



Australian Government
Aboriginal Hostels Limited

Aboriginal Hostels Limited

ANNUAL REPORT 2009-10





Australian Government

Aboriginal Hostels Limited





Aboriginal Hostels Limited is alert to the cultural sensitivities of featuring the images or names of people who have recently died.

The company offers its sincere apologies for any distress caused where this may occur in the 2009-10 Annual Report.

Our highlights and achievements 2009–10

Transforming our business

- Adoption of new strategic objective for AHL:
Facilitate or provide safe and culturally appropriate and affordable special purpose temporary accommodation with tailored support services to assist Indigenous people to “Close the Gap”.
- Identification of three key themes to underpin this new objective:
 - Pathways to independent living
 - Development of partnerships with both government and the private sector
 - Priority to facilitating access to education, training and employment opportunities.

Improving access to our services

- New 40-bed secondary education hostel opened at Kununurra, providing access to secondary education and support services for young people from the Kimberley and other remote areas
- Tonky Logan Hostel, a new 40-bed renal hostel, opened in Townsville
- Kabalulumana redeveloped as a 40-bed transitional hostel in Mount Isa
- Upgrade of the Katherine Women’s Medical Hostel to provide improved amenity for expectant mothers, their babies and families
- AHL now the provider at seven Indigenous Youth Mobility Program (IYMP) host locations with responsibility for participant recruitment, accommodation, support, and linking with training and employment providers
- Overall standard of services rated as excellent or good by 75 per cent of hostel residents surveyed
- Access to Kevin Coombs Hostel broadened so that families of patients from a range of Melbourne hospitals can be accommodated.

Addressing gaps in our services

- New category of Employment and Training hostels
- Planning for the opening early in 2010–11 of Apmere Mwerre Visitor Park in Alice Springs, where residents can choose between camping, tents and cabins
- Planning for a new facility for mothers and babies in the grounds of the Royal Darwin Hospital
- With the Department of Education, Employment and Workplace Relations, planning for the construction of a 40-bed secondary boarding facility at Wadeye
- Progress with the planning for the South Hedland renal hostel, with completion now expected in December 2011
- Negotiations underway with potential government and business partners for new accommodation facilities in regional and remote Western Australia
- Reviewing the company’s secondary education hostels and responding progressively to findings.

Promoting understanding of our services

- Two new PowerPoint presentations developed and used to promote AHL with potential government, business and educational partners
- Silver award for the AHL Annual Report 2008–09 from Australasian Reporting Awards; bronze award from the Institute of Public Administration Australia
- Stakeholder Management Strategy developed to guide productive engagement with key interest groups.



Opportunities, challenges and priorities for 2010–11 and beyond

Opportunities

- Continuing to work with the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) and other government agencies to integrate the role of AHL with whole-of-government efforts to close the gap in Indigenous disadvantage
- Working with the Department of Education, Employment and Workplace Relations (DEEWR) to introduce a new model of support for secondary education at the Wadeye Secondary Boarding Facility
- Working closely with FaHCSIA on the development of the Indigenous Mothers Accommodation Facility in the grounds of Royal Darwin Hospital
- Responding more fully to the findings of the Secondary Education Review
- Learning from the experience of managing the Apmere Mwerre Visitor Park
- Continuing and extending partnerships with state and territory governments and with business, which have substantiated AHL's role as a key player in the provision of accommodation to Indigenous people.

Challenges

- Responding to entrenched patterns of homelessness among Indigenous adults, young people and children through service delivery, advocacy and partnerships
- Attracting and retaining high-quality staff with the right mix of skills
- Improving occupancy rates, and thus income, in hostels that are not achieving satisfactory levels of occupancy; or, alternatively, considering options for ceasing to provide the service in its current form.

Priorities

AHL's Strategic Planning Day in February 2010 built on the decisions made in 2009 on priority areas for 2009–2011, with a major goal for each. The following will be the areas given priority in 2010–2012.

Key area of activity 1— Accommodation management

GOAL

To offer an efficient, affordable accommodation service for Indigenous people in key areas around Australia, which will improve access to health, education and employment opportunities and support longer term changes and developments in life quality.

Key area of activity 2— Marketing AHL

GOAL

To market AHL as a skilled, important service provider helping to reduce the Indigenous disadvantage gap to:

- federal, state and local governments
- businesses
- communities.

Key area of activity 3— Internal systems

GOAL

To improve the efficiency of internal systems and employment conditions to attract skilled staff and support them in achieving organisational goals.

Letter of transmittal



Australian Government
Aboriginal Hostels Limited

CHAIRPERSON

The Hon. Jenny Macklin MP
Minister for Families, Housing, Community Services and Indigenous Affairs
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to submit the Aboriginal Hostels Limited (AHL) Annual Report 2009-10.

The report has been prepared in accordance with the provisions of the *Commonwealth Authorities and Companies Act 1997*. It includes the financial statements for the period ending 26 June 2010.

On behalf of the AHL Board I thank you for your support during the year.

Yours sincerely

Elaine McKeon, AO
28 September 2010

Central Office: 2nd Floor, Banner House West, 7 Neptune Street Woden ACT PO Box 30, Woden ACT 2605
t 02 6212 2001 f 02 6212 2022 e ahlgahlgov.au www.ahl.gov.au
ABN 47 008 504 537



Contents

Our highlights and achievements 2009-10	iii
Opportunities, challenges and priorities for 2010-11 and beyond	iv
Letter of transmittal	v
1 Company overview	1
1.1 Message from the Chairperson	3
1.2 Message from the General Manager	5
1.3 Governance summary	8
1.4 Who we are and what we do	12
1.5 How we performed	17
1.6 What our residents think	25
2 A snapshot of our accommodation services	27
2.1 A good start in life: services for mothers and babies	29
2.2 A base to start from: hostels for transitional residents	31
2.3 Supporting access to health services	34
2.4 Moving to a great place: Indigenous Youth Mobility Program accommodation	38
2.5 A place to study: tertiary education and training residents	40
2.6 A place to study for secondary education residents	42
2.7 A place to stay: caring for our elders	45
2.8 A place to stay: community hostels	46
3 AHL operations	49
3.1 Corporate framework	51
3.2 Performance summary	51
3.3 Accommodation Services Division	54
3.4 Western Australia: Region 1	59
3.5 Northern Australia: Region 2	64
3.6 Northern Queensland: Region 3	69

3.7	Southern Queensland: Region 4	74
3.8	New South Wales and the Australian Capital Territory: Region 5	80
3.9	Victoria and Tasmania: Region 6	86
3.10	South Australia: Region 7	90
3.11	Central Australia: Region 8	95
3.12	Finance and Property Division	99
3.13	Human Resources Division	104
3.14	Internal audit	112
4	Corporate governance	113
4.1	Corporate governance statement	115
4.2	Directors' Report	119
4.3	Information on Directors	124
4.4	Remuneration report	128
5	Financial statements	131
6	Appendices	165
	Appendix 1: Figures and tables	167
	Appendix 2: Statement of Intent	169
	Appendix 3: Freedom of Information	175
	Appendix 4: Code of Conduct	177
	Appendix 5: Enforceable Undertaking with Comcare, May 2010	178
	Appendix 6: Commonwealth Disability Strategy	192
	Appendix 7: Hostel addresses	192
	Appendix 8: Abbreviations and acronyms	201
	Index	202
	Aboriginal Hostels Limited offices	213



Company overview

SECTION 1



Students at Joe McGinness Secondary Education Hostel, Cairns from left to right are Shaquille Clark, Ilesha Faud and Francis Clark from Coconut Island, and Jacob Bob from Yam Island.

1 Company overview

1.1 Message from the Chairperson



2009-10 has been a year of continued evolution in Indigenous affairs. The continuing focus on work across governments to reduce the gap between Indigenous and non-Indigenous Australians in life expectancy and quality of life has provided an encouraging and a challenging environment for AHL.

The AHL Board has worked intensively over the last year (with support from the Executive, the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), and Ernst & Young) to review the strategic objectives of the organisation and implement the recommendations of the earlier Ernst & Young reviews. The Board is developing a revised approach to AHL's business model focusing on new strategic objectives, a best-practice governance framework, enhanced research and development capability and the introduction of new performance reporting measures.

The Board is actively pursuing these new initiatives to maximise AHL's contribution to the government's "Closing the Gap" objectives and has already agreed on the priorities and an implementation plan.

Following on from discussions at the Strategic Planning Day in February 2010 and

a subsequent workshop in May the Board adopted the following key strategic objective:

Facilitate or provide safe and culturally appropriate and affordable special purpose temporary accommodation with tailored support services to assist Indigenous people to "Close the Gap".


The Board identified three key themes to underpin this change:

- Pathways to independent living
- Development of partnerships with both government and the private sector
- Priority to facilitating access to education, training and employment opportunities.

The three themes, taken together, represent a significant strategic transformation for AHL.

The *Pathways to Independent Living* theme recognises that the provision of a bed and three meals is often a necessary condition of many Indigenous people in making a successful transition to independent living, but that in many cases this alone is insufficient to bridge the gap. Accordingly, AHL is working with other service providers to develop a tailored approach for providing "wraparound services" for each individual resident, to better meet their needs and develop their capacity for independent living.

The *Development of Partnerships* theme recognises that AHL needs to continue to develop effective partnerships with government and the private sector, and in 2009-10 the Board endorsed an even more active approach to position itself for future partnerships. These partnerships are flexible, recognising that AHL can provide an important contribution to developing effective transitional accommodation through its expertise in designing, constructing or managing hostels without it always having to be the sole, predominant or even partial funder.



The Board is convinced that a good education and successful transition into the workforce are central to “Closing the Gap” and advancing the independence of current and future generations of Indigenous people. *Facilitating access to education, training and employment opportunities* is therefore crucial—there is an increasing need for appropriate accommodation and support services, particularly in regional and remote areas, to enable Indigenous people to gain access to secondary and tertiary education institutions, post-school training programs, and transition to employment. AHL has been increasingly active in this area.

Taken together, these new directions represent a significant business transformation for AHL. Already the Board is seeing these new directions reflected in organisational changes such as the establishment of middle and senior management positions with a focus on business development, stakeholder engagement, planning and research.

Several new initiatives pursued during 2009–10 illustrate these changes. The secondary boarding facility to be constructed in partnership with DEEWR in Wadeye in the Northern Territory (to open mid-2011) will be the first such facility to be operated by AHL in a remote Indigenous town. The Apmere Mwerre Visitor Park in Alice Springs will be the first to offer a range of accommodation options and will operate in a similar way to other such parks. Our increasing focus on prenatal and postnatal accommodation for Indigenous mothers in partnership with Katherine and (coming) Darwin Hospitals adds a new dimension to our range of care facilities.

Recently the Board has endorsed a new role for AHL in helping to tackle the high levels of Indigenous smoking. Staff have met with Dr Tom Calma, the newly-appointed National Coordinator for Tackling Indigenous Smoking,

to discuss ways in which AHL can become a totally non-smoking environment. A key part of this will be the provision of support to residents and staff who wish to give up smoking and promoting non-smoking as a healthy lifestyle choice to young people before they take up the habit.

Identification and exploration of these themes also enabled the Board to prepare for its response to the Statement of Expectations issued by the Minister on 2 November 2009, by the preparation of a new extended Interim Statement of Intent, covering the period till 30 September 2010, the full text of which is elsewhere in this Annual Report.

While all this is happening, AHL has continued to deliver its core services to people who need them. Every night AHL provided nearly 3,000 beds to Indigenous people (over a million bed nights per year), and every day around 8,500 meals. Our staff also provided important links and referrals to employment, education, health, parenting support, and other key services. We understand the goals and aspirations of Aboriginal and Torres Strait Islander people and have a proud track record in contributing practical results in many areas that are vital to “Closing the Gap”.

