



Australian Government



ABORIGINAL
HOSTELS LIMITED

2024-25 CORPORATE PLAN



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 and present.

The Board of Aboriginal Hostels Limited (AHL), as the accountable authority, present the AHL 2024–25 Corporate Plan, which covers the period 2024–25 to 2027–28, as required under subsection 95(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

AHL's national network of facilities provide culturally safe and affordable accommodation for First Nations people who need to be away from home to access services and economic opportunities.

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

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

In 2024–25, AHL will continue implementation of the 2-year, \$20.8 million AHL reform package announced in the 2023–24 Budget. This support enables AHL to address areas of need to improve our service, including improved nutritional standards, hostel security and hostel network amenity.

The reform package also funded the recently completed independent review of AHL's business model which identifies strategies to support the company's long term financial viability. This review will inform planning for the future.

AHL is a First Nations organisation formed by, and for, First Nations people. Building on this iconic legacy, AHL continues to provide a vital service to community.'

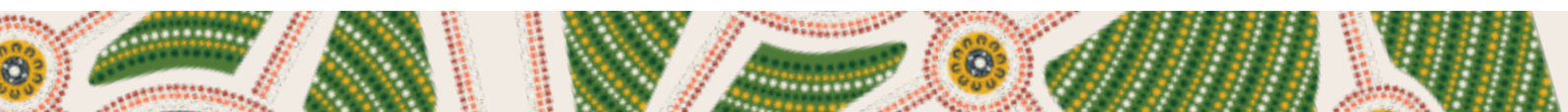
Senator Malarndirri McCarthy
Minister for Indigenous Australians



The Minister for Indigenous Australians, Senator Malarndirri McCarthy at Wangkana Kari Hostel.

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

Cover: AHL student residents perform a cultural dance



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Welcome from the Chair

Welcome to AHL's 2024–25 Corporate Plan. This plan renews the Board's commitment to delivering resident-centred services that improve the quality of life and economic opportunities for First Nations people.

In 2023–24, almost 19,000 people relied upon the services AHL provided. We expect demand to remain at this similarly high level in 2024–25.

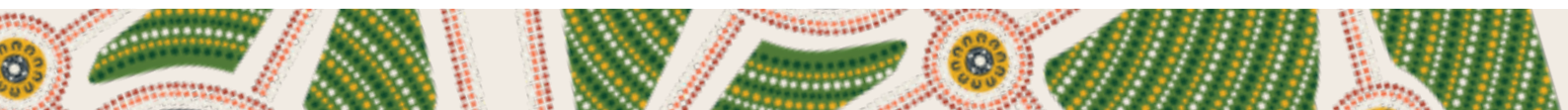
In the 2023–24 Federal Budget the Government committed \$20.8 million over 2 years to support us to improve our services and to fund an independent review of our business model, in order to identify actions to support long-term financial viability. In 2024–25 we will continue to gain momentum implementing these funded service improvements, which include targeting more closely the individual nutritional needs of our residents, undertaking hostel repairs, maintenance and capital improvements, and improving our security.

This year will also see the implementation of our new 2024–2027 Enterprise Agreement, which is designed to recognise the broad range of skills, tasks and roles our staff undertake. Meanwhile, the introduction of a First Nations Employment Action Plan will support us to build upon our achievements in this space and increase the number of First Nations people employed by AHL. This work will reinforce our place as one of the largest Australian Public Service (APS) employers of First Nations people.

In terms of supporting broader government efforts in a priority region, the Australian Government recently provided \$3.5 million to expand capacity at the Apmere Mwerre Visitor Park in Alice Springs. This facility expansion will deliver accommodation for First Nations people including women and children experiencing domestic violence. Construction is expected to begin in 2024–25 and we look forward to providing some stability and a safe place for families.

Through working in genuine partnership, we will provide a secure base for residents to engage with services as well as opportunities and will continue to provide a home away from home for those who rely upon us.

Anthony Ashby
Chair



Our purpose and values

Our purpose

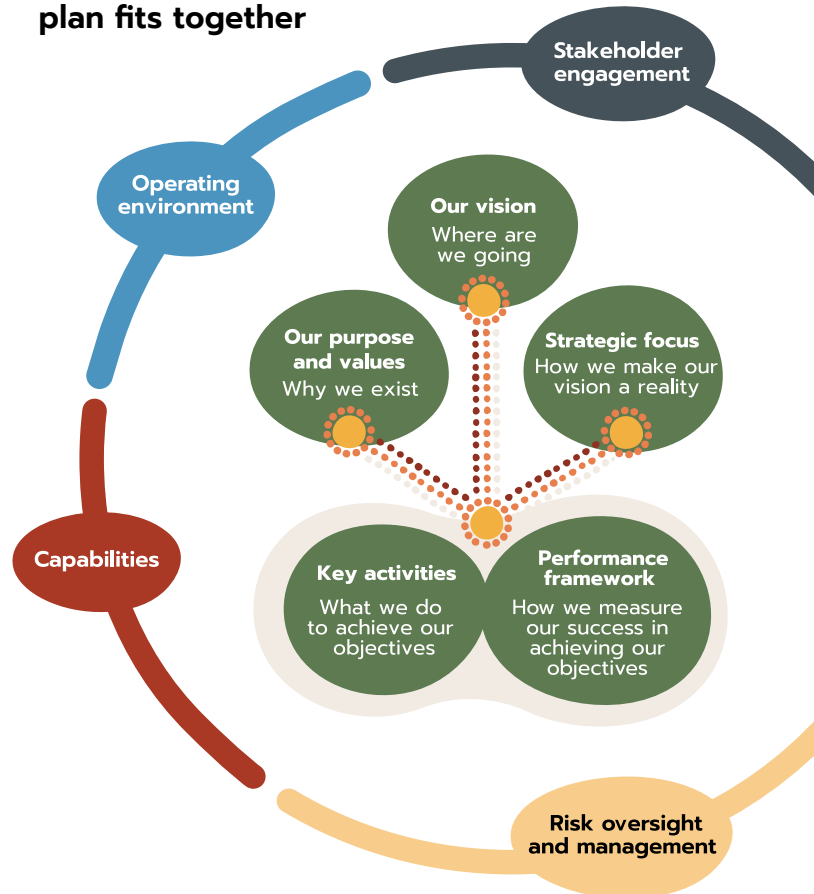
AHL’s purpose is to provide culturally safe and affordable accommodation for First Nations people who need to be away from home to access services and economic opportunities.

