



Australian Government
Aboriginal Hostels Limited



Corporate Plan 2022–23



50th anniversary
(1973–2023)

Proudly supporting First Nations people for 50 years.

Introduction

Aboriginal Hostels Limited acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to First Nations people and cultures, and we pay our respects to Elders past, present and emerging.

The Directors of Aboriginal Hostels Limited (AHL), present the AHL Corporate Plan for 2022–23, which covers the period 2022–23 to 2025–26, as required under subsection 95(1) of the *Public Governance, Performance and Accountability Act 2013*.

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 an Australian Government 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. This will ensure AHL is well positioned to continue to meet the needs of the many First Nations men, women, and children who stay with us each year.

In 2022–23, AHL will have a renewed focus on communication and engagement to target and appeal to different audiences and to promote AHL's accommodation offering.



Federal MPs Linda Burney and Pat Conroy, back to far right, with young First Nations men who lived at AHL's Kirinari Hostel in NSW at time photo was published. Photo sourced from Newcastle Herald.

Warning: First Nations people are advised that this publication may contain images of people who have passed away.

Use of Aboriginal flag colours is by permission of the original artist, Mr. Harold Thomas (agreement in relation to past and future use enacted December 2016).

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Welcome from the Chair

Welcome to the Aboriginal Hostels Limited (AHL) Corporate Plan for 2022-23, which reaffirms the Board's commitment to delivering services that improve the quality of life and economic opportunity for First Nations people.

We will continue to provide safe, culturally-appropriate and affordable accommodation for First Nations people who need to be away from home to access medical services, education and economic opportunities.

Our work will be underpinned by our continued focus on communicating our purpose with clarity, rebuilding our cultural identity, maximising partnerships, rationalising our asset base, improving our service offering and strengthening our people, fiscal and governance capabilities.

AHL will also continue to respond to broader challenges impacting our residents, staff and local communities including the ongoing management of COVID-19.

Throughout this period, residents and other key stakeholders will continue to be at the centre of our decision-making processes. As AHL approaches our 50th anniversary, the importance of these long-term relationships, built on trust and respect, is brought into focus.

Although there have been many demographic shifts within the First Nations community since our establishment in 1973, there continues to be a need for the accommodation services AHL provides.

AHL accommodated around 16,000 residents in 2021-22 and expects a similarly high level of demand in 2022-23.

AHL will continue to ensure its business and operating models align to meet the current and emerging needs of First Nations people.

A handwritten signature in black ink that reads "Anthony Ashby". The signature is fluid and cursive.

Anthony Ashby
Chairperson



Lois Johnny from Doomadgee
at Tonky Logan Hostel, QLD.

Our vision

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

**'I have not stayed here before –
been here one month now. I like
everything and like talking to
workers. I feel safe here.'**

AHL resident, Silas Roberts Hostel, NT

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 medical services, education and economic opportunities.

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

AHL will implement a range of strategies to ensure it remains sustainable. These strategies include delivering improved and effective marketing and partnerships with stakeholders to attract more

residents, offering affordable accommodation and services and making improvements in response to feedback.

AHL will also continue to support the Australian Government's efforts to improve economic outcomes for First Nations people. We will help support a more inclusive economy by purchasing goods and services from Indigenous businesses. We are also proud to be one of the largest employers of First Nations people in the Australian Public Service, with First Nations employees comprising approximately 50% of our workforce.

‘Access to safe and adequate housing is critical to Closing the Gap in other areas – such as health, education and employment.’

**THE HON. LINDA BURNEY MP,
MINISTER FOR INDIGENOUS AUSTRALIANS**

Our values

AHL's values are outlined in our Cultural Statement.

Respect for residents

Although AHL is an accommodation provider, the value in our organisation'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.

P
Professional

R
Respectful

O
Open

U
Understanding

D
Dedicated

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.

Accommodation services

AHL is a not-for-profit Company wholly owned by the Australian Government, with an independent non-Executive Board of Directors. There are 43 hostels within the network.