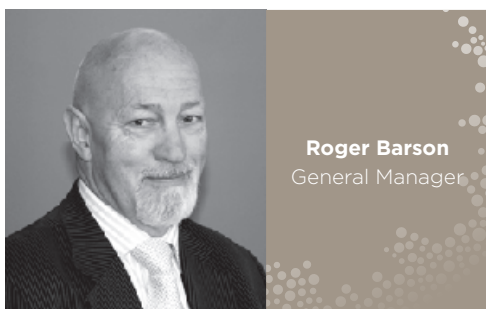
As is mentioned elsewhere in this report, the company’s General Manager, Mr Keith Clarke OAM, retired in July 2010. I would like to place on record the Board’s appreciation for Keith’s many years of work with AHL and particularly as General Manager, and to wish him well in the next phase of his life.



Elaine McKeon AO

28 September 2010

1.2 Message from the General Manager



In providing this message, I first wish to acknowledge the leadership and management provided to Aboriginal Hostels Limited across the 2009-10 year by the outgoing General Manager, Keith Clarke OAM, who retired in early July 2010. This annual report reflects work done under his governance.

This year was one of remarkable change for AHL, characterised by the number of new and innovative projects the company embarked upon. At the same time, AHL continued to offer its 'tried and true' core services of safe, affordable and culturally appropriate accommodation to Indigenous people and their families. Without the right kind of place to stay, Indigenous people, especially those from remote areas, cannot access the educational, health, employment and other services which they need in order to improve the quality of their lives. Aboriginal Hostels Limited has been working to close the gap in Indigenous quality of life and life expectancy since 1973, and continues to do so.


Building on the strength of our experience, and in partnership with governments and the private sector, AHL has been involved in planning and implementation of a number of innovative approaches to Indigenous

accommodation. These have included a new 10-15 bed mothers and babies facility in the grounds of the Royal Darwin Hospital. Working with our partners, the Northern Territory Department of Health and the Department of Families, Housing, Community Services and Indigenous Affairs, we have developed plans for this new women's medical hostel which would make a significant difference to Indigenous women from the more remote areas of the Territory. Many expectant mothers currently have to stay in suburban areas away from the hospital for some weeks before the birth.

Accommodation for mothers and babies has in fact been an area of strong focus for AHL during the year, as the renovations to the Katherine Women's Medical Hostel were completed and proposals developed for women needing maternity care in Alice Springs, as well as the Darwin project.

In Alice Springs, AHL is working with FaHCSIA and the Northern Territory Government to establish a family-friendly facility at Mount Gillen House. While there are always additional issues in negotiating the financial arrangements, we confidently expect a positive outcome early in 2010-11. It is extremely important that AHL continues to be a major player, as there is no other organisation which has the kind of experience AHL has in meeting the temporary accommodation needs of Indigenous families.

One very exciting project which will be open to residents early in 2010-11 is the Apmere Mwerre Visitor Park in Alice Springs. This park, which is an initiative under the Alice Springs Transformation Plan, will allow visitors to stay for up to two weeks and select from a range of accommodation options, including camping, tents and cabins. There will also be choices in catering arrangements, as residents will be able to cook for themselves or purchase



meals from the onsite dining room. Many visitors to Alice Springs have had to endure very unsatisfactory conditions indeed, and this will offer a much better option, particularly for families. As well as safe and secure accommodation, the park will offer access to other services which will help people develop their capacity for more independent living. This and other current projects reflect AHL's strong reputation—in the Northern Territory in particular—as a provider of accommodation responsive to the differing needs of Indigenous people.

AHL has always recognised the importance of education in supporting improvements in the lives of Indigenous people. It is pleasing to see positive developments in the Indigenous Youth Mobility Program, which we now operate at seven locations. Occupancy rates are increasing at most of these, and further efforts are being made to extend the benefits of the program to more young people.

It was a very significant occasion when our new secondary education hostel, at Kununurra, was opened by the then Deputy Prime Minister, the Hon Julia Gillard MP, on 29 May 2010. This 40-bed hostel represents best practice in design for a tropical area, and is gradually increasing its occupancy rates. AHL has also established new advisory arrangements for its secondary education hostels to strengthen the links between the hostels and the communities they serve. Educational and social support arrangements for our secondary students have also increased through purchases of computers and funding for additional activities officers.

AHL is very pleased to be working in partnership with the Department of Education, Employment and Workplace Relations in planning for three secondary boarding

facilities in the Northern Territory. A funding agreement has now been signed for a 40-bed facility at Wadeye to be constructed by AHL.

We also work with state governments and the private sector to develop and implement proposals which address varying priorities for Indigenous accommodation. An employment hostel proposed for Port Hedland would provide culturally appropriate accommodation for Indigenous apprentices and employees, assisting with the retention of people experiencing the challenge of being away from their communities for extended periods. Discussions are taking place with the Western Australian Government on another six employment hostels in Western Australia.

AHL is also involved in discussions about new accommodation options for medical patients travelling to either South Australia or Western Australia. The capacity to accommodate renal patients was increased by the opening of the Tonky Logan Hostel in Townsville.

At the same time as driving these new developments, AHL has maintained its focus on good governance, sound financial management, providing a fair and rewarding workplace for staff, and provision of a high standard of service to residents. AHL has again operated on a sound financial footing. It has met our targeted occupancy rates of 70 per cent, achieving 72 per cent occupancy for company-operated hostels and 67 per cent for community-operated hostels.

Two new enterprise agreements, one specific to aged care, became operational from 15 February 2010, delivering significant pay

increases to staff. However, AHL still lags behind the remuneration levels of many other public and private sector employers, resulting in continuing difficulties in recruiting and retaining staff.

Our resident surveys showed that AHL continues to provide a valued service to Indigenous people, though there is always room for further improvement. Resident surveys showed that 30 per cent of residents described services as 'excellent', with a further 45 per cent describing them as 'good'. Nine per cent of residents described their services as 'not OK', and this information is being used to analyse and respond to the need for further improvements.

Significant efficiencies in our internal operations have been achieved through the introduction of a new financial system. Ongoing maintenance and repairs to our hostels is a critical issue in maintaining the value of our capital assets and in providing a safe and comfortable environment for residents. In the May 2010 Budget, the Australian Government provided \$6.9 million of capital funding in 2010-11 for upgrades and repairs on 57 AHL facilities to meet occupational health and safety and public safety standards.

Maintaining an excellent working relationship with portfolio colleagues in FaHCSIA has been a strong feature of the past 12 months. While the relationship has always been strong, the interaction became even more productive over the year.

Keith Clarke asked that this message also record his appreciation of the support he received over the years he was AHL's General Manager from the Secretary, Executive and

staff of FaHCSIA, and of the work done by the AHL Senior Executive, divisional and regional managers, and all of the other staff of the company, as well as colleagues in the community-operated hostels.

Particular thanks go to AHL Board members, past and present, for their support and the commitment they have shown to furthering the ability of the company to make a real difference to the lives of Indigenous people.

As the current General Manager, I am proud to take up the challenge and example that have been set so far, and am confident the company has a strong, sustainable and exciting future.



Roger Barson

28 September 2010

1.3 Governance summary

Legislation

AHL is a company limited by guarantee. The Australian Government, through the Minister for Families, Housing, Community Services and Indigenous Affairs, is the sole member. AHL's constitution is in accordance with the *Corporations Act 2001*. At 26 June 2010, AHL also operated in compliance with the following legislation:

- *Commonwealth Authorities and Companies Act 1997*
- *Public Service Act 1999*
- *Auditor-General Act 1997*
- *Privacy Act 1988*
- *Aboriginal and Torres Strait Islander Act 2005*
- *Commonwealth Electoral Act 1918*
- *Freedom of Information Act 1982*
- *Occupational Health and Safety Act 1991*
- *Archives Act 1983*
- *Workplace Relations Act 1996*.

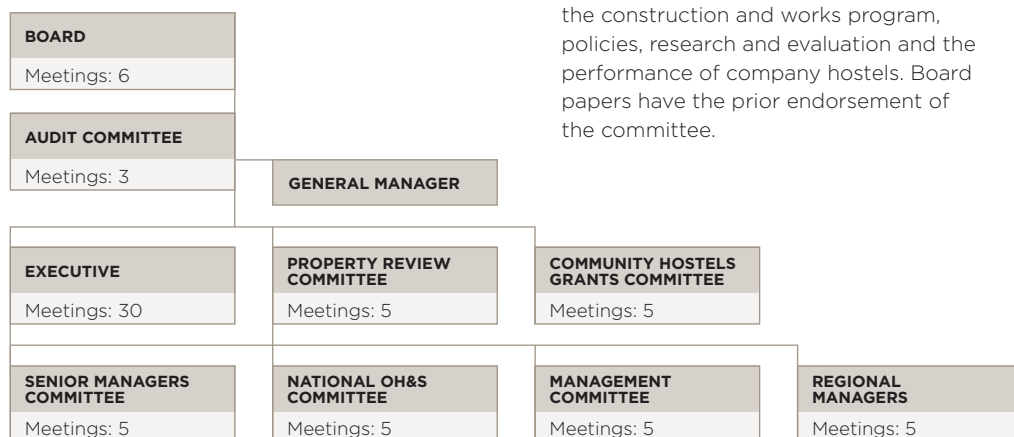
Corporate governance

The company operates within a governance framework following the Australian National Audit Office best-practice guide on corporate governance principles. Figure 1 shows our Board and committee structure.

Internal committees and meetings

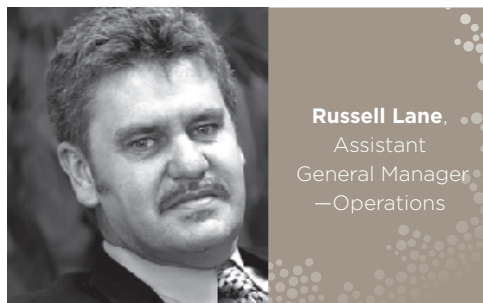
- The Executive Management Meeting comprises the General Manager and both assistant general managers.
- The Senior Managers Meeting comprises the Executive and the four divisional managers within Central Office.
- The Management Committee Meeting comprises the Executive, divisional managers and regional managers.
- The Regional Managers Meeting is aligned with the Management Committee Meeting and comprises the Assistant General Manager (Operations), the Manager, Accommodation Services Division, and regional managers.
- The Property Review Committee comprises the Executive, divisional managers, the Property Section staff and the Hostels Operations Section staff. The committee discusses company matters, including the construction and works program, policies, research and evaluation and the performance of company hostels. Board papers have the prior endorsement of the committee.

Figure 1: AHL Board and committee structure





Dr Kamlesh Sharma
Assistant
General Manager/
Company Secretary



Russell Lane
Assistant
General Manager
—Operations

- The Community Hostels Grants Committee comprises the Executive, divisional managers and Hostels Operations staff. Meetings are held in tandem with Property Review Committee meetings for discussion of Community Hostels Grants matters, including new submissions, performance and de-funding proposals.
- The Occupational Health and Safety committees comprise nine regional subcommittees and one national committee. The National Committee comprises the Assistant General Manager/Company Secretary, a regional manager, a divisional manager and the national occupational health and safety official.
- The Strategic Planning Day is an annual event attended by the Board of Directors, the Executive, divisional managers, regional managers and other senior staff in Central Office.

Community consultations

AHL promotes community involvement, and in 2009-10 continued to strengthen its good relationships with Indigenous communities. Discussion of issues of concern to communities played a pivotal role in AHL's decision making. Regional managers continue to take an active part in community events at many locations as part of their work.

In 2009-10, a number of barbecue community meetings were held in conjunction with AHL

Board of Directors meetings. Hostel open days and NAIDOC functions were held at many locations to increase community knowledge of AHL and its hostels and to provide opportunities for community input. Other hostels extended a welcome to community members through barbecues, breakfasts and other functions.