Our broader contributions

Across our network of hostels, dedicated AHL staff provide accommodation and meals for residents in a culturally safe and supportive environment. We have a strong network of relationships with other organisations, including First Nations organisations. This network both refers residents to AHL and works alongside AHL to support residents to meet their needs.

AHL also supports the Australian Government’s efforts to improve economic outcomes for First Nations people. By purchasing goods and services from First Nations businesses at every opportunity, we help support a more inclusive economy. We are also proud to be one of the largest employers of First Nations people in the APS, with First Nations staff comprising almost 50 per cent of our workforce.

How our corporate plan fits together



Our values

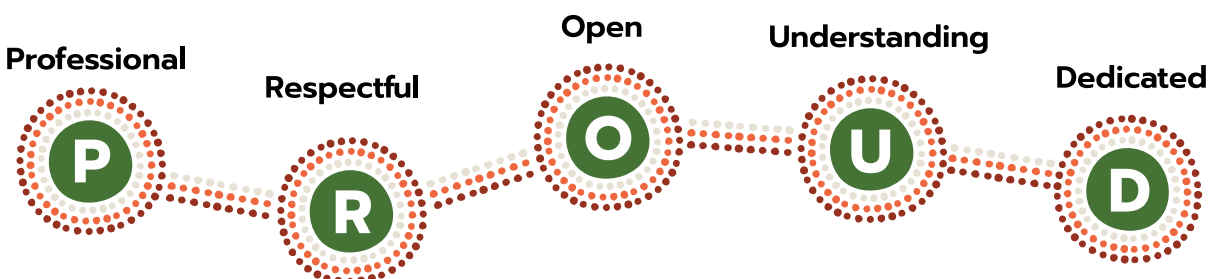
AHL’s values are outlined in our Cultural Statement. These values resonate with our staff who recognise that the work they do contributes to society in a meaningful way.

Respect for residents

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

Respect for staff

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



Our vision

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

I feel it supports my cultural wellbeing by allowing me space and time to exist I feel belonging at AHL

William T Onus Hostel resident

Our operating environment

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

For more than 50 years of operation, AHL has had different operating models and hostel footprints. Under the current model, AHL operates 42 hostels across 3 service categories – multipurpose, health and medical and secondary education. Sometimes, the residents that stay with us may have needs that go beyond the scope of our services and our expertise. In these instances, we use our community connections with other service providers so that residents' needs can be supported, in an integrated way.

By providing hostel accommodation, AHL gives First Nations people a place to access employment, education and health services in culturally safe, resident-centred settings across Australia.



Residents at Topsy Smith Hostel, Alice Springs, NT.

Key activities

This Corporate Plan reflects the performance measures and expected results presented in our 2024–25 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 ongoing financial sustainability.
- Contributing to the priorities of the National Agreement on Closing the Gap.

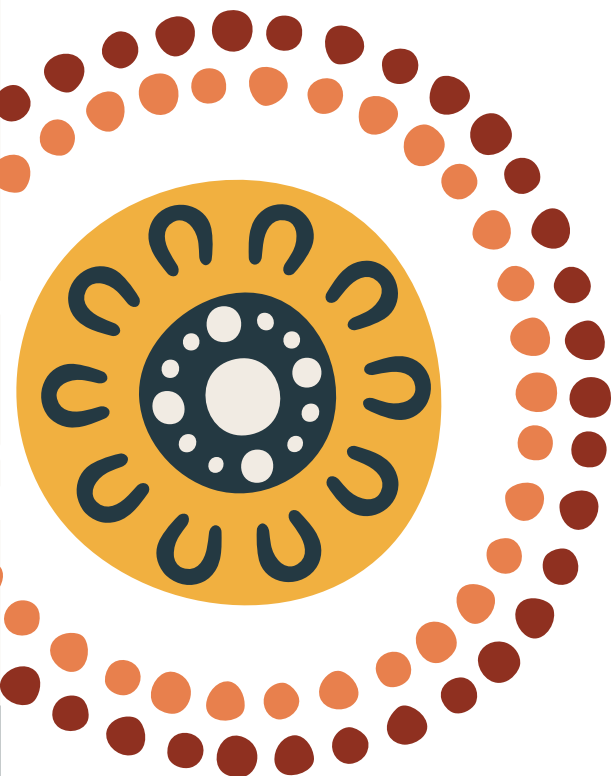
Accommodation supply and demand

AHL was established to meet needs in areas of market failure. When services in a hostel segment, or location, are no longer needed AHL considers alternative uses for facilities that will meet emerging local needs aligned with our company mandate.

Similarly, when need for services in a location increase AHL is a willing partner to support expansion to meet these demands. For example, in Central Australia the need for additional accommodation for women and children experiencing domestic violence was identified. In response, the Australian Government provided \$3.5 million to construct additional accommodation providing 20 new beds at AHL's Apmere Mwerre Visitor Park in Alice Springs (owned by the NT Government and operated by AHL through a funding agreement). When completed, these new beds will meet a clear community need for secure, affordable and culturally safe accommodation, including for women and children experiencing domestic violence.