Each year, AHL provides a place to stay for approximately 16,000 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 funding for the gap between an affordable tariff and the cost of providing hostel services.

Being employed is positively linked to health and prosperity and AHL is proud to be one of the largest government employers of First Nations people and will look to build upon this achievement in 2022–23.

AHL's hostel network is segmented into 3 service categories:

1. Secondary education

(8 facilities, 193 beds, 12% 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. Eligible students receive ABSTUDY payments to support the cost of boarding.

2. Multipurpose

(23 facilities, 1,086 beds, 66% of resident capacity)

AHL's multipurpose hostel offering provides 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.

3. Health and medical

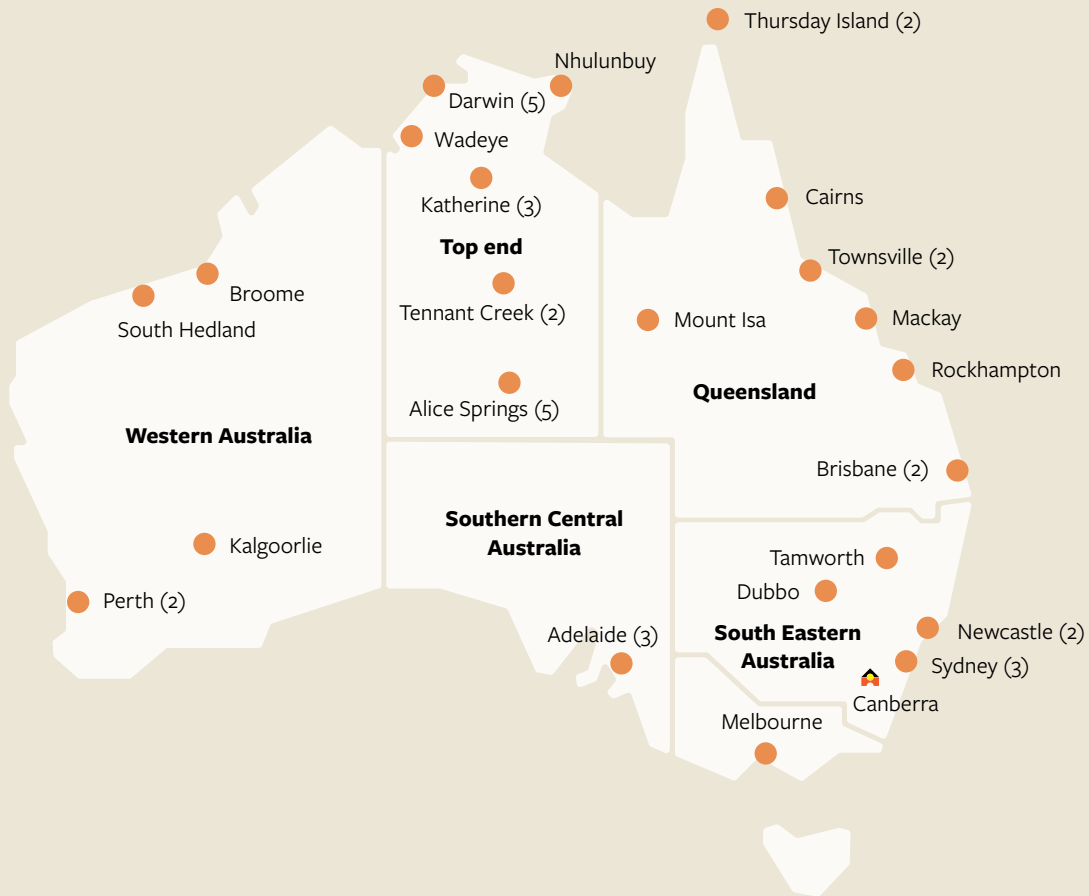
(12 facilities, 356 beds, 22% of capacity)

Health and medical hostels cater specifically for First Nations people who need to be away from home to access medical treatment, including renal dialysis and antenatal or postnatal care for mothers and babies.