Corporate planning


Discussions at the Strategic Planning Day workshops held in February 2009 and February 2010, and subsequently by the AHL Board, provided the framework for AHL's corporate directions over the next few years as well as the target areas and strategies for three major key result areas of business activity. Strategies continue to be guided by the renewed commitment of all Australian governments, through the Council of Australian Governments, to closing the gaps between Indigenous and non-Indigenous Australians.

Social justice and equity

AHL's policy is to provide culturally appropriate and affordable accommodation to Indigenous people. The company's tariffs will continue to be set at affordable levels for recipients of Centrelink benefits. A higher rate is charged for employed residents.

Customer Service Charter

AHL continues to operate under its Customer Service Charter, which includes a service



guarantee and a commitment to listen and respond to customer views. Copies of the charter are readily available in printed form and on the company's website.

Complaints and appeals mechanism

Complaints

AHL's complaints handling system encourages public feedback and enables residents to lodge a complaint or concern relating to our service delivery. Part of this system is a 24-hour complaints hotline and an email address, which are advertised on the company's website and monitored on a daily basis. There is also an appeals process if a complaint is unresolved. A small proportion of complaints are received by letter or other means. During 2009-10, nearly three-quarters of the complaints (43 out of 62) were received via the complaints hotline.

In 2009-10, the majority of complaints received related to resident dissatisfaction with the way staff interacted with them. Other categories included complaints related to government policy rather than service delivery, and complaints about service standards. Some complex complaints required the involvement of a regional manager, and a small number required involvement by Central Office.

Appeals

If an organisation is unhappy with a funding decision under the Community Hostels Grants Program, it may make an appeal through the AHL complaints and appeals system. In 2009-10 no such appeals were received.

Management of ethical standards

Underpinning AHL's strategic decisions and day-to-day activities are the Australian Public Service Values and Code of Conduct. Directors are required to follow best-practice principles of corporate governance, consistent with the Australian National Audit Office's *Better practice guide on public sector governance*.

Our employees are bound by standards of ethical behaviour communicated in the APS Values and Code of Conduct for employees. For more information, see Appendix 4—Code of conduct.

Privacy

AHL seeks to comply with the 11 Information Privacy Principles established under section 14 of the *Privacy Act 1988*. Australian Government agencies must comply with the principles in their handling of personal information in their possession. Like other government agencies, AHL is required to maintain a record setting out:

- the nature of the various types of records of personal information kept by the agency
- the purpose for which the records are kept
- the class of individuals to which the records apply
- the period for which the records are kept
- details of how individuals can get access to records about themselves.

These records, called Personal Information Digests, can be found on the website of the Office of the Privacy Commissioner (www.privacy.gov.au).

Internal audit and fraud

AHL has procedures and processes for the prevention, detection, investigation and reporting of fraud. All matters referred to, or detected by, Internal Audit are properly evaluated for further investigation.

Risk management

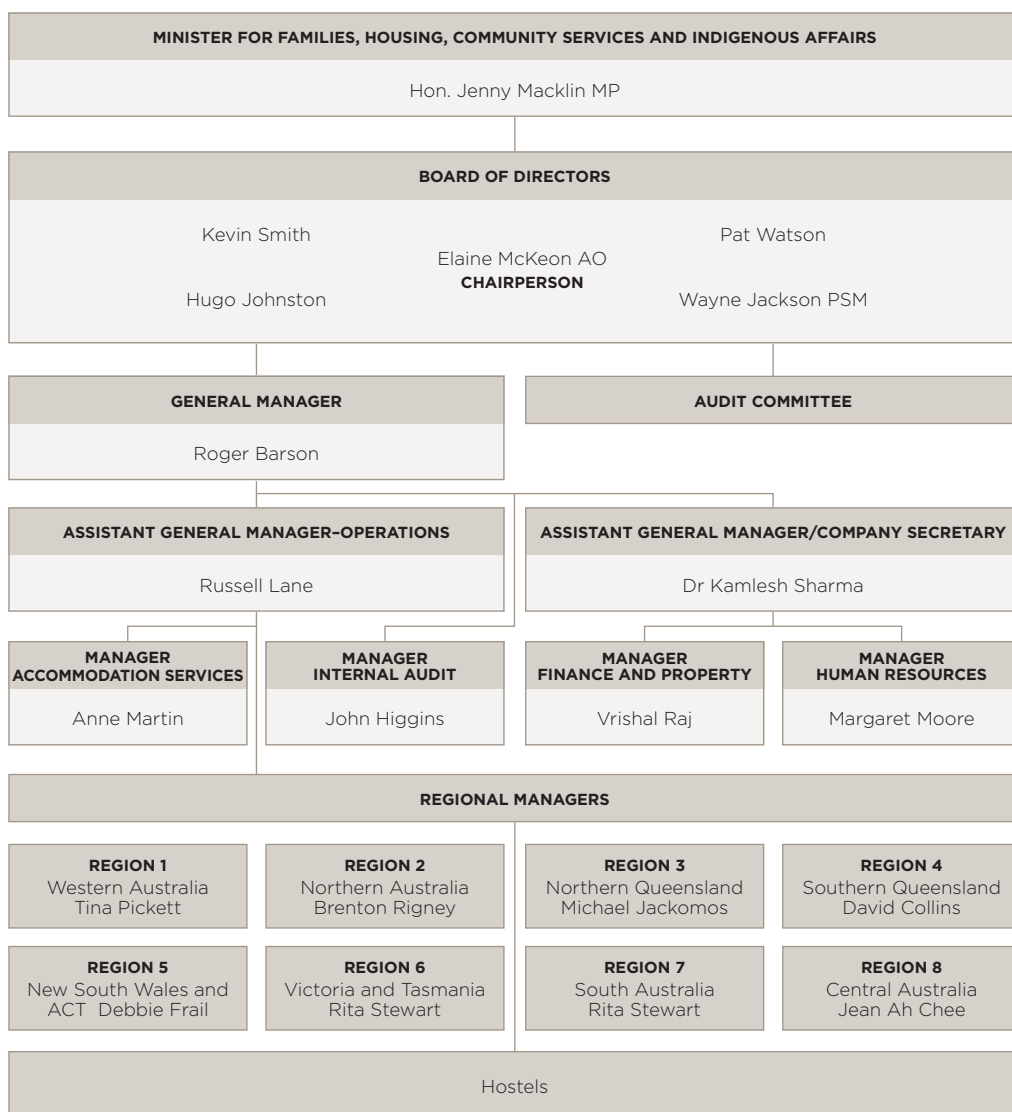
AHL's risk management strategy is based on methods described in the risk management standard AS/NZS 4360:2004. The standard is the international leader in providing generic guidance on risk management for every enterprise, large or small, public or private.

Competitive tendering and contracting for accommodation

The company adheres to the Australian Government's policy of seeking value for money in service delivery. In line with that policy, AHL considers both internal and

external accommodation service providers. AHL prefers community organisations to provide accommodation in identified areas of need. However, there are instances when AHL is the preferred provider—usually when there is no suitable community provider. Figure 2 shows the structure of our organisation.

Figure 2: Organisational chart





1.4 Who we are and what we do

AHL was established in 1973 as a national network of hostels providing affordable and culturally appropriate accommodation for Indigenous people. This was seen as particularly critical for people who needed to travel from home but who had few options for safe, secure accommodation. Today, AHL still fulfils that role, but with an increased emphasis on supporting Indigenous people to achieve better economic and social outcomes for themselves and their families, working in partnership with other organisations.

AHL is a company wholly owned by the Australian Government. It operates within the Families, Housing, Community Services and Indigenous Affairs portfolio. AHL has an independent non-executive Board of nine directors.

AHL's vision is to work with government, business and communities to help "Close the Gap" between Indigenous and other Australians in education, health, employment, accommodation and quality of life. Our key purpose is to improve Indigenous quality of life through the delivery of hostel accommodation to enable access to education, employment, health and other services. We do this informed by our values of:

- *communication*—listening to communities and planning with them how to achieve quality outcomes for Indigenous people
- *access*—giving Indigenous people access to services to enhance their life quality
- *responsiveness*—seeking to understand and respond to Indigenous individual and community needs
- *equity*—giving Indigenous people a fair and reasonable opportunity to reach life goals
- *efficiency*—delivering quality accommodation outcomes at an affordable cost
- *results*—seeking the best results for our clients.

AHL has been delivering effective and efficient hostel services for over 36 years. We operate many hostels directly and also fund other community organisations to operate hostels through our Community Hostels Grants Program. In 2009–10, AHL operated 53 hostels and 14 Indigenous Youth Mobility Program houses and funded 51 hostels. Together, these services provided 2,900 beds each night across Australia and served around 8,500 meals each day. Hostels and houses offer safe and secure accommodation where alcohol and drugs are prohibited and bad behaviour is not tolerated. Hostels are able to provide access to interpreter services where necessary, including for residents who need information about their rights and responsibilities while staying in one of our hostels.

All residents must pay a tariff in advance, and AHL has a 'No-Pay, No-Stay' policy. Residents are charged a tariff that is affordable for recipients of Centrelink benefits. The Australian Government provides funds to cover the gap between tariff income and the cost of providing the hostel services.

AHL is one of the largest providers of employment and training for Aboriginal and Torres Strait Islander people. At 26 June 2010, AHL had 559 employees, of whom 78 per cent were Indigenous.

We operate and fund approved organisations to operate 10 different categories of hostels to meet a range of accommodation needs,



Yanessa Woosup, student at the Joe McGinness Secondary Education Hostel in Cairns, enjoying a swim in the hostel swimming pool.

Transitional/homeless

Transitional hostels provide short-term accommodation in towns and cities for people and families seeking permanent employment and housing, taking up employment, or meeting general business and other commitments away from their homes and communities. Many residents in these hostels are accommodated until they are able to access long-term accommodation. This category of hostel also caters for homeless young people and adults, assisting them to develop life skills to enable them to live independently within the wider community.

Homeless

Homeless hostels provide accommodation to assist homeless youth and adults to develop life skills to enable them to live independently within the wider community. Transitional category hostels also assist many residents in this group until they find longer term accommodation.

Employment and training

These hostels provide accommodation for Indigenous young people or adults to access jobs or training.



Medical

Medical hostels provide accommodation and support for patients and families who must leave their communities to access medical treatment, including renal dialysis. Renal disease is a major problem for Indigenous people. This category also includes hostels specifically for women requiring antenatal and postnatal care.

Many people stay in other hostels, notably those in the 'transitional' category, while they access medical services.

Renal

Renal disease is a major problem for Indigenous people. These hostels cater specifically for people who require access to treatment at local renal centres.

Aged care

Aged care hostels provide accommodation and care for elderly Indigenous people, particularly those with disabilities or chronic health problems, to help them live their lives with dignity.

Secondary education

Secondary education hostels provide accommodation for secondary students to enable them to access secondary education and complete high school, or transition to further training and employment pathways. Our policy is to support primary education through hostel accommodation only under special circumstances.

Tertiary education and training

Tertiary education and training hostels provide accommodation to facilitate student access to tertiary education and training.

Indigenous Youth Mobility Program

AHL provides accommodation and other support and links for people aged from 16 to 24 years, particularly those from rural and remote areas who are participating in apprenticeships, traineeships and higher education under the Department of Education, Employment and Workplace Relations Indigenous Youth Mobility Program.

Under the 'one provider' model, AHL has responsibility for participant recruitment, accommodation, support, and linking with training and employment providers. Under this model, all those delivering services under this program in any host location are working to common goals. Indigenous young people, after being selected onto the program, have three options of accommodation to choose from: group houses, independent living arrangements, and homestay arrangements.

Substance use rehabilitation

Substance use rehabilitation hostels provide accommodation for young people and adults to enable them to access substance use rehabilitation and education programs. These hostels provide a secure, culturally appropriate place to support good rehabilitation outcomes for residents. In some instances, residents' families accompany them.