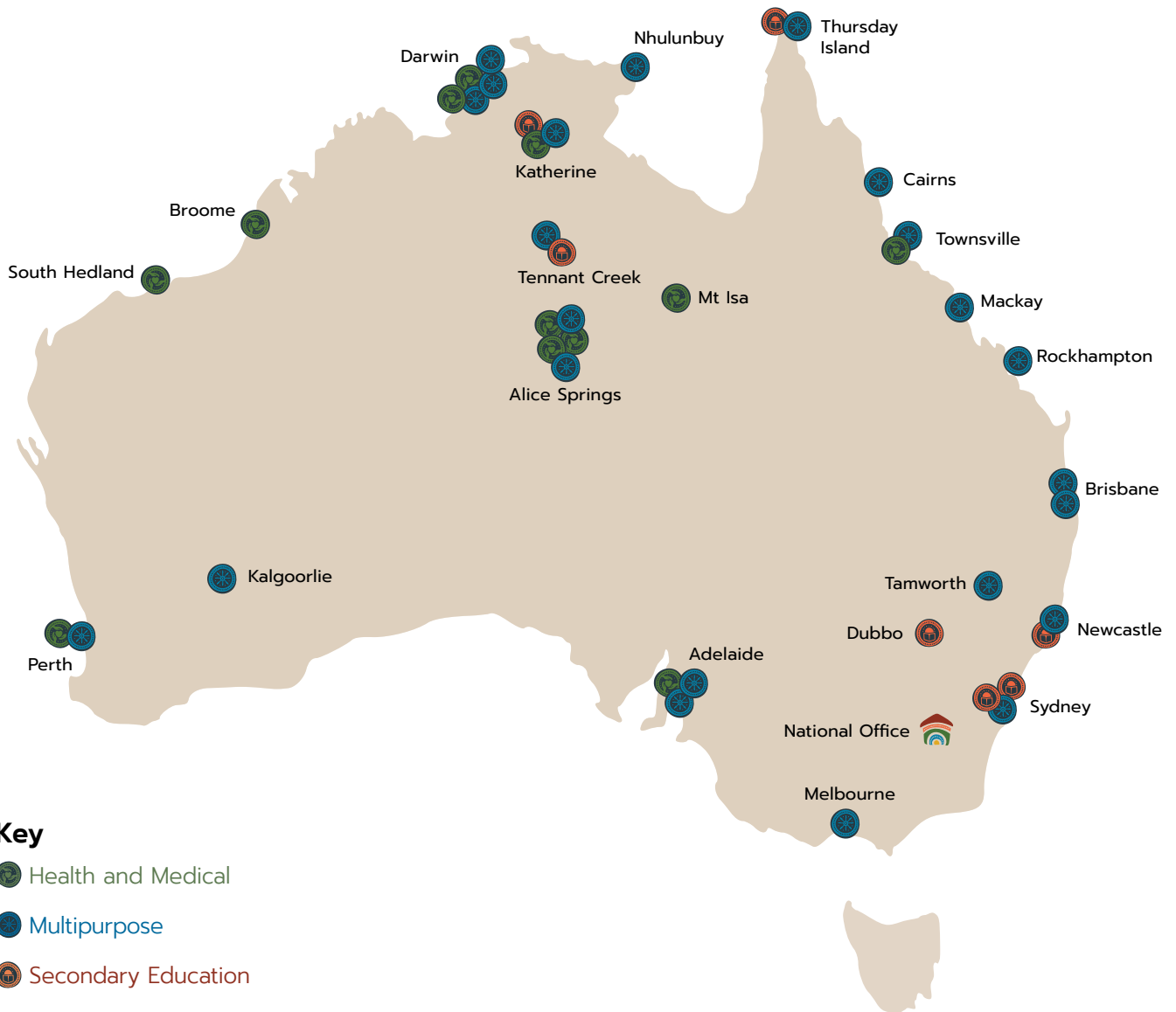
Throughout 2024–25, AHL will remain responsive to demand, while staying faithful to our core values and mandate. We expect occupancy at our Secondary Education hostels to continue at current levels of demand. The strong need for the type of accommodation provided at our Health and Medical hostels is expected to be ongoing. The upward trends in demand for general accommodation at AHL's Multipurpose hostels is also expected to continue. Demand for public housing outstrips supply in some locations and many of our resident's experience housing instability. Nationally, the private rental market is tight. Finding and securing affordable rental housing is difficult, including for First Nations families.

Against this background, AHL will continue to provide an important accommodation safety net for First Nations people in 2024–25.



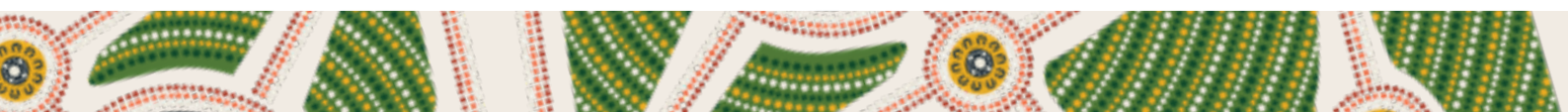
Accommodation services












































AHL's hostel network



Note: Although not captured in the following table, AHL owns facilities in:

- Armidale: which is operated under a management agreement with a Community Housing Provider who provides accommodation to vulnerable people, including First Nations people.
- Derby: which is leased to a First Nations corporation providing accommodation and support services.
- Kununurra: which is currently being operated under an access license by local organisations providing accommodation for First Nations people.



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



AHL's hostel network service categories

Our network has 42 hostels across 3 service categories:



MULTIPURPOSE

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



HEALTH AND MEDICAL

Our Health and Medical hostels cater specifically for First Nations people who need to be away from home to access medical services, 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. These hostels are often located close to medical facilities, where residents can access specialist treatment. In Darwin, for example, our Gudang Dalba Hostel is only 400 metres from the Royal Darwin Hospital and is a short drive from the community-controlled health service, Danila Dilba. Also in Darwin, Nagandji Nagandji-Ba Hostel, which caters to renal patients, is close to the Northern Territory Government's Nightcliff Renal Unit.





SECONDARY EDUCATION

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. Our students are involved in extra-curricular activities before and after school. They also take part in support programs that assist them to successfully complete their studies. Eligible students attract ABSTUDY payments to support the cost of boarding.



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

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

Our Gudang Dalba Health and Medical Hostel is just 400 metres from the Royal Darwin Hospital.


Outlook for 2024–25

In 2024–25, AHL will continue to operate efficiently, while providing accommodation to First Nations 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, the need for Commonwealth subsidies will be ongoing.


