges, and ongoing funding pressures. AHL's 10-year Strategy will establish a long-term vision that not only honours our proud legacy, but fundamentally transforms the way we operate to remain relevant, sustainable and impactful for future generations. It will also align with and strengthen planned initiatives, including AHL's Implementation Plan for Embedding Governance of Indigenous Data Principles to support compliance with the Australian Government Framework for Governance of Indigenous Data.

While the Strategy will provide the destination, significant work will be required to determine how that future state will be delivered. In 2026–27, we will focus on refining our strategic priorities, mapping clear deliverables and designing the implementation approach. We will also outline the resources, change supports, and capability uplift required to deliver on what we have collectively envisioned.

Strategic direction

In February 2026, the Australian Government announced a \$48.3m investment in AHL over the next 2 years, which includes \$47.6m to allow AHL to continue to deliver critical short-term accommodation services for Aboriginal and Torres Strait Islander people. To support AHL's essential role in providing pathways to accessing health care, education, employment, and essential services for Indigenous Australians, we will:

- support health system transformation, justice reforms, workforce shortages, and the housing affordability crisis by being an integral provider of affordable accommodation that supports the Australian Government's effort to overcome disadvantage for Indigenous Australians
- respond to increased Aboriginal and Torres Strait Islander urbanisation and mobility through operating in locations of greatest need, in the priority areas of education, employment and health
- deliver a consistent and high-quality standard of accommodation, with an increased scrutiny on quality, compliance and outcomes and investigating opportunities to digitally transform service delivery
- sustainably manage and maintain our property portfolio, responding to climate and environmental change
- respond to need through evidence-based business planning and multi-agency alignment under Closing the Gap, including local decision-making
- pursue best practice in workplace health and safety
- operate within available resources and focus on options to strengthen our business model and secure the company's longer-term financial viability through shifting from being a government service provider to a Aboriginal and Torres Strait Islander economic and social outcomes enabler.



Gudang Dalba Hostel.

Strategic focus

To ensure AHL can achieve its purpose, throughout 2026–27 we will:

- assess demand for our services, including where we do and do not already operate
- increase our external and community profile
- inform stakeholders about what we do and how we can help Aboriginal and Torres Strait Islander people
- improve our profile and desirability as an employer of choice
- maximise existing partnerships and explore new partnership opportunities
- identify options for alternative revenue streams
- optimise our asset base and improve our service offering
- mature our people, information and communication technology (ICT), digital and data, and governance capabilities.

Capabilities

Outlined in this section are the capabilities AHL needs to undertake our key activities to achieve our purpose. This includes our infrastructure, people, technology, and cultural capability.

Infrastructure

Our hostels are more than just a roof over our residents' heads. For many residents, hostels are a home away from home, or their only place to stay. Our environments play a role in residents' wellbeing, and we do not take this responsibility lightly. It is important that our hostels are welcoming, comfortable, and culturally safe.

To deliver on our purpose, we own and manage an extensive property portfolio across urban, regional, and remote locations. AHL's property portfolio includes 35 properties owned by the company and 10 properties owned by third parties. In the 2026–27 financial year, there is approximately \$6.0m allocated to capital investment. By continuously maintaining and improving our facilities, we offer spaces where Aboriginal and Torres Strait Islander people feel safe, supported, connected and at ease in their surroundings.

In 2026–27, we will:

- continue to manage, maintain, and improve our hostels in a sustainable and cost-effective way
- deliver targeted maintenance and upgrades across the national hostel network in line with our Strategic Asset Management Plan, to help keep our facilities in good condition and meet industry benchmarks for maintenance and investment
- deliver a program of refurbishments with a focus on essential upgrades such as bathroom renovations, painting, replacement of outdated kitchen and laundry equipment and sustainability improvements
- continue to improve hostel security through implementation of the recommendations from the 2024–25 physical security review, including:
 - expanding CCTV coverage
 - carrying out joint Facilities and Work Health and Safety inspections
 - completing site-specific risk assessments
 - strengthening safety training for employees.



We will also continue to be guided by our Designing with and Caring for Country Strategy. This strategy guides our long-term approach to culturally respectful, sustainable, and energy-efficient hostels that honour Aboriginal and Torres Strait Islander heritage, connection to Country and strengthens community ties.

Our Facilities team will keep working with local Indigenous businesses for repairs, maintenance and capital works. We will also encourage participation through our tender processes

and give concession to businesses that employ, offer apprenticeships, or provide training opportunities for Aboriginal and Torres Strait Islander people.

During capital works, we will work with local communities to incorporate cultural elements into hostels. This may include features such as artwork by local Aboriginal and Torres Strait Islander artists to create a stronger sense of identity and belonging.