Figure 3 shows the guest capacity in each category. Table 1 compares AHL and Community Hostels Grants hostels in each category.

Figure 3: Guest capacity (beds per night) by category

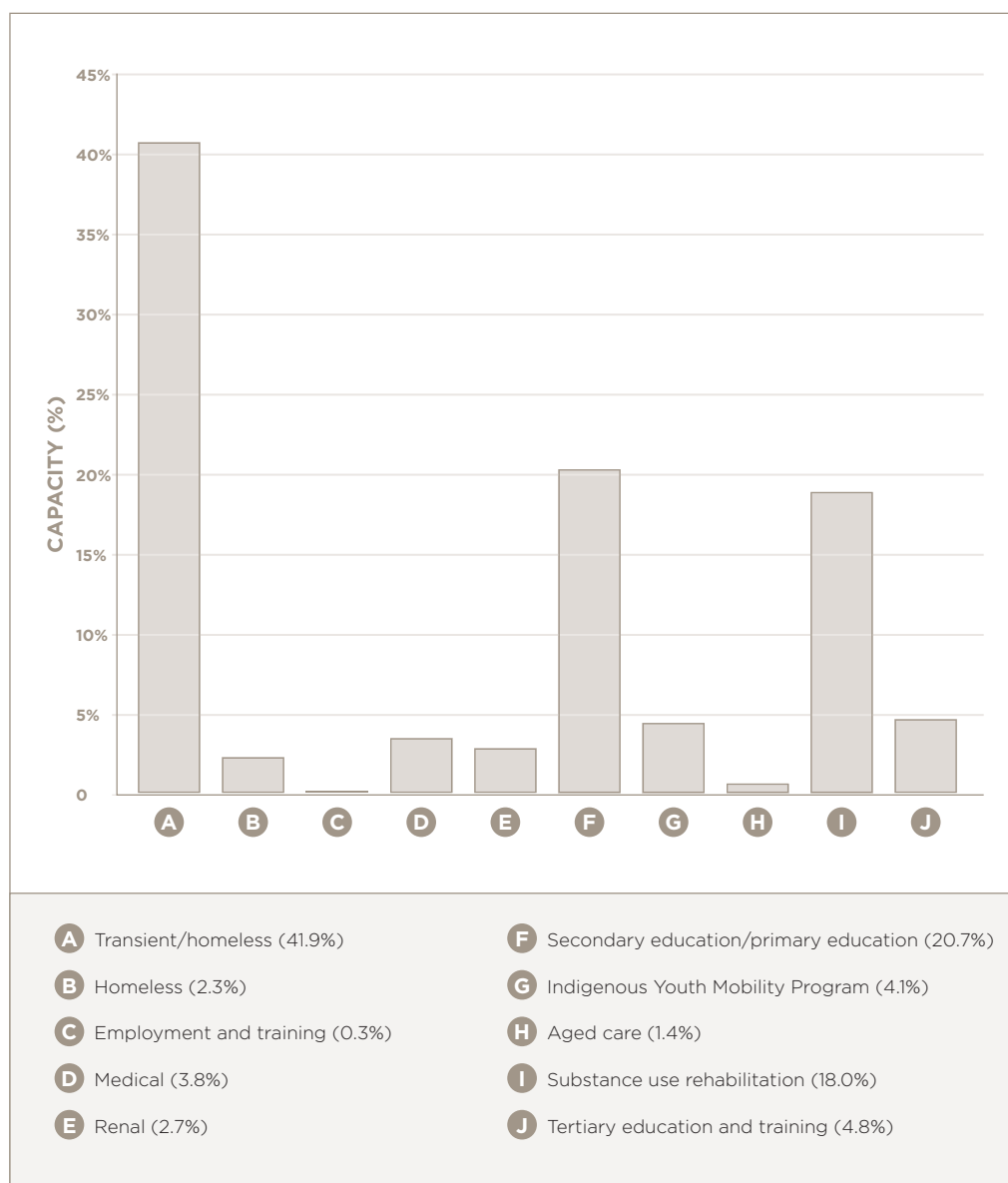
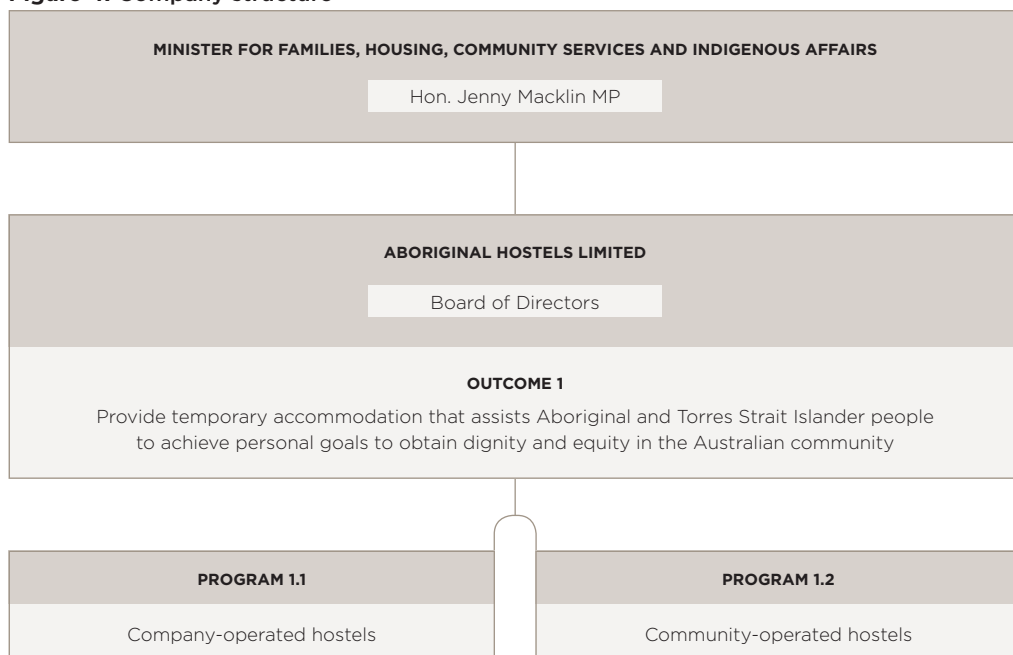


Table 1: Comparison of AHL and Community Hostels Grants hostels, by beds per night

Accommodation type	No. of resident beds		Total
	AHL	CHG	
Transitional/homeless	1,091	124	1,215
Homeless	27	40	67
Employment and training	10	0	10
Medical	99	12	111
Renal dialysis	78	0	78
Secondary education and primary education	255	344	599
Indigenous Youth Mobility Program	120	0	120
Aged care	40	0	40
Substance use rehabilitation	0	521	521
Tertiary education and training	55	84	139
Total	1,775	1,125	2,900

Figure 4: Company structure



1.5 How we performed

Portfolio Budget Statements

The 2009-10 Portfolio Budget Statements provided a summary of how AHL's resources would be used to contribute to its outcome and output group.

Outcome

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

To provide temporary accommodation at company owned and operated hostels that assists Aboriginal and Torres Strait Islander people to achieve personal goals to obtain dignity and equity in the Australian community.

Program 1.2

To provide temporary accommodation at community operated hostels that assists Aboriginal and Torres Strait Islander people to achieve personal goals to obtain dignity and equity in the Australian community.

The relationship between AHL's activities and programs is summarised in Tables 2 and 3.

**Table 2: Program 1.1
Company-operated hostels**

	Target	Actual
Average nightly occupancy rate ^a	70%	72%
Guest capacity (available beds per night)	1,744	1,655
	Projected	Actual
Expenditure	\$42,880,000	\$48,708,000

^a Guest capacity and occupancy level does not include the Indigenous Youth Mobility Program. IYMP occupancy was 45 per cent.

**Table 3: Program 1.2
Community-operated hostels**

	Target	Actual
Average nightly occupancy rate	70%	67%
Guest capacity (available beds per night)	1,333	1,125
	Projected	Actual
Expenditure ^a	\$6,400,000	\$6,166,000

^a Expenditure includes one-off capital and non-recurrent funding for hostels that do not receive recurrent funding under AHL's Community Hostels Grants Program.

Outcome 1 resourcing

Table 4 shows how AHL's Outcome 1 is resourced, including 2009-10 government appropriations and revenue from other sources.

Table 4: Total resources for Outcome 1, 2009-10

	Revised budget	Actual expenses	Variation	Budget
	2009-10 (1) '000	2009-10 (2) '000	(2 - 1) '000	2010-11 '000
Administered expenses (including third-party outputs) ^a	Nil	Nil	-	Nil
Total administered expenses	Nil	Nil	-	Nil
Price of departmental programs				
Program 1.1—Company-operated hostels	42,880	48,708	5,828 ^b	47,737
Program 1.2—Community-operated hostels	6,400	6,166	(234)	6,400
Subtotal Program 1	49,280	54,874	5,594	54,137
Revenue from government (appropriation) for departmental programs	36,840	36,840	-	42,655
Revenue from other sources	12,440	20,000	7,560 ^c	11,482
TOTAL FOR OUTCOME 1 (Total price of programs and administered expenses)	49,280	56,840	7,560	54,137
	2009-10	2009-10		2010-11
Average staffing level (based on full-time positions)	415	429	14	442

^a Aboriginal Hostels Limited has no administered expenses.

^b Increase due to new IYMP houses (new program) and new hostels in Kununurra (secondary education), Mount Isa (transitional) and Townsville (renal) during 2009-10.

^c Increase due to grants from FaHCSIA for the Indigenous Mothers Accommodation Facilities at Katherine and Darwin (\$1,913,000), for AHL IT systems including hostel management/booking system (\$1,014,000), WA Government contribution towards services to site in Kununurra (\$209,000) and IYMP funding from DEEWR.