To support us in providing quality, fit for purpose, culturally safe accommodation, we will also complete the 2-year project to introduce new menus, strengthen hostel security and continue our program of major upgrade and refurbishment projects across our hostel network.

In implementing the above priorities and in operating our business-as-usual services, AHL will continue to focus on strong fiscal planning and management. In conjunction with the discussions on longer-term business planning, AHL will maintain cost controls and seek to maximise returns from investments.

As we plan and implement projects throughout the year, we will maintain our commitment to placing residents at the centre of all that we do.



Being away from home and family can be stressful. AHL provides safe, supportive and welcoming accommodation for First Nations people accessing education, health care and other services.



AHL has 42 hostels around Australia that provide a culturally safe place for First Nations people to stay.

Strategic focus and priority areas

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, throughout 2024–25 we will:

- communicate our purpose with clarity
- strengthen our cultural identity
- maximise partnerships
- optimise 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, compliance with regulatory requirements and managing identified risks within agreed tolerances.

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

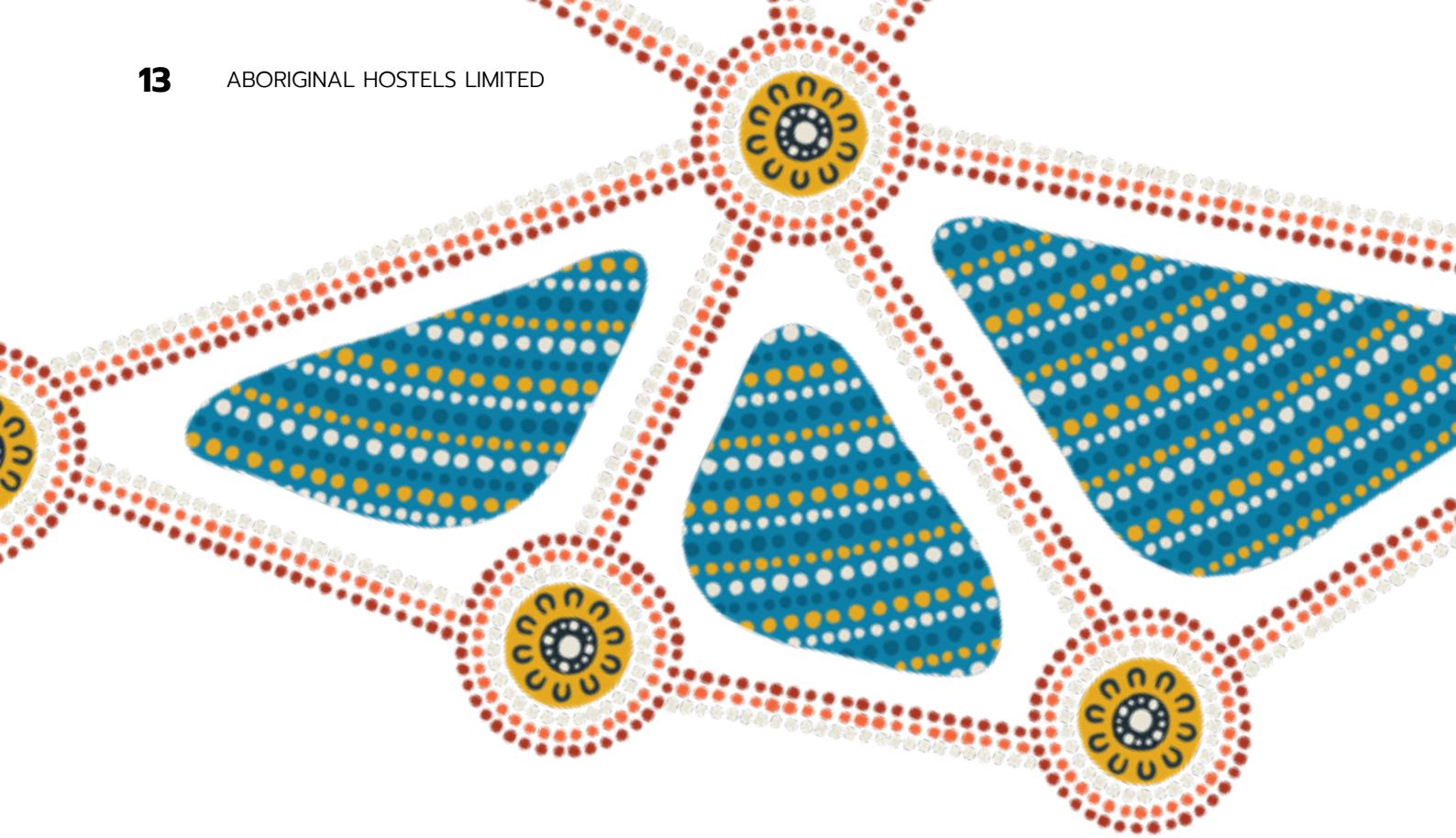
In line with AHL's mandate, our strategic agenda is underpinned by the following principles:

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



Left: Derbal Bidjar Hostel in Perth, WA.

Right: Alyerre Hostel in Alice Springs, NT.



Strategic direction

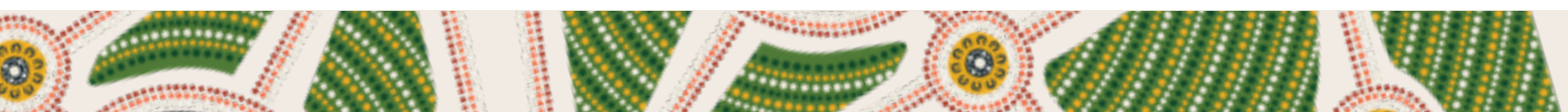
In 2024–25 AHL will continue to:

- 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 quality accommodation, 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.