Culturally safe service

A key point of difference for AHL is that our accommodation services are culturally safe. We want each resident to feel welcome and understood, and having a culturally capable workforce is critical to supporting a culturally safe service.

When we advertise vacant positions, all roles are classified as either Affirmative Measures (open only to Aboriginal and Torres Strait Islander applicants) or Identified positions that require applicants to demonstrate relevant knowledge, experience, and cultural capability. Employees are also required to complete training to support and extend their cultural capability.

We recently worked with residents and Indigenous organisations to improve the signage in hostels. Our signage features the artwork of Ngarrindjeri artist Jordan Lovegrove and many signs use easily

recognisable images and icons so that people who do not speak English (or whose first language is not English) can easily navigate our facilities. Our new signage also acknowledges hostel namesakes and the traditional owners of the land. In 2026–27, we will expand the new signage beyond the two pilot sites in Brisbane.

Our hostels are often places where residents practice their culture. Whether painting, basket weaving, or observing cultural protocols – our hostel environments enable residents to be and express themselves. Some of our hostels feature art by renowned artists, and many hostels feature works from residents. In 2025–26, we were fortunate and grateful to have one of our talented residents paint a mural at our Topsy Smith Hostel in Alice Springs.



A mural at Topsy Smith Hostel, painted by sisters Vanessa and Dianne Inkamala.



Board Director, Shona Reid speaking at the 2025 NAIDOC Awards.

Our meal service includes 3 meals a day and a complimentary snack station. The service has been designed by AHL's in-house dieticians to support nutritional needs and accommodate local preferences and cultural considerations. We continually review our menus, implementing changes through feedback from residents. In 2025–26, nutrition and dietetics students from La Trobe university developed a survey for our residents to provide feedback on our meal service. The students engaged closely with residents from our Darwin hostels to develop the feedback survey.

Our hostels will continue to observe and celebrate Reconciliation Week, NAIDOC Week, Indigenous Literacy Day, and other days of cultural significance through events and community engagement. We regularly invite local stakeholders, community groups, and families into our hostels for events.

People

Our employees are the heart of AHL. Individuals and teams make a real difference in the experiences of our residents and are key to maintaining strong relationships with stakeholders.

Providing culturally safe and affordable accommodation for Aboriginal and Torres Strait Islander people relies on a capable, engaged, and values-driven workforce. To achieve this, we will continue to strengthen core and specialist capabilities across our workforce. We will focus on attracting and developing our people, supporting their career progression, improving workforce systems and processes and ensuring everyone has the right tools and support to do their best work.

In 2026–27, we will:

- implement our Strategic Workforce Plan and focus on practical actions that support employees to have the right capabilities, tools, technology, and processes to deliver high-quality services
- begin implementing a Capability Strategy to deliver targeted cultural capability learning, leadership development, and operational skills for frontline services roles
- complete the implementation of AHL's new Child Safeguarding Framework training
- enhance the Human Resource Management Information System (HRMIS), including introducing both talent management and learning management modules

- modernise Work Health and Safety (WHS) and workforce capability systems to improve data, reporting and risk management – in turn enabling better early identification and management of psychosocial hazards
- improve the performance management framework and strengthen flexible working arrangements to support consistent performance expectations and ways of working
- strengthen governance, compliance, and assurance practices, including addressing legacy matters and meeting ongoing regulatory obligations
- develop new workforce pipelines and projects, including piloting entry-level pathways and enhancing bulk recruitment campaigns to support active merit lists and strategic workforce planning
- continue working towards our goal of becoming an employer of choice for Aboriginal and Torres Strait Islander people
- monitor progress against workforce priorities to ensure employees feel valued, engaged, and supported.

By investing in our employees, we aim to build a skilled, inclusive, and sustainable workforce that can continue to create welcoming environments and deliver high-quality and culturally safe services for residents.



Nindee Hostel team.

Workforce snapshot (as at 30 June 2026)



41%
Aboriginal
and Torres
Strait Islander
employees

7%

Employees
with disabilities



57%
Women

28%

Culturally and
linguistically diverse



18%
Part-time

While some labour hire and contractor arrangements are used, they are considered essential to ensure ongoing hostel operations, especially where labour market conditions are challenging. These uses of outsourcing are considered appropriate under the framework principle around outsourcing in limited circumstances.

ICT

Technology plays an important role in keeping AHL connected and running smoothly. It also plays a part in welcoming residents and keeping them safe.

For many of our employees working in hostels, access to digital systems has not always been practical. In 2025–26, a range of new ICT software and platforms were rolled out or uplifted. These changes enabled more employees to access information and services, no matter their role or work location.