Sources and application of funding

Figure 5: Sources of funding

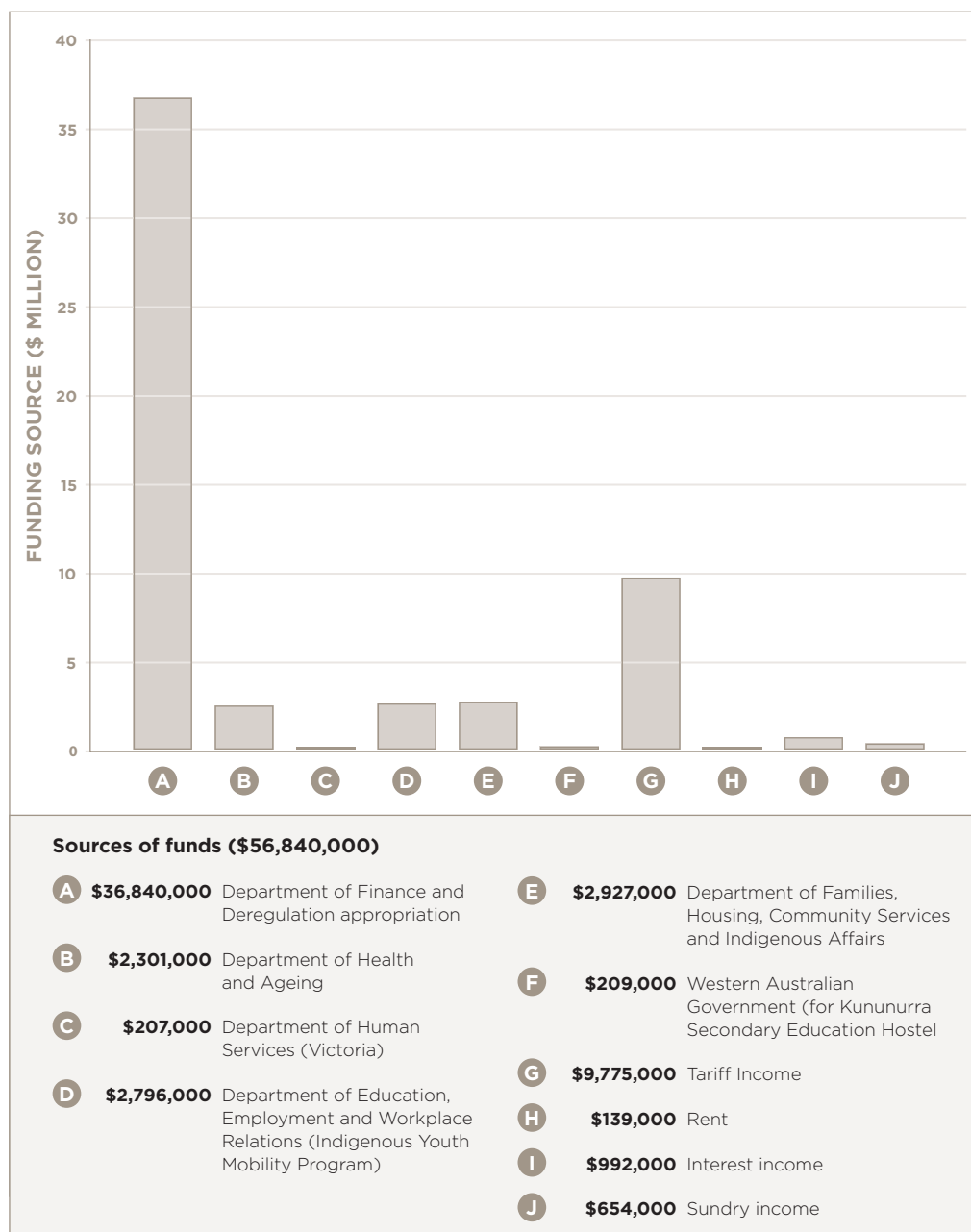
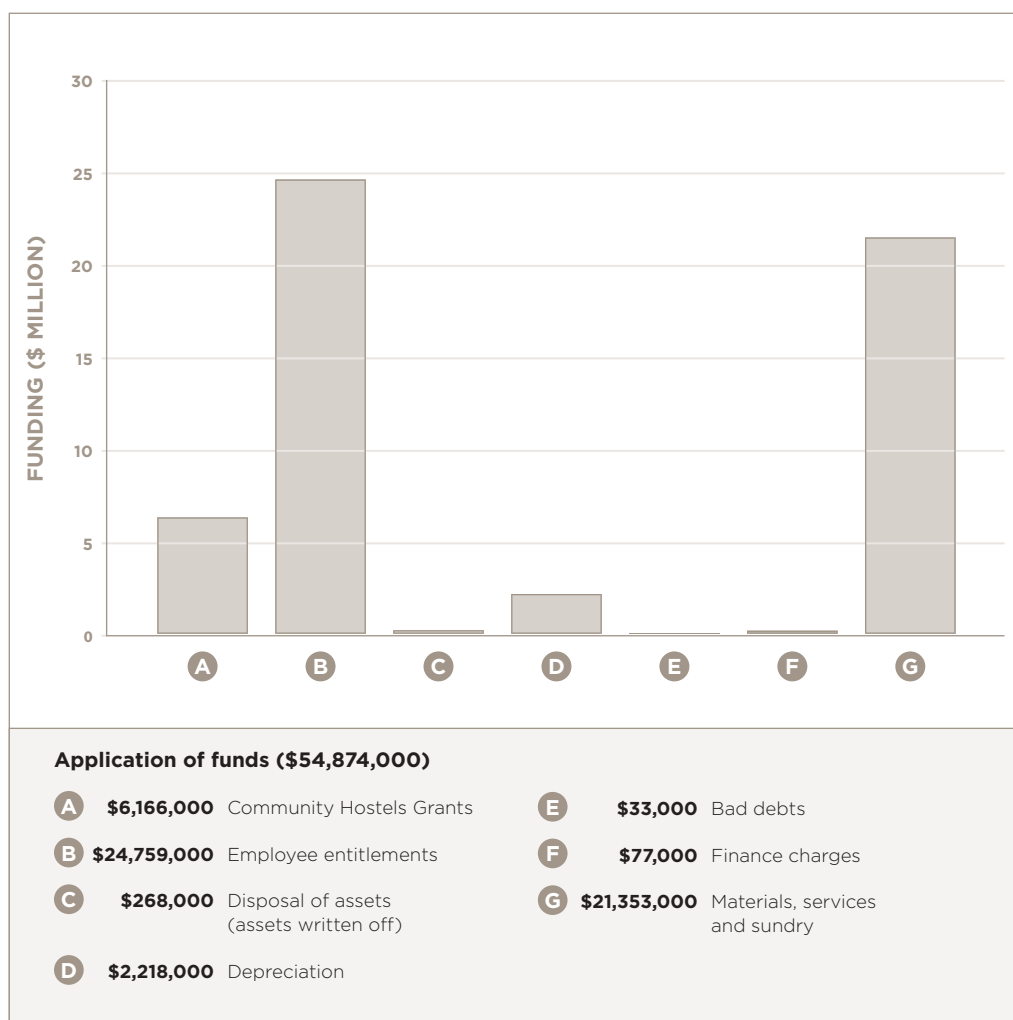


Figure 6: Application of funding



Financial summary

Income

AHL's total income of \$56.840 million in 2009-10 increased by \$4.195 million from the previous year. Income from the Australian Government of \$45.280 million increased by \$4.221 million from the previous year due to

grants from FaHCSIA for the Indigenous Mothers Accommodation Facilities in Katherine and Darwin, including funds for AHL's IT systems.

Expenditure

AHL's total expenditure increased by \$4.069 million to \$54.874 million. Of the total, \$6.166 million was expended through the Community Hostels Grants Program.

Hostels

The occupancy rate of company-operated hostels was 72 per cent (compared with 76 per cent in 2008-09). Of the many factors that have contributed to this, the two major ones have been:

- *the significant increase in AHL's resident capacity with the opening of five new hostels with a combined resident capacity of 145 beds per night.* As is the case when opening many new facilities, hostel occupancy rates are typically low on commencement of operations. With increased marketing of the hostel and increasing knowledge within the community, occupancy rates increase.

- *low levels of occupancy at AHL secondary education hostels in the early months of 2009-10.* Action was taken to address this, including increased support from Central Office through a four-day houseparents training workshop in April 2010, and the conduct of a student census in March 2010 revealing factors affecting student retention. Advisory Committees have been formed at all secondary hostels, which has further helped to improved occupancy during 2010. However, the lower occupancy rates in the early part of 2009-10 have affected individual and regional occupancy rates and ultimately the national occupancy level.

The average occupancy rate of community-operated hostels decreased to 67 per cent from 72 per cent in the previous year. A key factor affecting this was the cessation of funding under the Community Hostels Grants Program for aged care hostels which had typically experienced high occupancy rates.

Table 5 shows occupancy rates for 2007-08 to 2009-10.

Table 5: Occupancy rate per night, by category, 2007-08 to 2009-10

	2007-08	2008-09	2009-10		
	Avg. all	Avg. all	AHL	CHG	Avg. all
Transitional/homeless	76%	79%	74%	73%	74%
Medical	72%	72%	83%	91%	84%
Renal	84%	91%	67%	-	67%
Aged care	87%	84%	91%	-	91%
Homeless	73%	79%	51%	85%	71%
Secondary and primary education	64%	60%	53%	64%	59%
Tertiary education and training	62%	65%	72%	46%	56%
Substance use rehabilitation	84%	72%	-	70%	70%
Total (excluding IYMP)^b	75%	73%	72%	67%	70%
IYMP	37%	63%	45%		

Note: From 2007-08, primary and secondary education occupancy rates were combined due to low numbers (10) of primary education beds. CHG = Community Hostels Grants; IYMP = Indigenous Youth Mobility Program.

Staff

At June 2010, AHL had 559 staff (compared with 520 in June 2009).

Table 6 summarises AHL's financial performance for the five years to 2009-10. Table 7 shows expenditure per hostel category during 2009-10. For further information on AHL's finances, see Section 5—Financial statements.

Table 6: Financial summary, 2005-06 to 2009-10

	2005-06	2006-07	2007-08	2008-09	2009-10
	\$'000	\$'000	\$'000	\$'000	\$'000
Government operating subsidy provided	41,660	38,811	39,218	41,009	45,280
Government capital grant provided	-	650	650	-	-
Tariff income	7,692	8,429	9,298	9,887	9,775
Other income	1,121	1,238	1,465	1,749	1,785
Total income	50,473	49,128	50,631	52,645	56,840
Payment to Community Hostels Grants	8,488	8,441	8,024	7,933	6,166
Wages and salaries payments	20,286	23,497	23,959	23,905	24,759
Other company expenditure	16,654	17,921	19,756	18,967	23,949
Total expenditure	45,428	49,859	51,739	50,805	54,874
Capital available	54,454	54,669	70,899	77,371	81,161
Cost/valuation of assets held	90,967	90,617	94,292	103,340	114,796
Number of company hostels	49	49	50	50	53
Number of IYMP houses	-	23	22	22	14
Number of community-operated hostels	71	72	71	66	51
Total hostels	120	144	143	138	118
Guest capacity—company-operated hostels (beds per night)	1,550	1,466	1,560	1,581	1,655
Guest capacity—IYMP houses (beds per night)	-	182	204	199	120
Guest capacity—community-operated hostels (beds per night)	1,451	1,469	1,455	1,387	1,125
Total beds	3,001	3,117	3,219	2,968	2900
Subsidy per bed per night (total)	\$45.21	\$45.64	\$43.86	\$47.60	\$56.98
Cost per bed per night (total)	\$56.20	\$58.63	\$57.87	\$58.97	\$74.19
Average bed occupancy (company)	74%	74%	74%	76%	72%
Average room occupancy (company)	-	-	-	94%	77%
Average occupancy (IYMP)	-	26%	37%	63%	45%
Average occupancy (community)	74%	76%	77%	72%	67%
Number of staff	492	492	518	520	559
Percentage of Indigenous staff	82%	82%	84%	82%	78%
Percentage of female staff	62%	63%	65%	65%	65%

Table 7: Expenditure per hostel category, 2009-10

Hostel category	Bed numbers	Expenditure 2009-10 (\$ million) ^a
Company hostels		
Transitional/homeless	1091	28.40
Homeless	27	0.70
Medical	99	2.58
Renal	78	2.02
Aged care	40	1.04
Secondary education	255	6.64
Tertiary education and training/employment	65	1.69
IYMP	120	3.12
CHG hostels		
All categories	1,125	6.16
Total	2,900	52.35

a Non-cash items such as depreciation, debtors write-off, etc. are disregarded in these figures.

b Community Hostels Grants hostels.


Figure 7: Hostels by region map




This map shows approximate locations where AHL operates and/or funds hostels.

See Appendix 7 for full list of hostel addresses.

Hostels

	Company-operated	53
	Community-operated	46
	Indigenous Youth Mobility Program	13
	TOTAL	112

 Regional Offices

1.6 What our residents think

Determining how well the needs of clients are being met is a key part of the business of any organisation. AHL's annual resident survey extends to both company-operated and community-operated hostels. It is one of the means the company employs to achieve a thorough understanding of our client base and how well we are meeting client needs. The survey also tells us how our residents found out about AHL, giving us the opportunity to tailor our future marketing strategies.

Resident surveys were distributed to every AHL regional office for redistribution to each hostel located within a designated region. Residents from 70 of the 104 hostels operating during 2009-10 provided responses to the survey.

The total number of resident survey responses received was 804 (an increase of 143 from 2008-09). Of those, a total of 717 residents indicated a satisfaction level of excellent, good or OK (89 per cent). Hostel services include accommodation, food, safety and security, cultural environment and staff.

As in previous years, the majority of residents were generally happy with their experiences of staying in a hostel. Resident survey responses were received from all AHL regions, producing the results shown in Table 8. Detailed breakdowns by region are provided in regional reports in sections 3.4-3.11 of this report.