Support for a priority area – Secondary Education

AHL has secured a \$0.585 million Indigenous Boarding Provider Grant for 2024, which will provide additional First Nations support staff for our Secondary Education hostels. Student Wellbeing Officers will ensure students remain well connected to cultural and wellbeing support during their stay, while the Student Transition Officer will assist in community engagement activities. The funding will also be used to create and upgrade music rooms at the Secondary Education hostels, improving students’ access to instruments and musical training.

AHL and our student boarders appreciate this support from the National Indigenous Australians Agency (NIAA).





Our Secondary Education hostels have support programs available to assist students with their studies.



In December 2023, students from our Secondary Education hostels attended an end of year camp.



Capabilities

Facilities

AHL is committed to sustainably and efficiently managing our hostels through our planned maintenance and capital improvement programs. Our primary focus remains providing culturally safe accommodation for all residents. Over the past year, AHL's comprehensive program of upgrades, repairs and maintenance has significantly improved the standard of amenities across our national hostel network.

Our stringent essential safety measures building inspection program is aimed at ensuring AHL's facilities comply with all relevant state legislation, regulations and guidelines. In 2024–25, we are embarking on more major upgrade and refurbishment projects that prioritise critical areas such as bathroom and kitchen upgrades, painting and enhanced security measures. Strengthening hostel security to ensure resident safety is a high priority for the coming year.

AHL is dedicated to meeting industry-leading maintenance standards at our hostels.

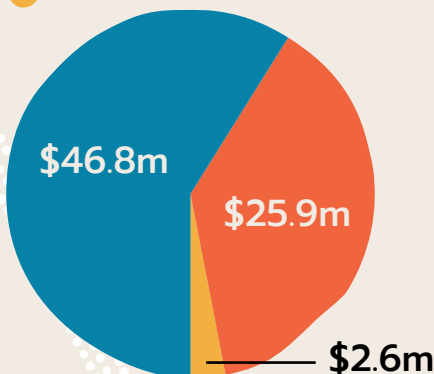
AHL will continue to prioritise completing essential repairs and maintenance, capital improvements and physical security enhancements across our hostel network. Through these improvements, we aim to contribute to Closing the Gap priorities by delivering safe facilities tailored to the needs of First Nations residents.

Financials 2024–25

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

AHL's funding sources

- Australian Government annual appropriation
- Self-generated revenue (tariff, contracted services, and grants)
- Investment revenue



Property portfolio



\$121.3m

Payroll



\$40.9m



Information and Communication Technology

AHL's Information and Communication Technology (ICT) strategy is built around the following themes:

- **Build** – foundational services that are stable, robust, reliable, dependable and fit for purpose.
- **Maintain** – core business services are standardised, consolidated, integrated, and automated.
- **Protect** – cyber and information security underpinned by assurance, education and active monitoring.
- **Innovate** – improved automation and process flows.

These strategic themes, combined with adoption of proven processes and controls allow the ICT team to be more proactive and engaged with the business. In 2024–25 key ICT projects include completing the national roll out of hostel Wi-Fi, implementing a new Human Resource Management Information System, upgrading communication and telephony infrastructure, transitioning to the cloud for key corporate systems, improving information and records management, enhancing ICT recovery and redundancy capacity and strengthening our ICT security maturity.

Customer service

AHL is always looking for ways to improve and broaden our service offering.

For example, in 2024–25 we will introduce hostel menus more closely aligned to our residents' nutritional needs. This is important as many of our residents stay with us while accessing medical services, including dialysis services, and have specific dietary requirements. AHL has engaged 2 in-house dietitians to develop new 28-day menus for all our hostels so they can better meet our residents' dietary requirements. The dietitians are also developing training and education packages for our kitchen staff to ensure they know how to meet resident's dietary needs

and provide healthy meals. We are continuing to look at ways to improve our meal services, with a strong focus on supporting positive health outcomes for our residents.

By the end of 2024, all hostel residents and visitors will also have access to free Wi-Fi. This new service offering will assist residents to access a range of services online and also to stay in contact with their families and communities more easily while they are staying at our hostels.

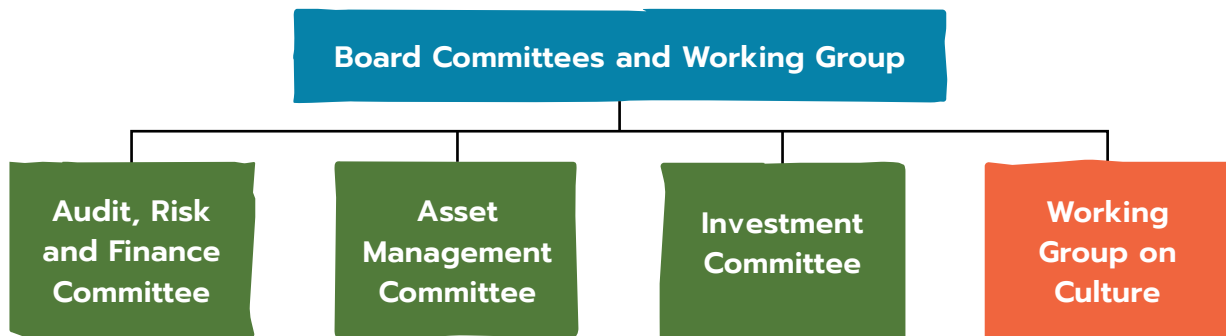




Corporate governance

AHL operates in a complex regulatory and accountability environment. In carrying out its governance role, the AHL Board must ensure the company complies with its contractual, statutory and other legal obligations.

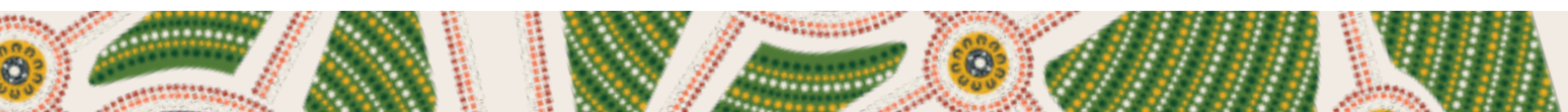
To assist the Board to discharge its responsibilities, the Board has established 3 subcommittees: the Audit, Risk and Finance Committee, the Asset Management Committee and the Investment Committee. In addition, the Board has established a Working Group on Culture to support AHL’s efforts to reinforce, promote, respect and celebrate the diversity, strength and resilience of First Nations communities and cultures.