With more employees using the ICT network, the primary focus is to maintain and strengthen cyber security of our ICT environment. We will also focus on increasing cyber awareness among employees, especially those who do not regularly use technology for their core duties.

Strategic Commissioning Framework

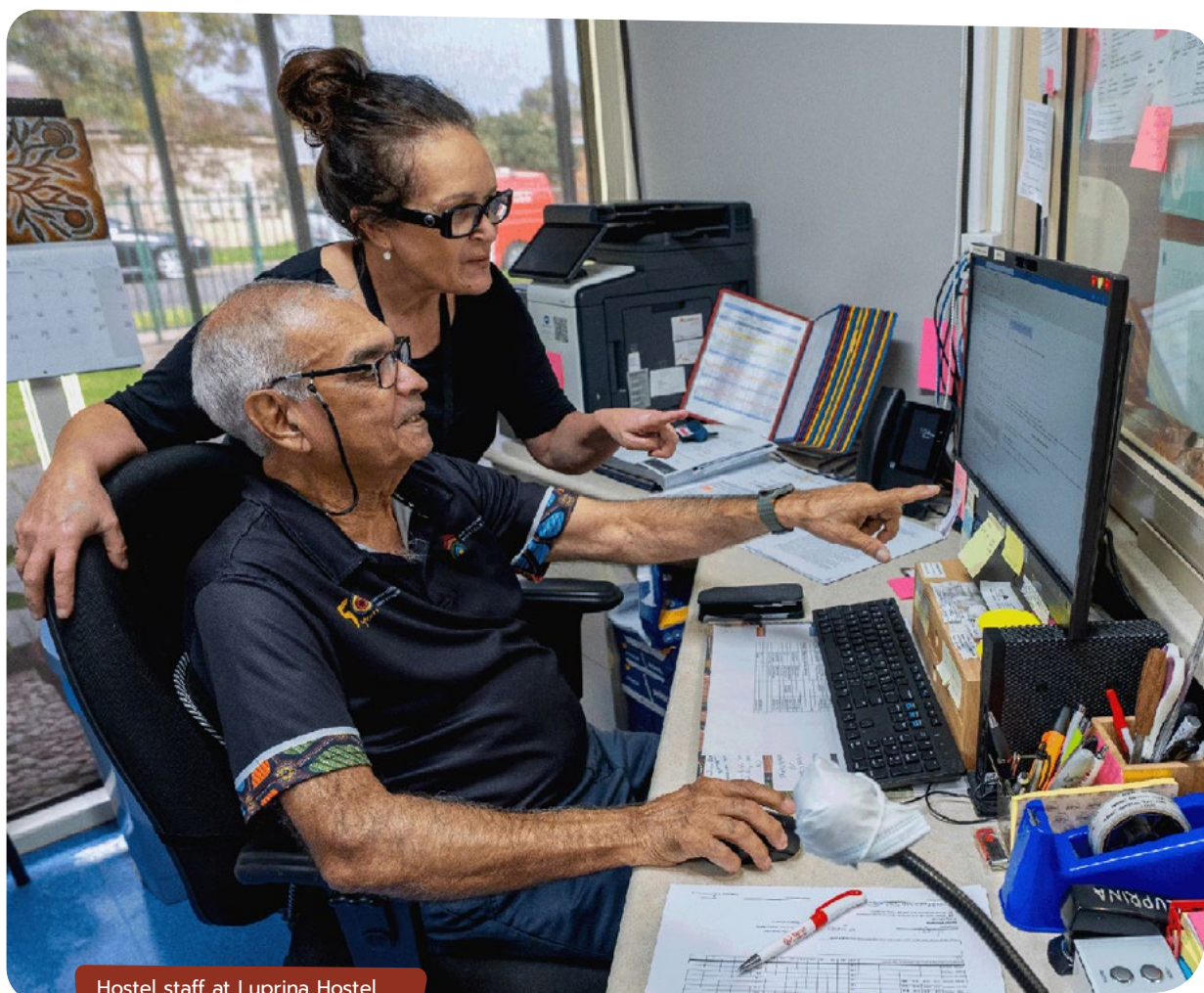
During 2026–27, we will continue to review the use of our contract and labour hire arrangements to ensure compliance under the Strategic Commissioning Framework. At this time, no targets have been set as our core work is already being performed by AHL staff.



Welcoming smiles at Mackay Hostel.

In 2026–27, we will:

- strengthen cyber security across all systems
- empower employees with tools and knowledge to stay cyber-safe
- focus on reliable and secure technology that supports operational requirements
- enhance ICT capacity and availability to improve access to digital systems and services across the network
- refine AHL's new SharePoint Intranet
- transition to new contracts for our national network managed services and secure internet gateway providers
- complete the hostel Wi-Fi project and move into an ongoing maintenance phase
- further mature information and records management, while enhancing ICT recovery and redundancy capabilities
- continue transitioning key services to the cloud to improve reliability and scalability
- champion technology to help our people connect, share information, and collaborate better.