Table 8: Results of 2009-10 resident surveys

Rating category	No. of responses	Percentage
Excellent	241	30%
Good	362	45%
OK	114	14%
Not OK	71	9%
Not identified ^a	16	2%
Total	804	100%

^a No response indicated on form.

The survey results included the following:

- Nine per cent of residents described their experiences as 'not OK' (that is, with a satisfaction rating below 50 per cent). Feedback on the level of 'not OK' responses has been disaggregated by region and provided to regional managers, along with residents' specific suggestions for change. This should help to reduce the percentage of residents not happy with their stay.
- Suggestions for improvement were mainly related to the selection of foods available at specific hostels and the maintenance of air-conditioning.
- Forty-four per cent of residents who responded indicated family and friends as their link to AHL accommodation. Another 22 per cent were referred to AHL by agencies, including medical services and the Patient Assisted Travel Scheme, crisis centres, welfare agencies, the court system and mental health services.
- Few residents identified the AHL website as having linked them to AHL's accommodation. In keeping with AHL's commitment to promote and improve hostel services, the AHL website will be revised during 2010-11 to more effectively capture the interest of potential residents.



Some of the comments we received from our residents:

'It is simply the case that I would not be able to study without the hostel.'

(Mature aged female student)

'The hostel provides an extremely supportive environment. Staff are friendly, and the hostel provides the quiet environment needed for study.'

(Brother and sister aged 18-24, tertiary students)

'The hostel is good place to meet new people and make new friends.'

(Male aged 25-49, accessing rehabilitation services)

'This is a special place, and I am very grateful for my stay.'

(Male aged 25-49, accessing medical services)

'I have found my stay here to be very safe and hospitable, and the staff have been very helpful.'

(Male aged 50-64, awaiting permanent housing)

'Excellent value; we need more accommodation places like this.'

(Mother aged 25-49, awaiting permanent housing)

'Well-presented place where staff seem to give 100% in all aspects. Needs air-conditioning though.'

(Female aged 25-49, accessing government services)

'I love the teachers and the houseparents.'

(Female student, under 15)

'I am very happy being here; the staff are nice and friendly.'

(Male aged 50-64, accessing dialysis services)

A snapshot of our accommodation services

SECTION 2



Kununurra Secondary Education hostel students Harold Yanunga and Anthony Unghango with Relief Manager Mark Boon in the reception area.

2 A snapshot of our accommodation services

2.1 A good start in life: services for mothers and babies

Case study: Supporting the accommodation needs of Indigenous mothers

AHL's services support the family unit as well as individuals. The birth of a new child is often a time when extra support is needed, particularly when mothers live far from modern maternity services needed to ensure good outcomes for themselves and their babies. Getting a good start in life is absolutely critical for the baby, and the chance to prepare for the birth in a safe, culturally welcoming place with quick access to medical services has significant benefits for maternal health as well.

AHL has provided support for mothers and babies for many years, both through its company-operated Women's Medical Hostel at Katherine and through supporting community-operated hostels such as Mookai Rosie Bi-Bayan in Cairns through the Community Hostels Grants Program.

New opportunities to contribute to closing the gap in Indigenous early childhood disadvantage have arisen through the Indigenous Mothers Accommodation Fund. This program is run by FaHCSIA and provides funds for purpose-built accommodation for Indigenous mothers from remote areas so they can access prenatal, obstetric and postnatal care and related services.



Newly renovated bathroom,
Katherine Women's Medical Hostel

Darwin is a centre with a high number of Indigenous births. Many Northern Territory mothers must travel long distances to arrive in Darwin before the birth and may not be able to take their babies back to their communities and families for some time after the new child is born. Full hospital care may not be needed for the whole time of their stay. However, if mothers are staying away from the hospital, there are considerable difficulties in transporting them to the Royal Darwin Hospital for appointments and births.

A new purpose-built facility in the grounds of the Royal Darwin Hospital will provide 10-15 beds for Indigenous mothers and will allow for future expansion. Completion is expected in early 2012.



Playground for visiting children, Katherine Women's Medical Hostel.

The hostel will provide a culturally appropriate facility for mothers and their newborns, with provision for a support person such as a grandmother to be accommodated where appropriate. An established bush tucker garden is within the area of the proposed site. Attending the hospital for appointments or when birth is imminent will be a simple process without the stress of having to be transferred from outlying suburbs.

Extensions and renovations at Katherine Women's Medical Hostel were completed on 26 February 2010.

While not increasing the number of beds, the project has transformed a very tired and dilapidated facility into an inviting, well-fitted 'home away from home', providing a greatly improved environment for the mothers staying at the hostel. Mothers can enjoy a new covered deck, easier access to the outdoor areas, and the opportunity to watch their visiting children play on the new playground equipment. The whole property has been painted, a new laundry provided, wet areas tiled and upgraded, and air-conditioners replaced. Disability access has also been made much easier.

While these renovations were taking place, mothers were accommodated at the Corroboree Hostel. They continued to receive excellent support and care from hostel staff.

AHL is also exploring options for a facility funded through the Indigenous Mothers Accommodation Fund for mothers who give birth in Alice Springs. Many of them come in from remote communities throughout Central Australia (and in particular from the Anangu, Pitjantjatjara and Yankunytjatjara Lands and may find it very difficult to access the safe, secure and healthy accommodation that they need at around the time of birth.

Construction of the new Mookai Rosie Bi-Bayan is expected to be complete around the end of August 2010.

2.2 A base to start from: hostels for transitional residents

In 2009-10, AHL operated or funded 34 hostels Australia-wide for transitional residents plus six specifically for homeless people. This equates to 1,282 beds per night: 1,118 beds at AHL-operated hostels and 164 at community-operated hostels.

Residents at transitional hostels are there for a wide range of reasons. Many are effectively homeless with no clear pathway to more independent and permanent housing. This is exacerbated by the very long waiting lists for social housing in many parts of Australia.

AHL's regional managers and hostel managers are active in liaising with state and territory agencies and with relevant non-government organisations. Regional managers and hostel managers work with other partners to help overcome the underlying reasons for long waits for social housing; hostel managers also advocate for individual residents who are ready to move on and work towards a place of their own.

Other residents are seeking to access services for themselves and their families, trying to reconnect with family members, or looking for work. While they are in the hostel, they can be assured of a safe and secure environment, and, if needed, practical help with establishing links with service providers, and with getting around in what can be a very different environment from the one they have left. Some residents are regular visitors, for example if they need regular specialist health check-ups. Others return simply because they have been unable to maintain more permanent accommodation. This is an indication that the hostel manager, resident and other support agencies may need to work together to break the cycle.

Case study: Nhulunbuy Hostel

Nhulunbuy is a remote Northern Territory town on the tip of the Gove Peninsula. The town was established under a mining lease agreement between the local Yolngu people and Alcan Gove Pty Ltd (now Rio Tinto Alcan) in the early 1970s and is now home to approximately 4,000 people.

Accommodation within Nhulunbuy is very limited, which has resulted in the Nhulunbuy Hostel, a 41-bed company transitional hostel, being in constant high demand. Interest by government providers for their clients,

and by members of the surrounding Indigenous communities who come to Nhulunbuy to access services, look for and start work, or to carry out personal or other business, is strong, and occupancy rates typically reach 95-100 per cent.

The hostel provides a vital service to Indigenous people throughout the East Arnhem region. There is a large turnover of medical patients, including clients attending Gove Hospital for

dental and hearing check-ups under the Northern Territory Emergency Response.

The hostel was completely rebuilt about 10 years ago and is now a modern facility well suited to its tropical location.

Accommodation at the hostel has assisted several Yolngu men and women to engage in full-time work at the mine and with local Indigenous organisations. The provision of laundry



Cheryl Wirripanda and her children at Nhulunbuy Hostel. Tristan celebrated his first birthday at the hostel, and the Acting Assistant Manager at Nhulunbuy Hostel, Marie McGorm, baked him a birthday cake.

facilities, secure accommodation, healthy meals and packed daily lunches assist residents moving into ongoing employment.

Families also stay at the hostel to assist in achieving better outcomes for their children, particularly through access to education. Cheryl Wirripanda, pictured at left with her children Junior, Shakira and Tristan, has been at Nhulunbuy Hostel for almost a year, and enjoys the safe and secure environment. The family moved from an outstation so that the children can go to school regularly and receive a good education.

Case study: Musgrave Park Hostel

Musgrave Park Hostel, in inner city Brisbane, is a 15-bed homeless hostel. Formerly funded under the Community Hostels Grants Program, it is now operated directly by AHL.

As well as providing safe and affordable accommodation in a culturally appropriate environment, Musgrave Park Hostel offers residents the chance to develop and consolidate independent living skills. Residents live in groups of five, each in a three-bedroom unit, provide and cook their own meals and keep their living areas clean and tidy.

The management at this hostel works hard with other Indigenous and non-Indigenous organisations to assist the residents into independent living. All residents are advised that there is a

maximum six-month stay at the hostel, which gives them and management time to find alternative accommodation.

The story of one of our ex-residents, Stephanie, is an example of the difference that our homeless hostels can make to people with a complex range of problems.

Stephanie was referred to Musgrave Park by the Jesse Budby Healing Centre, which is funded through AHL's Community Hostels Grants Program. While at Jesse Budby, Stephanie had completed a rehabilitation program.

When we first welcomed Stephanie, she was a shy young woman, experiencing feelings of sadness. Although not sure what she wanted from her life or where she was heading, Stephanie did know that she wanted to move forward to independent living and reconnecting with her family.

With the support of the case workers from Jesse Budby Healing Centre and staff at our hostel, she slowly became confident and started to reach out to others for assistance and guidance. She started interacting with other residents and over time she also reconnected with her family in Rockhampton. We then put her in contact with the state Department of Housing, where she applied for accommodation closer to her family in Rockhampton. She now has a two-bedroom unit in Rockhampton and at this stage is very happy. She has sent a card to the hostel thanking the manager and staff for the assistance and support given to her during her stay at Musgrave Park Hostel.



2.3 Supporting access to health services

AHL's hostels provide a vital service for people whose health care needs go beyond what can be provided in their home communities, and for their families. A welcoming environment, at an affordable cost, enables families to accompany their children and other family members when travel away from home is necessary. This can make a great difference to the progress of the patient, provide reassurance to family members, and enable them to participate in the patient's rehabilitation and to receive information about the support the patient will need on return home.

Eleven hostels (including four renal hostels) are specifically designated as medical hostels. Two are specifically for women and babies. All transitional hostels regularly accept people who are away from home for medical

treatment, and their families. Some provide services both to medical patients and to the broader Indigenous population.

Beds in medical hostels are in high demand. In certain circumstances, hostel managers have entered into memorandums of understanding with local medical providers to provide a number of prepaid beds. This complements arrangements made for post-paid beds whereby medical services, hospitals and state/territory health services pay for beds occupied by medical patients or their escorts. These agreements are listed in Table 9.

Table 9: Memorandums of understanding between hostels and health providers

Region	Hostel name	City	MOU partner (if applicable)	No. of prepaid beds	No. of beds post- paid by health providers.
1	Allawah Grove	Perth			8
1	Derbal Bidjar	Perth			30
1	Kabayji Booroo	Derby	WA Country Health Service, PATS	7	
1	Broome	Broome	WA Country Health Service, PATS	2	
1	Trilby Cooper	Kalgoorlie			10
2	Galawu	Darwin	Danila Dilba Health Service	4	
2	Katherine Women's Medical	Katherine			10
2	Nhulunbuy	Nhulunbuy			2-10
2	Silas Roberts	Darwin			8-10
6	Kevin Coombs	Melbourne	Royal Children's Hospital		9
7	Gladys Elphick	Melbourne			Up to 12
7	Luprina	Adelaide			Up to 15
7	Mulgunya	Adelaide			10
7	Nindee	Adelaide			Up to 15
8	Ayiparinya	Alice Springs			1
8	Sid Ross	Alice Springs	Nganampa Health Service	12	
8	Sid Ross	Alice Springs	Western Australia Country Health Service	4	
8	Sid Ross	Alice Springs	Department of Health and Community Services, PATS Remote	20	
8	Sid Ross	Alice Springs	Department of Health and Community Services, Tennant Creek	2	
8	Topsy Smith	Alice Springs			10

Note: PATS = Patient Assisted Travel Scheme.