Financial assistance and help with transport are available through state and territory Patient Assisted Travel Schemes.

AHL provides opportunities for young people to flourish in a range of ways. A good education is key to opening up opportunities for young First Nations people and AHL provides a secure base from which young people can access educational opportunities.

AHL's hostel network



Hostel	Location	Type	Hostel	Location	Type
Northern Territory			Queensland		
Alyerre	Alice Springs	Health and medical	Elley Bennet	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	Secondary 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	Secondary education	Grey Street	Dubbo	Secondary education
Katherine Women's Medical	Katherine	Health and medical	Durungaling	Newcastle	Multipurpose
Nhulunbuy	Nhulunbuy	Multipurpose	Kirinari Newcastle	Newcastle	Secondary education
Tennant Creek Secondary	Tennant Creek	Secondary education	Biala	Sydney	Secondary education
Wangkana Kari	Tennant Creek	Multipurpose	Kirinari Sylvania	Sydney	Secondary education
Kardu Darrikardu Numida	Wadeye	Secondary education	Tony Mundine	Sydney	Multipurpose
Western Australia			Tamworth	Tamworth	Multipurpose
Broome	Broome	Health and medical	Victoria		
Trilby Cooper	Kalgoorlie	Multipurpose	William T Onus	Melbourne	Multipurpose
Allawah Grove	Perth	Multipurpose	South Australia		
Derbal Bidjar	Perth	Health and medical	Luprina	Adelaide	Multipurpose
South Hedland	Sth Hedland	Health and medical	Mulgunya	Adelaide	Health and medical
Australian Capital Territory: National Office			Nindee	Adelaide	Multipurpose

Note: AHL also owns a hostel in Armidale and leases it to a Community Housing Provider, which supports vulnerable people.

Operating environment

AHL is an Indigenous Portfolio Body within the Prime Minister and Cabinet portfolio.

As a Commonwealth Company, AHL operates under the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)* and *Corporations Act 2001*.

AHL, through the provision of accommodation, supports improved access to employment, education and health services in place-based settings across Australia.

AHL will continue to support the Australian Government's priorities, working in genuine partnership with First Nations people to ensure everyone has opportunities for a stronger future.

Key activities

AHL has taken the opportunity to expand our performance framework to better demonstrate the scope and impact of our work to deliver services that improve the quality of life and economic opportunity for First Nations people.

This Corporate Plan reflects the performance measures and planned results presented in our 2022–23 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 Indigenous Australians through providing culturally-appropriate and affordable temporary hostel accommodation for Indigenous Australians.
- Maximising partnerships and engagement with Indigenous 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.

Accommodation supply and demand

AHL has systems in place to collect data on service access and will continue to utilise this data to monitor demand in 2022–23. AHL understands the importance of evidence-based business planning and the value of having a strong understanding of trends in accommodation need across our network, including by hostel segment and location. This information is often instructive and, alongside environmental scans, helps inform AHL's future service planning.

AHL was established to operate in areas of market failure and when there is no longer demand for hostel services in a particular hostel segment, or location, AHL has considered alternative uses for facilities, aligned with the Company mandate. This established approach to planning will continue throughout this Corporate Plan period, with AHL remaining responsive to changes in the environment, while remaining faithful to our core values and mandate.

The overall trends in demand for AHL accommodation services, even throughout the COVID-19 pandemic, demonstrates that AHL is continuing to meet an important need for accommodation services.

Overall occupancy is expected to remain strong in 2022–23 and AHL looks forward to continuing to meet the ongoing demand for culturally-appropriate accommodation services for First Nations people.





AHL Directors, with Executive and staff in 2022 at Yumba Hostel, QLD. Yumba was AHL's very first hostel.