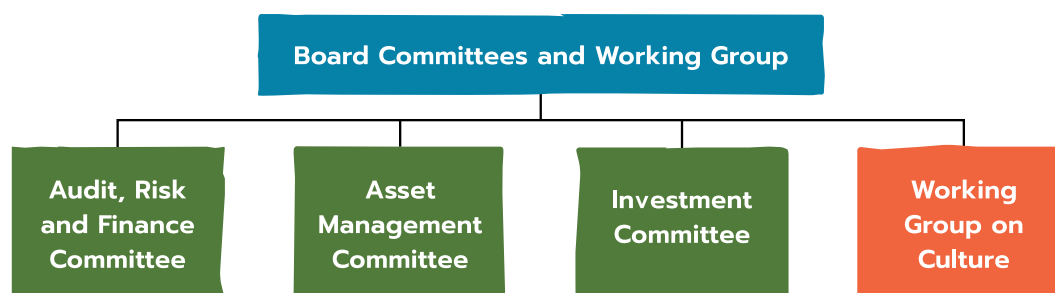
Hostel staff at Luprina Hostel.

Governance and Risk

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 and compliance obligations.

To assist the Board to discharge its responsibilities, the Board has established 3 committees and one working group: the Audit, Risk and Finance Committee (ARFC), the Asset Management Committee (AMC), the Investment Committee (INC), and the Working Group on Culture.



AHL Board members bring diverse professional skills and public and private sector expertise to their roles. This expertise is complemented by the cultural expertise of Aboriginal and Torres Strait Islander Board members from across the country. The Board's extensive corporate governance experience ensures the company's purpose and outcomes are delivered with accountability and transparency.

The AHL Board Charter supports ongoing professional development of Directors, to support 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
- Board skills, culture, and development.

Risk oversight and management

As risk is dynamic and inherent in AHL's operations, effective risk management is a strategic and operational priority, underpinned by the company's Legislative Compliance Framework. 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. In 2026–27, 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, under the guidance of AS/NZS ISO 31000. Our ERM framework is a structured, consistent, and continuous process used to identify, assess, respond to and report on risks that could affect AHL in achieving its business objectives.

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

Throughout 2026–27, 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 and delivery.

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:

- **All staff:** actively managing risk in accordance with the 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.
- **Risk owners:** managing, monitoring, reporting, and escalating risks, identifying and managing emerging risks, embedding risk management into project processes and procedures and implementing and maintaining effective risk controls and treatments including assessing their effectiveness.
- **Executives:** supporting compliance with the ERM framework, embedding risk management in business activities, processes and procedures, continuous monitoring and reporting of the effectiveness of risk controls, supporting risk management capability, including risk systems, processes, information and tools as well as people capability, and fostering a positive risk culture.
- **General Manager, Corporate (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 risks in line with the company's risk profile, building risk management capability and fostering a positive risk culture.
- **Chief Executive Officer (CEO):** ensuring risk management is understood, complied with and effective at all levels across the company and fostering a positive risk culture throughout AHL.
- **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.
- **Board:** overall responsibility for risk management including determining AHL's risk appetite and tolerance and ensuring there is an effective risk management culture across the company.

Monitoring and review

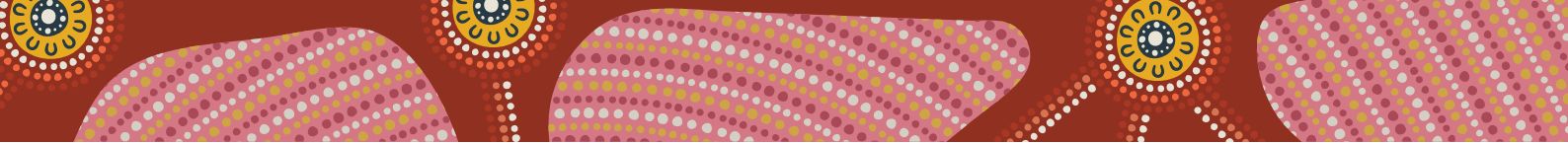
The ARFC and the Board review AHL's ERM framework regularly as part of the company's process of continual improvement set out in AS/NZS ISO 31000.

Throughout 2026–27, the Board and its committees will continue to monitor and review AHL's enterprise and operational risks 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.