Case study: Tonky Logan Hostel

Tonky Logan Hostel is a 40-bed renal hostel in the tropical city of Townsville in Far North Queensland. It is named after the late Mr Tonky Logan, who was an active community leader in Townsville, with a particular interest in the justice system and in reconciliation. He was a well-respected broadcaster on the local Murri radio station with a strong interest in and talent for country music. The hostel accepted its first residents on 1 June 2010.

This new renal hostel recognises the ongoing prevalence of renal disease among Indigenous people, as well as modern approaches to treatment which aim to give people as much independence as possible in the management of a complex and generally incurable condition. Most of the residents come from north-west Queensland, including Mount Isa, Doomadgee, Mornington Island and Normanton. For many the journey to Townsville is long and arduous, requiring an overnight stay in Mount Isa in both directions.

Previously, renal dialysis residents often stayed in the Iris Clay Hostel in Townsville, which provided a warm welcome and a caring environment, but was not always able to meet their particular needs. Now, in close cooperation with doctors, nurses and dieticians from the Townsville Hospital, the hostel provides services which dovetail with treatment regimens and maintain links with both the local community and residents' home communities. Wherever possible,

residents are accompanied during their stay at the hostel by a partner or family member.

Embarking on a lifetime of regular renal dialysis is a challenging business, particularly when residents are often hundreds of kilometres away from home. Dialysis is usually established in a hospital ward, often as an emergency response to a recent diagnosis. Unfortunately, kidney disease can go unrecognised for long periods, meaning that treatment must begin immediately.

Once the optimal regime for the person, which usually means three days a week on dialysis, has been established, they may attend their dialysis sessions in a satellite clinic in a Townsville suburb. Here, they, and wherever possible a family member or escort, learn to self-manage their dialysis with expert staff on hand to assist as needed. They return to Tonky Logan when not undergoing dialysis, for rest, recuperation and plenty of good food. Menus are discussed with hospital dieticians, who are very pleased with the way meals have been tailored to the particular needs of renal patients.

Some residents are able to establish a successful self-management regime and return to their communities, but may have to come back to Townsville from time from time if there are medical complications with the dialysis. For others, the process of learning to manage their own dialysis, ideally with the assistance of a partner or family member, is very difficult and

confronting and they may need the support of the hostel for long periods.

The hostel aims to give residents access to as normal a life as possible outside their dialysis sessions and hospital visits. A hostel bus, with its schedule aligned with dialysis timetables, takes them on regular outings, enabling access to shopping and services. Special arrangements have been made with the local public bus service for resident travel outside these times. This is particularly necessary for elderly residents for whom catching public transport in a city so far from home can be intimidating. A hostel manager accompanies residents on a scheduled bus service to ensure that they are familiar with stops. A timetable specific to the hostel location has been produced, and residents have been assisted to gain access to transport concessions so that cost is not a barrier to being out and about. The bus operator even agreed to modify arrangements so that residents can now alight from the bus on return to the hostel without crossing a busy road. These seemingly small adjustments made a great deal of difference to the quality of life of people undergoing renal dialysis, allowing them some taste of the independence that they once took for granted.

Residents also enjoy interacting with members of their extended families who are living in Townsville, and undertaking a spot of fishing at a local river with equipment provided by the hostel.



Tonky Logan Renal Hostel,
Townsville.

Before the first residents moved into the hostel, the hostel celebrated its opening by holding an open day, attended by members of Tonky Logan's family, neighbours, service providers and the broader Townsville community. None of these things would happen without the dedication of the hostel manager and staff, many of whom have long experience in other hostels or are longstanding members of the Townsville community.

Tonky Logan Hostel, along with AHL's other three other renal hostels, provides a specific response to the accommodation and support needs of Indigenous people with renal disease. Many other hostels, particularly the medical hostels, also accommodate people undergoing renal dialysis, contributing to service access and improved quality of life for people with this life-changing condition.

2.4 Moving to a great place: Indigenous Youth Mobility Program accommodation

The Indigenous Youth Mobility Program, funded by the Department of Education, Employment and Workplace Relations, is part of the Australian Government's *Indigenous Australians: Opportunity and responsibility* commitment. Its objectives are to:

- improve access to training and employment opportunities in major centres for young Indigenous Australians from remote and rural communities
- increase the options for young Indigenous Australians from remote and rural areas to participate in accredited training and/or higher education
- increase the number of Indigenous people employed in occupations in particular areas of community need, such as trades, nursing, accountancy, business management and teaching
- support economic development in remote communities by building the capacity of local Indigenous youth to take up skilled jobs in their communities.

A new 'one provider' model gives providers at each of the 17 host locations responsibility for participant recruitment, accommodation, support, and linking with training and employment providers. Under this model, all delivering this program in any host location are working toward common goals. Indigenous young people, after being selected onto the program, have three options of accommodation to choose from: group houses, independent living arrangements and homestay arrangements.

AHL is the provider at seven of these sites: Hobart (new), Port Augusta/Whyalla (new), Alice Springs (new), Coffs Harbour (new), Darwin, Dubbo and Adelaide. During 2009-10, AHL provided safe and secure accommodation and support, mentoring and links for students, trainees and apprentices in 14 houses at these sites, and via independent living arrangements.

Case study: Hobart graduation

On 24 March 2010, proud families and friends of 27 young Aboriginal people gathered at the Tasmanian Police Academy to recognise their successful graduation from an intensive eight-week Australian Defence Force Indigenous Pre-Recruitment Course. Out on the parade ground, as they marched out in two platoons in specifically designed uniforms, participants were proud to be identified as IPRC TAS 1.



Indigenous Youth Mobility Program participants on the parade ground, Hobart.



Jennifer Thompson receiving
an award for her excellent
performance in physical training.

This initiative was a partnership between the Australian Defence Force, AHL, the Department of Education, Employment and Workplace Relations and STEP-ERS (Structured Training and Employment Projects Employment and Related Services) Tasmania through the Indigenous Youth Mobility Program. The accommodation and facilities at the Tasmanian Police Academy provided the perfect setting for the participants to achieve the level of physical fitness and general aptitude they would require to be eligible for recruitment into a variety of Defence Force positions. The program also provided the participants with a Residential Youth Worker and an Aboriginal mentor, to provide support during what was a physically, mentally and emotionally challenging, but very rewarding, eight-week program.

A typical day began early with 6 a.m. physical training sessions. Classroom specialists in literacy, numeracy and leadership delivered highly focused programs designed to maximise each student's development and potential. These were complemented by lessons in Defence-specific skill areas such as radio communications, first aid and outdoor survival. The program as a whole was guided by an underlying principle that aimed to raise each participant's awareness of the role and importance of effective time management and teamwork. Participants lived the Defence Force life and experienced room, uniform and grooming inspections, along with daily drill.

The 27 young people also participated in a range of outdoor team-building exercises, including whitewater rafting and abseiling. They spent time camping, carrying all the equipment and supplies they needed in backpacks. In order to gain experience in all aspects of Defence life, IPRC TAS 1 also spent three weeks travelling on the mainland, visiting Navy, Air Force and Army bases in Nowra, Sydney, Albury, Canberra and Wagga Wagga. They also visited AHL's Central Office in Canberra and impressed staff with their commitment and enthusiasm.

On their return from the mainland, the participants formed a committee to organise, coordinate and prepare for their graduation dinner, with support from AHL. With families invited to attend, each participant took the opportunity to share their experiences and tell the stories of their learning

journey together and as individuals. They performed songs and shared the stories behind the paintings or 'skins' they had worked together to design and create as an emblem for their 'section'. Some of the young men chose to perform dances from their communities that they had taught each other and shared the stories and significance of their meaning and origin.

If the graduates of IPRC TAS 1 are asked what they gained from their time as participants, they talk with pride of the friendships and confidence they gained, the self-awareness and discipline they developed, how they worked as a team, and how much fun they had. This initiative was a new departure for AHL, showing just how important flexibility and innovation are in helping to close the gap in Indigenous education, training and employment.



Jennifer Thompson, Clinton Burke and Rachel Ellem explain the meaning behind their group's painting.

2.5 A place to study: tertiary education and training residents

AHL provides and funds hostel accommodation for Aboriginal and Torres Strait Islander people seeking access to tertiary education and training. Young Indigenous people are able to pursue tertiary education and training while living in a safe, supportive and affordable hostel environment.

AHL's tertiary education and training hostels aim to combine independence with security. They encourage residents to take responsibility for their choices and actions and apply themselves to study. Only full-time students (and, in Ee-Kee-Na, their families) can be accommodated in these hostels.

Case study: Tony Mundine Hostel

Tony Mundine is a 27-bed tertiary education and training hostel in the Sydney suburb of Leichhardt. It is well-situated for access to many of Sydney's premier educational institutions, and benefits from its quiet environment. There are single rooms for each student, which also helps with the demanding study requirements of many of the courses students are undertaking.

The hostel has introduced many improvements which help to maintain a harmonious environment conducive to academic achievement. These include regular resident meetings, a suggestion box, and a great deal of encouragement and support from the hostel manager and staff. To further

assist students to make the best possible use of their time at the hostel, an information booklet is currently being created. The booklet will include information about transport, medical facilities, tertiary education institutions and shopping facilities.

The hostel is notable for the mutual support and assistance students provide for each other. Students represent a range of different age groups, from school-leavers straight from Year 12 to mature people with years of experience in the workforce who are seeking to upgrade their skills and qualifications or retrain. Current residents come from outback and remote areas of New South Wales, the North Coast, and interstate. Their fields of study are extremely diverse, and include engineering, business, psychology, education, and dance and movement therapy.

Many students regard the availability of safe, secure, and affordable accommodation within a culturally appropriate and education-specific environment as absolutely crucial to their ability to remain engaged in tertiary education. The nature of the accommodation, the support from staff, the fact that they do not have to worry about cooking meals, and the mutual support from other students mean that their academic endeavours can stay at the forefront of their minds.

A further enhancement to the environment is the provision by AHL of several computers with free Internet access. Previously, students who did not have their own computers

experienced difficulty in accessing university resources available only online, and the wider research resources available through the internet.

Tony Mundine Hostel is giving its residents the best possible chance of completing their tertiary education and moving to the career of their choice. Already the students are giving a great deal to the community, and their contributions as future leaders promise to be significant.



Twins Barbie and John Kirby, from Brewarrina, are both residents at Tony Mundine Tertiary Education and Training Hostel.

2.6 A place to study for secondary education residents

AHL provides hostel accommodation services for secondary students to enable them to access secondary education and complete high school.

In 2009-10, AHL operated nine secondary education hostels and funded another eight (plus, for part of the year, one hostel for primary students). This equated to 599 beds per night.

Case study: Fordimail Hostel, Katherine; Kununurra Secondary Education Hostel

Fordimail Secondary Education Hostel, a 32-bed hostel in Katherine, a major regional centre in the Northern Territory, was opened in 1993.

It has not always been easy to meet some of the challenges involved in operating a secondary education hostel in Katherine. Last year's annual report noted the work being done on improving occupancy at Fordimail, particularly through heightening support from the community. Through the excellent work done by houseparents Ken and Carol Morgan, with continued support from staff, schools, parents and the students themselves, occupancy is showing a gradual but sustained increase.

Students have a respected voice in the governance and operation of their hostel through the Student Committee.



Fordimail Student Committee 2010.