Outlook for 2022–23

Throughout 2022–23, AHL will continue to operate efficiently, while providing accommodation to people and families 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, there will be an ongoing need for government subsidy, to ensure vulnerable people can continue to access our services.

AHL will focus on revenue diversification and improved fiscal planning and management by implementing strategies to ensure the Company's financial sustainability. All efforts will be made to maintain cost controls and identify revenue diversification opportunities to reduce operating deficits in the years ahead. These efforts will strengthen AHL's ability to sustainably provide the safe, culturally-appropriate accommodation to First Nations people that AHL has provided since 1973.

Looking ahead, the upcoming 50th anniversary in June 2023 provides a platform to recognise the role AHL has played in the successes of First Nations people and communities. The anniversary also provides a chance to celebrate the transformative role AHL has played in the lives of many First Nations people, including prominent Indigenous leaders – past and present.

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
- rebuild our cultural identity
- maximise partnerships
- rationalise our asset base
- improve our service offering
- 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 and infrastructure, 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 forefront of all that we do.

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

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



Strategic direction in 2022–23

In 2022–23 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
- operate within available resources and focus on options to strengthen our business model and secure the Company’s longer-term financial viability.



Stakeholder engagement

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

Engagement with stakeholders is a day-to-day focus for AHL and takes place at all levels of the Company. It includes engagement with key government agencies at the Commonwealth, state and territory levels, the corporate sector and Indigenous organisations, including peak bodies and service providers.

We also have a Stakeholder Engagement Strategy in place which sets out how we engage with external stakeholders and formalises engagement already occurring. Our aim is to build a network of relationships that better support our First Nations residents and enable us to meaningfully deliver on our Customer Service Charter. 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 meet expectations of safety and comfort.*

AHL's newly established communication capability will be implementing a range of initiatives throughout 2022–23. A high priority is to first gain an understanding of the needs of AHL hostel residents

and other stakeholders. AHL will continue to engage with residents through resident and stakeholder surveys and will make improvements to services and facilities in response to this feedback.

The objectives of AHL's Communication Strategy 2022-23 include:

- **Raising awareness** with AHL residents and potential AHL residents about what we do/offer, by increasing the visibility and understanding of AHL.
- **Increasing AHL occupancy rates** through the use of effective messaging and targeted products, to encourage potential residents to stay at our hostels.
- **Raising the profile and reputation of AHL** with a refreshed brand (a consistent look and feel), and refreshed products and resources.
- **Helping attract and retain quality AHL staff** by promoting AHL's job opportunities.
- **Helping promote AHL stakeholders and partners** by cross-promoting partnerships and promoting good news stories on supported outcomes for residents.

'I like staying here because of hostel facilities...it's close to shops, hospital and Congress (Central Australian Aboriginal Congress) support.'

AHL resident, Alyerre Hostel, NT.

Key partnerships

Partnering with NIAA to deliver in Tennant Creek

AHL partners with stakeholders to alleviate First Nations accommodation pressures in Tennant Creek, in support of the Barkly Regional Deal. The National Indigenous Australians Agency (NIAA) will provide AHL with funding in 2022–23 to subsidise our accommodation services in Tennant Creek for First Nations people.

This funding supports the provision of accommodation for secondary students attending Tennant Creek High School from surrounding communities. It also allows the provision of accommodation at Wangkana Kari multipurpose hostel with concessional tariff rates, to reduce homelessness in the region.


The objectives of the partnership agreement are to maximise continuity of care through service provider linkages, support local First Nations employment and provide stable living arrangements for residents, so they can improve their life circumstances.

Partnering with the NT Government to deliver in Alice Springs

AHL is funded by the Northern Territory Government to operate accommodation services in Alice Springs.

Apmere Mwerre Visitors Park helps reduce homelessness for visitors to Alice Springs and reduces the impact of overcrowding in town camps and social housing. The Visitors Park offers 84 beds for First Nations people seeking accommodation in Alice Springs. Residents stay with us for a number of reasons including homelessness, to attend medical appointments, to visit family and to attend community events.