Our key risks and how we manage these are outlined in the table below:

Key risks	How we manage the risks
AHL's financial instability and failure to operate within budget erodes the long-term financial sustainability of the company.	● Additional Government funding of \$47.6m over 2 years from 2026–27 and Government approved budgeted deficits in future years. ● Development of AHL's 10-year Strategy. ● Comprehensive monthly financial reporting and monitoring of income and expenditure, including reporting to the Department of Finance. ● Mid-year budget review. ● Maximising own source revenue, including annual review of tariffs and implementation of the investment strategy. ● Oversight and monitoring of company financial performance by the AHL Board and committees. ● Closure of under-performing hostels.
AHL fails to recruit and retain essential staff.	● Enterprise Agreement flexibility clauses to match APS salaries for transferring staff and CEO discretion to agree additional remuneration in line with the requirements established by the Australian Public Service Commission. ● Participation in the Indigenous Apprenticeship Program and the Indigenous Graduate Pathways program. ● AHL's Capability Strategy including increased training opportunities and identified priority capabilities to actively support staff. ● Development of AHL's Strategic Workforce Plan. ● Use of third-party providers to support recruitment activity.

Key risks	How we manage the risks
AHL is unable to maintain appropriate controls over ICT systems resulting in a significant data breach or system failure.	● Regular internal and external audits of established financial and payroll system controls and data. ● ICT Strategic Plan, business continuity management, and ICT disaster recovery plans. ● Strengthening ICT cyber security maturity including staff awareness and education. ● Internal and external hardware and software system controls and vulnerability management systems, processes, and procedures. ● Engagement in the Australian Cyber Security Centre's (ACSC) partnership program. ● Implementation of ACSC Essential Eight cybersecurity mitigation strategies. ● Oversight by AHL's Information Management Committee.
AHL's services are not culturally safe.	● Implementation of a structured cultural safety system including staff and executive management training. ● Resident and stakeholder satisfaction survey and other feedback mechanisms. ● Stakeholder surveys and hostel specific stakeholder plans. ● Employing higher numbers of Aboriginal and Torres Strait Islander staff. ● Cultural competency selection criteria embedded in recruitment processes. ● Oversight by the Working Group on Culture.
AHL fails to meet regulatory requirements to protect children.	● AHL's Child Safeguarding Framework and training. ● Child Protection Adviser contracted to provide guidance on child protection matters and mandatory reporting requirements. ● Compliance with Commonwealth Child Safe Framework Principles. ● Recruitment policies and procedures including Working with Children Checks (WWCC) and National Criminal History checks. ● Secondary education policies and procedures for both staff and students. ● Staff induction, mandatory Child Safeguarding training and access to policies, procedures and guidance to identify, manage and report incidents. ● Oversight and monitoring by the Board and the ARFC.



Key risks	How we manage the risks
AHL fails to meet regulatory requirements to protect vulnerable people (residents and staff).	● AHL Customer Service Charter. ● Established informal referral pathways to specialist services. ● Regular engagement with health, housing, and justice service providers. ● Compliance with regulatory requirements to protect residents and staff. ● Oversight and monitoring by the Board, the ARFC and Working Group on Culture.
AHL fails to meet regulatory requirements to protect residents or staff from serious injury or death.	● Asset management system to record, report and alert routine hostel maintenance schedules. ● Maintenance of critical service and supply contracts and performance monitoring through the contractor management program. ● AMC oversight of AHL's facilities compliance obligations across the company's hostel portfolio. ● Hostel Inspection Program. ● Scheduled Australian Essential Services Compliance essential safety measures audits. ● Compliance training. ● Food Safety Plan, food licences, and compliance checks. ● Compliance with Department of Health and National Aboriginal Community Controlled Health Organisation (NACCHO) pandemic and infectious diseases guidance. ● Oversight and monitoring by the Board and committees.

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*
- *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*

Broome Hostel.



Cooperation

AHL cooperates with different organisations and bodies that make a significant contribution to achieving our purpose. This includes partnering with organisations at the community, local, regional, state and territory, and federal levels.

Regularly seeking feedback from stakeholders allows us to assess satisfaction, which in turn guides improvements to services and partnerships.