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 First Nations 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.

AHL’s 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.





AHL Board members (l-r): Alison Page, Anthony Ashby (Chair), Paul Allen, Shona Reid, Professor Valerie Cooms (Deputy Chair) and Katie Wyatt visited our hostels in Alice Springs, March 2024. Absent: Simon McGrath AM and Leann Wilson.

Our people

AHL's culturally diverse and experienced people are at the forefront of everything we do and deliver. They play a pivotal role in building an atmosphere of trust, and confidence among our First Nations residents, strategic partners and other critical stakeholders.

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

- The introduction of a purpose-built, capability focused Workforce Strategy designed in collaboration with the Australian Public Service Commission's Workforce Strategy Centre of Excellence. This investment will help AHL continue to attract, retain and develop the right people to deliver culturally safe customer service outcomes.
- The implementation of a Human Resource Management Information System (HRMIS) designed to meet future workforce technological and process challenges.
- The implementation of our new 2024-27 Enterprise Agreement designed to recognise the broad range of skills, tasks and roles our staff undertake.
- The implementation of a First Nations Employment Action Plan intended to increase the employment of First Nations people across all levels and functions of the company, further reinforcing our position in the APS as one of the largest employers of First Nations people (when measured as a proportion of our overall workforce).
- The introduction of an improved Performance Management Framework to increase consistency and alignment between staff performance, and AHL's goals to ensure organisational success.

AHL's new Workforce Strategy, and Enterprise Agreement are key enabling tools that together with the development of a First Nations Employment Action Plan will support AHL to attract, retain, develop and future-proof our workforce. In line with the APS Strategic Commissioning Framework, and in-tangent with the design and implementation of AHL's Workforce Strategy, AHL commenced defining its core work in early 2024. Across late 2024 and early 2025, AHL will start to identify targets to reduce inappropriate outsourcing; including how best to minimise non-critical labour hire arrangements and outsourced services while also ensuring ongoing hostel operations are maintained. The focus in the first year will be on the service delivery, and trades and labour job families (e.g., cooks, housekeepers, night attendants), which make up more than 75 per cent of AHL's workforce.

ALLAWAH GROVE HOSTEL



Our diverse workforce



44%
First Nations
people



4%
people with
disabilities



52%
women



27%
Culturally and
linguistically diverse



Our culturally diverse staff are key to AHL providing a welcoming and culturally safe place to stay for residents.

To the team at Neville Bonner Hostel, the cooks, cleaners, night attendant and the managers, you are all absolutely wonderful people. A beautiful group of people that went above and beyond to make me feel welcome and comfortable every single day, especially during a time of need.

Neville Bonner Hostel resident

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 2024–25 we will continue to monitor and review our risks, identify emerging risks, promote a positive risk culture and support staff to build capability in managing and engaging with risk.

Enterprise Risk Management

AHL manages risk by ensuring compatibility between our business strategy, business plan and Enterprise Risk Management (ERM) framework and under the guidance of AS/NZS ISO 31000. Our ERM framework is a structured, consistent and continuous process used to identify, assess, 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 and Risk Management Framework and Plan. The framework is operationalised through regular assessment of AHL's enterprise and operational risks, mitigation strategies and internal controls.

Throughout 2024–25, 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.

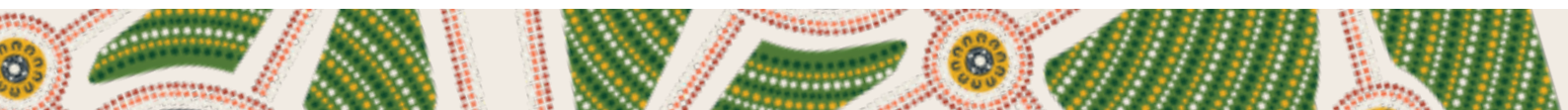
Risk oversight

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

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.

Audit, Risk and Finance Committee (ARFC) – assisting the Board in discharging its responsibilities under the PGPA Act, including providing independent advice on the appropriateness of AHL's risk management and systems of internal control.

Chief Executive Officer (CEO) – ensuring risk management is understood, complied with and effective at all levels across the company and fostering a positive risk culture throughout AHL.



Chief Financial Officer and Company Secretary (Chief Risk Officer) – monitoring compliance with the ERM framework, implementing risk management governance, overseeing risk management throughout AHL, supporting the Board to manage AHL’s risks in line with the company’s risk profile, building risk management capability and fostering a positive risk culture.

General Managers – 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.

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.

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.

Monitoring and review

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

Throughout 2024–25, the ARFC and the Board will continue to monitor and review AHL’s enterprise risks quarterly to ensure AHL’s risk profile reflects the current business environment and AHL has appropriate mitigation strategies and internal controls in place to manage current and emerging strategic and operational risks.