Alyerre medical hostel provides 40 beds for First Nations people needing to travel to access medical care in Alice Springs, particularly renal services.



‘I like the hostel because we have clean bed, clean room, small fridge for our medication. We can lock our room. We can wash our clothes. When we stay with family there is kids touching our medicine and it’s not safe for us. We get 3 good meals a day. You got bus service that picks you up for appointments...’

AHL resident under an MoU arrangement.

Memorandums of Understanding

AHL is partnering with service providers to ensure residents who need short-term accommodation have a guaranteed bed, including for people requiring medical services or impacted by domestic violence.

In order to guarantee bed nights for these residents in need of immediate accommodation, AHL has Memorandums of Understanding (MoUs) in place with key stakeholders, including:

- Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women’s Council
- Top End Health Service East Arnhem Land
- Nganampa Health Council
- Alice Springs Hospital
- Tennant Creek Hospital.

The partnerships provide much needed support for those seeking immediate accommodation.

AHL will continue to work with relevant stakeholders in 2022-23 to support this growing demand.

Capabilities

Facilities

In 2022-23, AHL will continue efforts to provide more standardised asset offerings across the hostel network, with a focus on fit for purpose amenities driven by resident requirements and continued investment in environmental performance improvements.

Other improvement will be driven by improved procurement and contract management processes and increasing engagement with First Nations business. These actions will provide a strong foundation for future facilities management and strategic asset planning.

Financials 2022–23

- \$119.0 million property portfolio
- \$35.9 million appropriation
- \$20.6 million self generated revenue (tariff and contracted services)
- \$32.9 million payroll

AHL's fixed annual appropriation against rising costs places significant pressures on the Company going forward. As a result, tight financial controls and fiscal restraint will remain in place during the period of this Corporate Plan.

Customer service

Throughout 2022–23, AHL will continue to strive to be a resident-centric organisation and to meaningfully deliver on the commitments embedded in our Customer Service Charter. The Charter commits AHL to consistently deliver well-maintained hostels with clean and comfortable rooms, nutritious meals and welcoming, professional-standard customer service. The Charter is supported by customer feedback and complaint management mechanisms. Our annual Resident Survey is undertaken across a number of hostels, which further informs improved customer service.'

Corporate governance

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

AHL's Board members bring a diversity of 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
- Board skills, culture and development.

In support of building the next generation of First Nations leaders, 2022–23 will see AHL 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.



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 of having one of the highest proportions of First Nations employees in the Australian Public Service.

The year ahead will see continued investment in our people through:

- implementation of our Workforce Strategy.
- renewed participation in Indigenous Entry Level Programs to provide employment pathways for First Nations employees to commence their Australian Public Service career
- a review and update of our Human Resource Management Information System to better support our workforce
- well-structured learning and development programs, training and networking opportunities delivered through AHL's Learning and Development program
- acknowledgement of high performance through our P.R.O.U.D. and NAIDOC Recognition and Service Awards
- a commitment to better understand First Nations history and culture through Cultural Awareness Training.



Former residents of Topsy Smith Hostel, NT.

‘This is a good place to stay. I am here with my wife who goes to see doctors. We have stayed here before. Feels safe for me and my wife and other people here.’

AHL resident, Silas Roberts Hostel, NT.

Performance framework

Key activities and performance measures 2022–23 to 2025–26

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 1.1: The objective of this program is to provide temporary accommodation for Indigenous Australians who must live away from home to access services and economic opportunities.