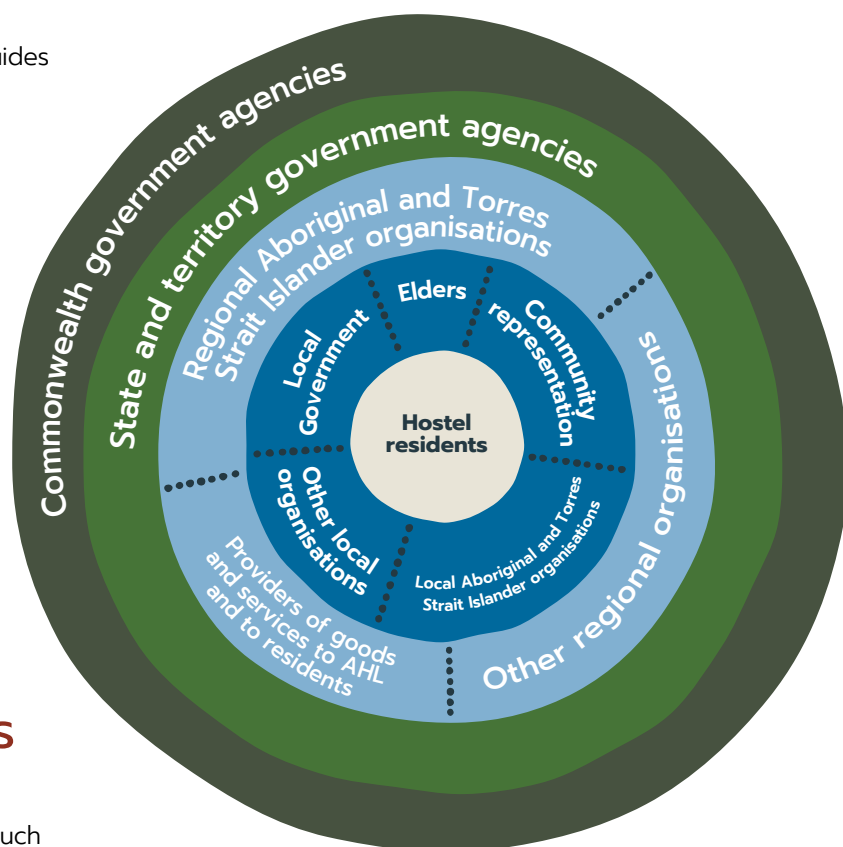
Customer service from hostel staff is very professional and they work with us to provide accommodation at short notice.'

- External stakeholder

Partner organisations

Our local partnerships are important to support our residents into our hostels and to provide much needed services for our residents.

AHL's secondary education hostels rely on our partners to support students through their high school journey. Our students are supported by our partner schools including Katherine High School, St Joseph's Catholic College, Cardiff High, Tagai State College, The Forest High, Endeavour Sports High, Gynea Technology High School, Dubbo College, and Tennant Creek High School. In 2026 we also partnered with Matraville Sports High School for the first time to support new students from our Kirinari Sylvania Hostel pursuing their sporting ambitions. Many of the schools have dedicated support for Aboriginal and Torres Strait Islander students, including the Maranirra Learning and Engagement Centre at Dubbo College.



Students also receive strong support and cultural connection from the Clontarf Foundation and Stars Foundation who engage with several of our hostels. Our students are also well connected with local sporting clubs and community groups enhancing their experience with us.

Our Tennant Creek secondary education hostel engages with the local library, gym, Barkley Arts, the Language Centre, and Territory Families to provide a rich extra-curricular experience for our students.

While staying at AHL, students are encouraged to connect with local Aboriginal and Torres Strait Islander health services, including to receive a 715 Health Check. In addition to these checks, when needed, students connect with other local health services including onsite programs that are run at the hostels to support student health and wellbeing.

A 715 Health Check is a free annual health assessment for all Aboriginal and Torres Strait Islander people. An annual 715 Health Check can make a real difference in keeping people healthy and strong. But only about a third of Aboriginal and Torres Strait Islander people are getting their health check.

Many students take on part-time work opportunities and work experience placements while boarding with AHL. Our year 12 graduates are supported into employment and training opportunities, and we partner with a range of organisations to support this. Open Door Youth Housing Support Service collaborates with our Sydney based hostels to support housing options for students following graduation from year 12.



The team at the Maranirra Learning and Engagement Centre at Dubbo College provide excellent support for the students residing at our secondary education hostel in the area. The team are pictured with our Head of Boarding and General Manager Operations.

Partnering with funding bodies

We will continue to work with funding bodies to improve hostel facilities and services and support the priorities of our funding partners.

The National Indigenous Australians Agency's (NIAA) Indigenous Boarding Providers grant continued to provide facility upgrades and recreational opportunities for our students in 2025–26. The improvements supported the retention of students, the completion of high school certification and year 12 graduation.

In 2026, Kirinari Newcastle Hostel benefited from a swimming pool and there are plans to extend staff accommodation at the hostel.

The funding has also supported cultural camps and participation in a range of recreational activities.

Key partnerships in 2026–27

We recognise the challenge for organisations in finding safe and secure accommodation for their clients. We partner with local health, medical and community service providers to ensure they can offer guaranteed accommodation to their clients, particularly for immediate or urgent requirements. Each year we aim to increase these partnerships.

In 2025–26, we had 127 beds set aside for our partner organisations. Pre-paid beds may be allocated for families looking for urgent accommodation, single residents needing to connect with urgent medical support, or women and children escaping domestic violence.