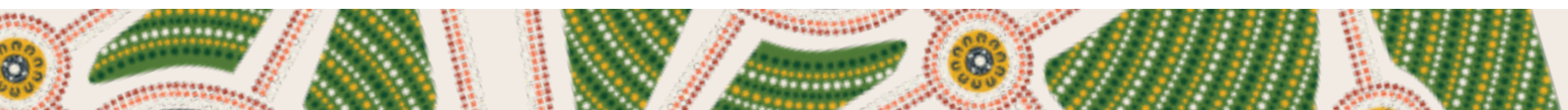
Gudang Dalba Hostel



Enterprise risks

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

| Risk | Management strategies |
|---|---|
| AHL's financial instability and failure to operate within budget erodes the long-term financial sustainability of the company. | <ul style="list-style-type: none"> • Continued delivery of the 2023–24 Budget measure funding package. • Comprehensive monthly financial reporting and monitoring of income and expenditure. • Mid-year budget review. • Revenue diversification strategies. • Annual review of tariff rates. • Oversight and monitoring of AHL's investment activities by the Investment Committee. |
| AHL fails to recruit and retain essential staff. | <ul style="list-style-type: none"> • Continued delivery of the 2023–24 Budget measure funding package. • AHL Enterprise Agreement. • Recruitment policies and procedures. • AHL Workforce Strategy. • Staff attraction and retention initiatives. • Implementation of a new HRMIS. |
| AHL is unable to maintain appropriate controls over ICT systems resulting in a significant data breach and or system failure. | <ul style="list-style-type: none"> • Business continuity management and ICT disaster recovery plans. • ICT Strategic Plan. • Strengthening ICT cyber security maturity. • Internal and external hardware and software system controls. |
| AHL is not culturally responsive or meeting community needs. | <ul style="list-style-type: none"> • Corporate Plan. • Business Plan. • Monitoring resident demand and client demographics. • Resident Satisfaction Survey and other feedback mechanisms. • Stakeholder engagement plans. • Hostel Standards. • Oversight and monitoring by the Board sub-committees and the Board. |
| AHL fails to meet regulatory requirements to protect children and vulnerable people. | <ul style="list-style-type: none"> • Child Protection Adviser engaged by AHL. • Operations and Child Protection Handbook and training program. • Compliance with Commonwealth Child Safe Framework Principles. • Regular review of AHL's child protection policies, procedures and training. • Recruitment policies and procedures including working with vulnerable persons and police record checks for staff. • Engagement with stakeholders to support vulnerable people. • Referrals to support services. |
| AHL fails to meet regulatory requirements to protect residents or staff from serious injury or death. | <ul style="list-style-type: none"> • Strategic Asset Management Plan. • Routine facility maintenance plans and schedules. • Hostel inspection program. • Compliance framework and training including state and territory requirements. • WHS management program. • Pandemic and infectious diseases management plan. • Oversight and monitoring by the Board sub-committees and the Board. |



Stakeholder engagement

Partner organisation connections and cultural connections

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

Engaging with stakeholders is a day-to-day focus for AHL and happens at all levels of the company. We work to build as well as maintain relationships based on trust, with: government agencies at the Federal, state and territory and local levels, with cross-sector stakeholders and with First Nations organisations, whether they be peak bodies or small local service providers.

Our stakeholder engagement approach is centred around working in partnership with other organisations to meet shared objectives. We aim to continuously expand our network of relationships to better attract and support First Nations residents. Because of the work we do and our passion to be resident-centred, we need to be connected with both partner organisations, and with community and culture.

It has met my cultural needs as I am amongst my own people. The employees provide support – a simple yarn and good conversation.

Tony Mundine Hostel resident



Use of the Kirinari Sydney yarning circle



Partnering to meet local needs

Because we understand the environments where we operate, we know that our success depends on us partnering with a range of stakeholders. One of the ways AHL partners with service providers and like-minded organisations from across Australia is by entering into Memoranda of Understanding (MOUs). Our MOUs for prepaid beds ensure our service partners can offer guaranteed accommodation to their clients when they need it.

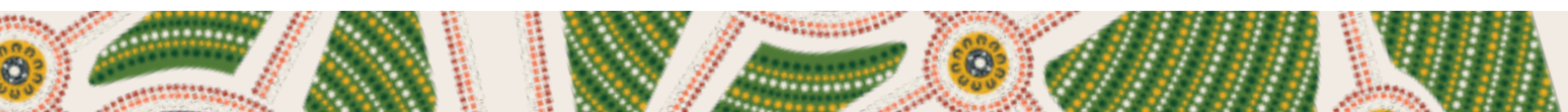
For example, in 2024–25 the Alice Springs Hospital (ASH) Patient Assisted Travel Scheme (PATS) will have MOUs with our Ayiparinya, Topsy Smith and Sid Ross Hostels. This will provide ASH PATS with 40 pre-paid beds. ASH PATS provides important support, including for people from

communities throughout Central Australia and on the Anangu Pitjantjatjara Yankunytatjara (APY) Lands. PATS is part of the NT Government's efforts to support equitable access to essential health services for people in rural, regional and remote locations.

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



Across Australia, our staff work with local stakeholders, to help support residents.



Key partnerships in 2024–25

The Australian Government in partnership with the Northern Territory Government is working with communities and organisations on long-term solutions for a better, safer future in Central Australia. AHL has received a \$3.5 million grant to construct additional accommodation at Apmere Mwerre Visitor Park and we are proud to be playing a role in supporting broader government efforts in the region.

These beds will provide some stability and a safe place for First Nations people in Alice Springs (including women and children experiencing domestic violence) to sleep and to seek support.

Once built, the additional accommodation will meet a clear community need for affordable and culturally safe accommodation. We are pleased to partner with the Australian Government, the Northern Territory Government and other stakeholders on this important project.

All women and children deserve to feel safe and supported. This practical investment in support services and programs will help build stronger and safer communities in Alice Springs and Central Australia. Temporary accommodation places are incredibly important in ensuring women and families will have a safe place to stay.'

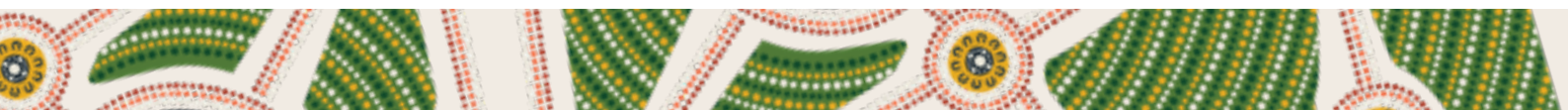
Senator the Hon Malarndirri McCarthy
Minister for Indigenous Australians

The new beds at Apmere Mwerre Visitor Park will provide a safe place for families.