Key activity	Performance measure	2022–23 planned performance results	2023–24 to 2025–26 planned performance results
Delivering services that improve the quality of life and economic opportunity for Indigenous Australians through providing culturally-appropriate and affordable temporary hostel accommodation for Indigenous Australians.	Occupancy level as a percentage of resident bed nights available per annum.	70% occupancy.	As per 2022–23.
	<p>Methodology:</p> <ul style="list-style-type: none"> Quantitative assessment of occupancy data and demographics. 		
	Percentage of residents providing a rating of ‘satisfied’ (or higher) with the quality of AHL’s accommodation services.	80% overall satisfaction.	As per 2022–23.
	<p>Methodology:</p> <ul style="list-style-type: none"> Analysis of annual Resident Satisfaction Survey results. 		
Maximising partnerships and engagement with Indigenous organisations and local service providers.	Partnerships and engagement with Indigenous organisations and local service providers.	Maintained or increased compared to previous year.	As per 2022–23.
	<p>Methodology:</p> <ul style="list-style-type: none"> Analysis of stakeholder engagement plans. Analysis of stakeholder satisfaction survey results. Quantitative assessment of Indigenous procurement performance. 		
Implementing an annual hostel maintenance program to provide safe, comfortable accommodation for residents.	Maintain industry benchmark repair and maintenance investment in hostel asset portfolio.	Repair and maintenance investment represents at least 2% of hostel property asset replacement value.	As per 2022–23.
	<p>Methodology:</p> <ul style="list-style-type: none"> Quantitative assessment of annual repair and maintenance expenditure. 		
Implementing strategies to ensure the Company’s financial sustainability.	Company operating result consistent with or better than government approved budget.	2022–23 budgeted deficit.	As per forward estimates.
	<p>Methodology:</p> <ul style="list-style-type: none"> Assessment of annual financial statements. 		
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.	Baseline to be established.*	Maintained or increased compared to previous year.
	<p>Methodology:</p> <ul style="list-style-type: none"> Quantitative and qualitative analysis of AHL’s progress and contribution against 9 identified outcomes of the National Agreement on Closing the Gap. 		

*New performance measure established in 2022–23 Budget

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 2022–23 we will continue to monitor and review our risks, promote a positive risk culture and support staff to build capability in managing and engaging with risk.

Enterprise Risk Management (ERM)

AHL manages risk by ensuring compatibility between our business strategy, business plan and Enterprise Risk Management (ERM) framework, consistent with 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 2022–23, the framework will continue to provide guidance to the 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—overseeing AHL's performance including effective monitoring of risk management and systems of internal control.

- Audit, Risk and Finance Committee (ARFC)—assisting the Board in discharging its responsibilities under the *Public Governance, Performance and Accountability Act 2013*, including providing independent advice and assurance on 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—monitoring compliance with the ERM framework, overseeing risk management throughout AHL, ensuring risk registers are maintained 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.
- 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 2022–23, the ARFC and the Board will monitor and review AHL's enterprise risks quarterly to ensure AHL's risk profile reflects the current business environment and appropriate mitigation strategies and internal controls are in place to manage 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"> ● Comprehensive monthly financial reporting and monitoring of income and expenditure. ● Closure of under-performing hostels. ● 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.
AHL's inability to maintain appropriate controls over ICT systems results 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. ● Australian Cyber Security Centre Essential Eight compliance. ● 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"> ● 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 persons.	<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, the pandemic 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. ● COVID-19 management plan. ● Oversight and monitoring by the Asset Management Committee, the Audit, Risk and Finance Committee and the Board.

Relevant legislation

This Corporate Plan has regard to and draws on:

*The Constitution of Aboriginal Hostels Ltd
Corporations Act 2001*

*Public Governance, Performance and Accountability Act 2013 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

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This document must be attributed as the Aboriginal Hostels Limited 2022–23 Corporate Plan.

The Wiradjuri Echoes performed at
AHL's 40th Anniversary event during
NAIDOC Week, in 2013.





Former staff members
in AHL kitchens.



Students beside the school
bus, Kirinari Hostel, 1980.
Contributed by National
Archives of Australia.

**‘It’s safe here, other residents share
stories – makes everyone happy
living together.’**

AHL resident, Sid Ross Hostel, NT.



AHL Hostel Manager Marlene Mitchell at South Hedland Hostel, WA.