We also support communities during natural disasters such as floods or cyclones. Our hostels work with emergency response taskforces to offer much needed shelter and meals when communities face significant impact and uncertainty. We will continue these partnerships to support the safety and wellbeing of Aboriginal and Torres Strait Islander people.



AHL CEO, Shane Hamilton with Year 12 graduates and staff at one of our secondary education hostels.

‘Nhulunbuy team [provide a] fantastic service to our area with little to no accommodation options. Without them this would impact our service.’

– External stakeholder

Performance

AHL's Performance Framework operates on an annual cycle and outlines how AHL meets its planning and performance reporting obligations.

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

Outcome 1 – Improved access to education, employment, health, and other services for Aboriginal and Torres Strait Islander people travelling or relocating through the operation of temporary hostel accommodation services.

Program 1. – Program 1.1 – Company Operated Hostels

The objective of this program is to provide temporary accommodation for First Nations people who must live away from home to access services and economic opportunities.

Key activities and performance measures 2026–27 to 2029–30

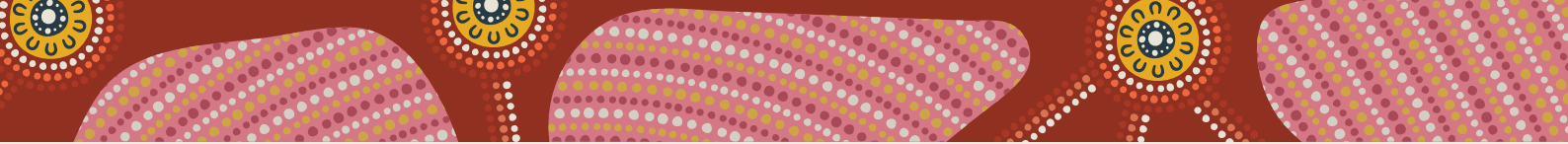
Key activity	Performance measure	2026–27 Planned performance results	2027–30 Planned performance results
Delivering services that improve the quality of life and economic opportunity for First Nations people through providing culturally safe and affordable hostel accommodation for First Nations people.	Occupancy level as a percentage of resident bed nights available per annum.	80%	As per 2026–27
	Objective:		
	To increase utilisation.		
	Measurement methodology:		
	Quantitative assessment of occupancy data.		
	Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services.	80%	As per 2026–27
	Objective:		
	To drive operational improvements and facility enhancements.		
	Measurement methodology:		
	Analysis of biennial Resident Satisfaction Survey results.		

Key activity	Performance measure	2026–27 Planned performance results	2027–30 Planned performance results
Maximising partnerships and engagement with First Nations organisations and local service providers.	Partnerships and engagement with First Nations organisations and local service providers. Objective: ● To strengthen partnerships with First Nations organisations to ensure that services are connected to community. Measurement methodology: ● Analysis of stakeholder engagement plans. ● Analysis of annual stakeholder satisfaction survey results. ● Quantitative assessment of Indigenous procurement performance.	Maintained or increased compared to previous year.	As per 2026–27
Implementing an annual hostel maintenance program to provide safe, comfortable accommodation for residents.	Maintain industry benchmark repair and maintenance investment in hostel asset portfolio. Objective: ● To maintain hostel assets to uniform building standards. Measurement 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 2026–27
Implementing strategies to ensure the company's financial sustainability.	Company operating result consistent with or better than government approved budget. Objective: ● To identify savings and reduce projected deficits. Measurement methodology: ● Assessment of annual financial statements.	2026–27 original budgeted surplus.	As per forward estimates.
Contributing to the priorities of the National Agreement on Closing the Gap.	AHL's contribution to applicable outcomes and targets in the National Agreement on Closing the Gap. Objective: ● To improve our ability to track and report on AHL's contribution to the Closing the Gap agenda. Measurement methodology: ● Quantitative and qualitative analysis of AHL's contribution to the 9 identified outcomes of the National Agreement on Closing the Gap.	Maintained or increased compared to previous year.	As per 2026–27

Appendix 1:

List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	3
s16E(2) item 2 of the PGPA Rule	Purposes	The purposes of the company.	4
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the company will undertake in order to achieve its purposes.	8
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	8
s16E(2) item 4(a) of the PGPA Rule	(a) Environment	(a) the environment in which the company will operate;	8
s16E(2) item 4(b) of the PGPA Rule	(b) Capability	(b) the strategies and plans the company will implement to have the capability it needs to undertake its key activities and achieve its purposes;	19-24
s16E(2) item 4(c) of the PGPA Rule	(c) Risk	(c) a summary of the risk oversight and management systems of the company, and the key risks that the company will manage and how those risks will be managed;	25-29
s16E(2) item 4(d) of the PGPA Rule	(d) Cooperation	(d) details of any organisation or body that will make a significant contribution towards achieving the company's purposes through cooperation with the company, including how that cooperation will help achieve those purposes;	31-33
s16E(2) item 4(e) of the PGPA Rule	(e) Subsidiaries	(e) how any subsidiary of the company will contribute to achieving the company's purposes.	3
s27A(3) of the PGPA Rule	Performance	The corporate plan for a Commonwealth company must include, for each reporting period covered by the plan, a summary of the following: (a) how the company will achieve its purposes; (b) how the company's performance in achieving the company's purposes will be measured and assessed, including any performance measures and any targets that will be used in the measurement and assessment.	34-35



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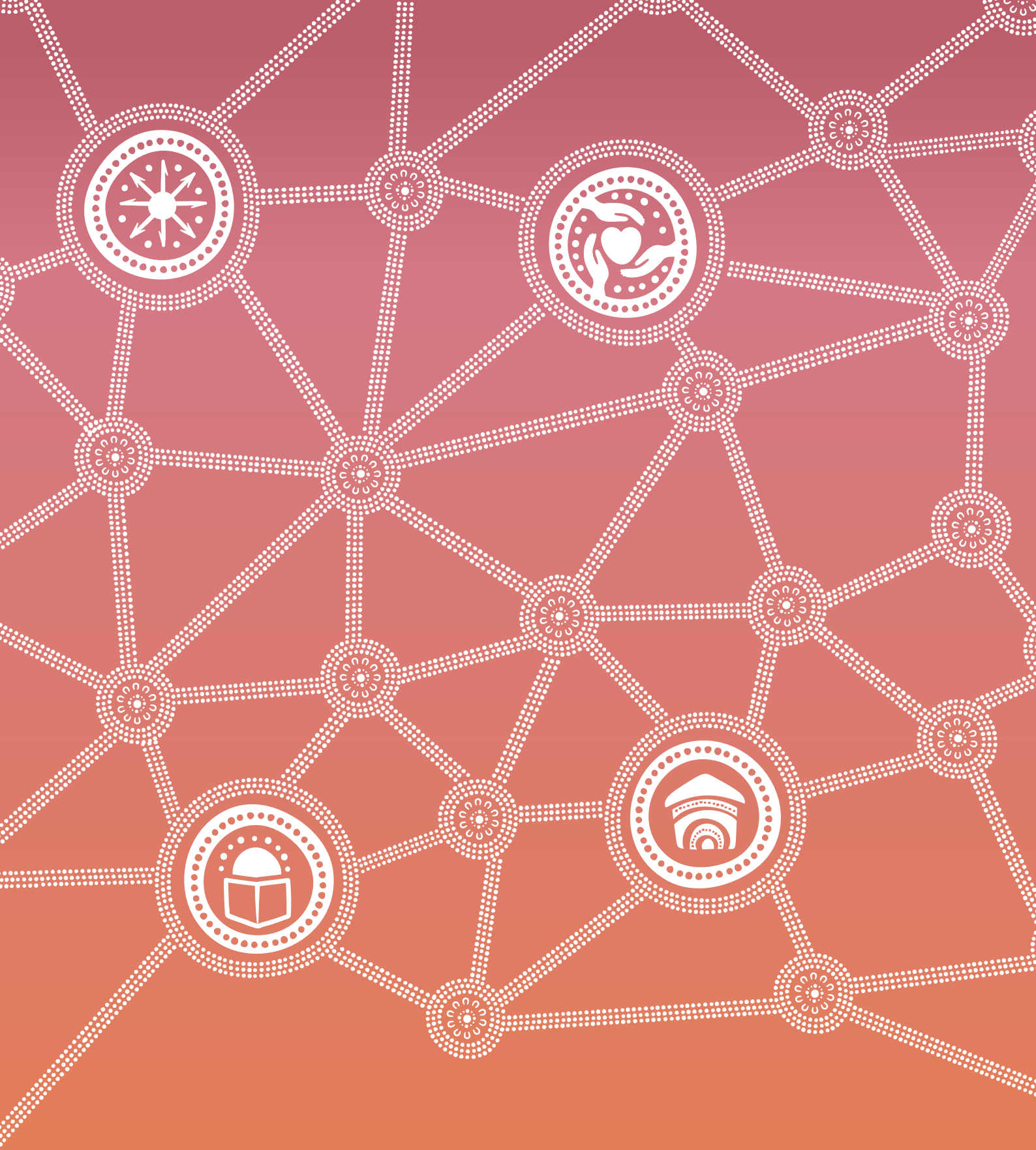
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