Performance framework

Key activities and performance measures 2024–25 to 2027–28

| Key activity | Objective | Performance measure | 2024–25 Planned performance results | 2025–2026 to 2027–28 Planned performance results |
|---|--|--|--|---|
| Delivering services that improve the quality of life and economic opportunity for First Nations people through providing culturally safe and affordable temporary hostel accommodation for First Nations people. | To increase utilisation. | Occupancy level as a percentage of resident bed nights available per annum. | 75% occupancy. | As per 2024–25. |
| | | Methodology: • Quantitative assessment of occupancy data. | | |
| | To drive operational improvements and facility enhancements. | Percentage of residents providing a rating of 'satisfied' (or higher) with the quality of AHL's accommodation services. | 80% | As per 2024–25. |
| | | Methodology: • Analysis of annual Resident Satisfaction Survey results. | | |
| Maximising partnerships and engagement with Indigenous organisations and local service providers. | To strengthen partnerships with Indigenous organisations to ensure that services are connected to community. | Partnerships and engagement with Indigenous organisations and local service providers. | Maintained or increased compared to previous year. | As per 2024–25. |
| | | Methodology: • Analysis of stakeholder engagement plans. • Analysis of biannual stakeholder satisfaction survey results. • Quantitative assessment of Indigenous procurement performance. | | |
| Implementing an annual hostel maintenance program to provide safe, comfortable accommodation for residents. | To maintain hostel assets to uniform building standards. | 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 2024–25. |
| | | Methodology: • Quantitative assessment of annual repair and maintenance expenditure. | | |
| Implementing strategies to ensure the company's ongoing financial sustainability. | To identify savings and reduce projected deficits. | Company operating result consistent with or better than government approved budget. | 2024–25 original budgeted deficit. | As per forward estimates. |
| | | Methodology: • Assessment of annual financial statements. | | |
| Contributing to the priorities of the National Agreement on Closing the Gap. | To improve our ability to track and report on AHL's contribution to the Closing the Gap agenda. | AHL's contribution to applicable outcomes and targets in the National Agreement on Closing the Gap. | Maintained or increased compared to previous year. | Maintained or increased compared to previous year. |
| | | Methodology: • Quantitative and qualitative analysis of AHL's contribution to the 9 identified outcomes of the National Agreement on Closing the Gap. | | |



Relevant legislation

Key legislation:

Aboriginal and Torres Strait Islander Act 2005

Archives Act 1983

Auditor-General Act 1997

Australian Charities and Not-for-Profits Commission Act 2012

Australian Public Service Act 1999

Corporations Act 2001

Electronic Transactions Act 1999

Environment Protection and Biodiversity Conservation Act 1999

Evidence Act 1995

Fair Work Act 2009

Freedom of Information Act 1982

Privacy Act 1988

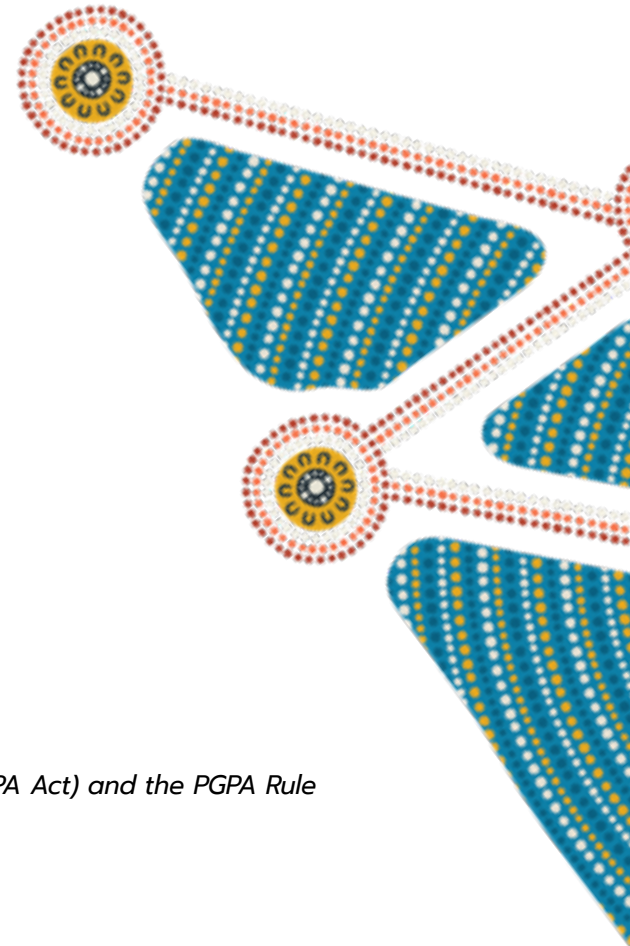
Public Governance, Performance and Accountability Act 2013 (PGPA Act) and the PGPA Rule

Public Interest Disclosure Act 2013

Public Service Act 1999

Safety, Rehabilitation and Compensation Act 1988

Work Health and Safety Act 2011



Topsy Smith Hostel in Alice Springs, NT.



Derbal Bidjar Hostel in Perth, WA.

This place is absolutely amazing. It's always nice and clean with the most selfless and amazing staff which makes your experience there so much better for everyone who stays there. So, thank you to everyone who makes our stay there an absolutely enjoyable and fun place to stay.

Luprina Hostel resident

I cannot thank you enough for the care and support you gave me, and I see you do the same for others. I will not forget my beautiful time there. I just want you to know how very thankful I am.

Neville Bonner Hostel resident

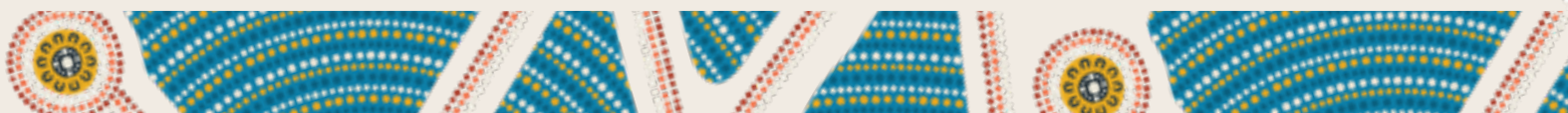
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This document must be attributed as the Aboriginal Hostels Limited 2024–25 Corporate Plan.





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