Academic support for the students at Fordimail is given strong emphasis. Tutors are available after school to reinforce the day's learning and make sure that any areas of difficulty are identified and discussed.



Fordimail students Luke and Renay Anderson with tutor at Fordimail Student Hostel.

Students also undertake educational visits to extend their learning opportunities. A visit to Darwin in 2009 saw them visiting historical sites such as the Darwin Military Museum, natural history attractions such as Crocosaurus Cove, and some of Darwin's wonderful beaches.



Fordimail students at the Darwin Military Museum during an excursion to Darwin.

Like all AHL's secondary hostels, Fordimail balances its emphasis on academic support with opportunities for the development of life skills, physical fitness, and excellence in recreational pursuits. Students are encouraged to follow their hobbies and have shown a particular interest in music (singing, guitar), sport, and swimming.



Senior Fordimail houseparent Ken Morgan and students Luke and Renay Anderson, Dermott Wunungmarra and Natoria O'Keeffe making music.

To help make the atmosphere at Fordimail as homelike as possible, milestones like student birthdays are celebrated with a special party and cake, and students regularly help with the cooking at hostel barbecues.



Fordimail student Ethen Cooper, celebrating his 15th birthday with assistance from relief houseparent Cheryl Campbell and hostel cook Rosalind Garling.

AHL's newest secondary education hostel is Kununurra in the Kimberley, in the far north of Western Australia. It was opened on 29 May 2010 by the Hon. Julia Gillard MP, then Deputy Prime Minister, Minister for Employment and Workplace Relations, Minister for Education and Minister for Social Inclusion. Kununurra will cater for 40 students (boys and girls) from around the vast area of the Kimberley. Students and staff enjoy a wonderful setting just outside Kununurra, providing an ideal base for daily travel to and from Kununurra High School.



Tina Pickett, Regional Manager, Western Australia, at the opening of Kununurra Secondary Education Hostel.

There were many challenges in building a hostel in such a remote area, including the wet season, the limited availability of labour and the logistics of transporting building materials. When it became clear that the hostel would not be operational at the beginning of the 2010 school year, the search began for some temporary quarters of a suitable standard, so that students could start the 2010 academic year without accommodation worries. A backpackers hostel provided an unconventional but safe and secure temporary solution, but did not have suitable facilities for the provision of evening meals to hungry youngsters. Fortunately, Wunan House, a tertiary education and training and transitional hostel operated by Wunan Foundation Inc. and supported by AHL through the Community Hostels Grants Program, lent a helping hand by welcoming students and staff to its dining room for their evening meals.

Now students and staff have moved to their accommodation at Kununurra Secondary Education Hostel, the challenges and achievements continue. Close liaison with school staff, parents and communities is helping to give the students the best possible opportunities both academically and in terms of life skills.

2.7 A place to stay: caring for our elders

Case study: Hetti Perkins Home for the Aged

AHL's hostels cater for all age groups, from newborns to elders. One hostel, the Hetti Perkins Home for the Aged in Alice Springs, exists specifically to provide care to the elderly when living at home in the community is no longer the best option.

'Hetti's', as the home is affectionately known, is named after the late Mrs Hetti Perkins, an Arrernte woman who worked tirelessly throughout her life to support and encourage her own family and the community. It provides 40 beds for residents assessed as needing residential aged care, with trained nursing staff who provide the specialised professional care required. During 2009-10, two senior nursing appointments, of a Director of Nursing and a clinical nurse, strengthened the hostel's nursing capacity. Greater staffing stability has been achieved by decreased reliance on agency nurses, with more staff members now being AHL employees.


AHL places great emphasis on compliance with all aspects of the accreditation process managed by the Aged Care Standards and Accreditation Agency, the independent body responsible for managing the accreditation and ongoing supervision of Commonwealth-funded aged care

homes. AHL appointed a consultant to complement the work of its own professional staff in ensuring that the hostel is managed in a way that meets best practice. In March 2010, the accreditation process was conducted, and Hetti Perkins Home for the Aged was assessed as meeting all 44 required standards.



Staff handover meeting,
Hetti Perkins Home for the Aged.

There is another side to life at Hetti Perkins, which is the focus on maintaining strong family and community links. The knowledge and experience that residents have gained is an invaluable guide for families and the community, and, in turn, regular contact from families and friends helps residents feel valued and still part of the community. This year, barbecues have been held at the hostel each



month, and the community has been invited to lunch and to mingle with residents. Residents also undertake home visits once a week and go on bush trips, where they hunt and gather bush foods and medicines and enjoy the chance to sit around the fire and have a yarn out in the bush. School groups also visit the home and perform for the residents. The residents look forward to this, as they love it when the kids visit.

2.8 A place to stay: community hostels

In addition to owning and operating 53 hostels and providing accommodation in 14 Indigenous Youth Mobility Program houses, AHL contributed significant funding to community organisations to support another 51 hostels. This was done via grants, which can include recurrent funding and minor capital grants to purchase or replace assets. This assists community groups to operate their own hostels.

These arrangements are real partnerships, enabling AHL to play its part, along with other government and community organisations, in providing coordinated support and services to residents. Accommodation services are often a key factor in getting the best outcomes for people who are accessing other services, particularly residentially based services such as alcohol and drug rehabilitation. As well as vital funding, AHL assists with regular visits, links to other agencies, support, problem solving, onsite visits, training and resources. This helps to develop organisational capacity, expertise and self-management and achieve better outcomes for residents and operators.

Case study: The Glen and Gu-Dgodah

Through its Community Hostels Grants Program, AHL provides funding to two substance use rehabilitation hostels administered by the Ngaimpe Aboriginal Corporation.

The Glen Centre at Chittaway Point on the Central Coast of New South Wales and the Gu-Dgodah Hostel (also known as the Annexe) some 90 kilometres away at Rothbury in the Hunter Valley cater for a total of 36 men with addictions to alcohol and/or other drugs. Residents are enrolled in substance use rehabilitation programs funded through the Department of Health and Ageing and also have access to a wide range of other programs which are culturally appropriate and individualised to each resident's needs. The aim is to give each resident the tools to regain control of his own life, and to re-establish and strengthen connections with land, culture and family.

At Chittaway Point, residents are surrounded by over 16 hectares, which provides a beautiful setting for rehabilitation. The property includes a farm which runs cattle, horses and poultry and has a market garden. Residents undertake farm work, including livestock management, garden cultivation and general maintenance. They also participate in TAFE courses and group work, enjoy regular exercise in the gymnasium and elsewhere,

and give each other mutual support in what can be a difficult journey. Days can be busy, with regular chores and opportunities to attend outside events such as job expos, and residents often attend outside meetings in the evenings to further their progress towards rehabilitation.



Residents' common room
at Gu-Dgodah.

One-to-one counselling is available to residents of both The Glen and Gu-Dgodah. A special counsellor's cabin has been provided at The Glen, which has overnight facilities for Gu-Dgodah residents if required. Outside agencies visit both sites, and residents sometimes make the 90-kilometre trek to one site or the other. This means they can be put in touch with employment opportunities and key information on a wide range of relevant topics such as study opportunities and the child support system. Residents have access to a library of resources to enable them to read more about recovery from addiction, and there

are also specialised resources for the staff to use in educational and group discussion programs.

All programs are very much about the rehabilitation journey. As residents at The Glen Centre progress through their journey, they may move into the popular Transitional House Program. Currently, there are 10 transitional beds. Men in the program are strongly motivated towards finding work and doing any necessary study to support their employment goals. This program enables men to begin their transition back to independent living while continuing to live in a safe drug- and alcohol-free environment with access to support if they need it. During this time, residents often find part-time work locally—a huge step on their journey towards regaining their sense of self-esteem and pride in who they are.



Counsellor's cabin,
The Glen Centre.





AHL operations

SECTION 3



Vicki Motlop, cook at Kuiyam Transitional Hostel, Cairns.

3 AHL operations

3.1 Corporate framework

The AHL Statement of Intent underpins the company's operations.

The Statement of Intent is a legal document that sets out the agreement between the Australian Government and AHL about what we do. It includes:

- a definition of AHL's core business activities, purpose, objectives and values
- business directions for AHL, including major goals and expected outcomes
- a public commitment to performance in key areas of the business and to accountability and performance reporting.

Following the issue of a new Statement of Expectations by the Minister for Families, Housing, Community Services and Indigenous Affairs, the company has prepared an Interim Statement of Intent covering the period to 30 September 2010. Appendix 2 of this annual report includes a copy of the document and of a previous version covering the period from 1 November 2009 to 30 April 2010.

The AHL Corporate Plan gives effect to the objectives, performance and accountability outlined in the Statement of Intent. It also links with AHL's Customer Service Charter.

3.2 Performance summary

AHL's 2009 Strategic Planning Day identified four key areas of activity for 2010-11: accommodation management, promoting service access, marketing an access service, and business management and leadership. Each key area had a major goal, from which relevant issues, strategies and benchmarks were derived. Table 10 reports on achievements within this framework. Further changes to the framework were made at the 2010 Strategic Planning Day, and will be reflected in the performance summary in the 2010-11 annual report.

Table 10: Performance summary

Key result area 1—Accommodation Management	
Issues and strategy	Achievements
Benchmarks Key accommodation services to be benchmarked and monitored on a 6-monthly basis against carefully selected best practice industry standards and services.	Some progress has been made on internal benchmarking of best practice. Comparisons have been made with other secondary education boarding providers recognised as best practice in the industry, and this has driven changes to AHL's secondary education hostels.
Effective services Conduct regular internal reviews of all hostels with a low occupancy rate to ensure they are relevant to community needs and fully utilised.	A fresh round of reviews has commenced, beginning with all company secondary education hostels and gradually being extended to other hostels. A project plan has been designed to evaluate all worksites in 2010-11. AHL's capacity to undertake regular research and evaluation activities has been strengthened.
Core activities Identify AHL core activity and devolve any non-core services to mainstream departments wherever this is appropriate.	Some progress has been made. AHL no longer funds aged care hostels under the Community Hostels Grants Program.
Key result area 2—Promoting Service Access	
Issues and strategy	Achievements
Access When the hostel booking system has been successfully trialled, determine which performance indicators are to be collected for all hostel categories to measure the extent of access and program outcomes for all AHL clients.	Delay in implementing the AHL hostel booking system has postponed agreement on performance indicators for health, education and employment hostels. However, the performance indicators introduced in 2009-10 are being reviewed prior to the establishment of the 2010-11 service level agreements.
Reporting Follow the setting of indicators, outcome reports to be produced 6-monthly and by financial year to show how AHL is bridging the gap.	No progress has been made, due to lack of finalised performance indicators.
Programs Utilise the reports to review all accommodation programs in terms of their impact supporting Indigenous people in achieving life goals. Identify programs not contributing to the strategy, enabling early intervention in budget decisions and correction of future cost projections.	Reports being compiled consider the impact on residents, for example where hostels enable residents to pursue educational opportunities which would otherwise not be available.
Management training Train regional and hostel managers to negotiate with communities and state governments to establish partnerships to meet agreed outcomes.	Hostel managers adopt best practice and receive support from Central Office in this function. Hostel managers are promoting their hostels' services through open days and community meetings.
Key result area 3—Marketing and Access Service	
Issues and strategy	Achievements
Access Review the image and focus of AHL to market services within and outside government as a means of 'bridging the gap'.	New staffing arrangements are being introduced to allow more focus, at a senior level, on presenting an appropriate picture of AHL's capacity to key stakeholders.

Image and business definition Seek professional input on what are current public perceptions of Indigenous communities, state governments and the Australian Government to determine an AHL business definition and image.	The Ernst & Young review provided some insight into stakeholder perceptions of AHL. AHL's expertise in business development and stakeholder management will be strengthened.
Products Determine audience and corresponding marketing products (such as a promotional DVD and AHL printed products).	AHL has developed a PowerPoint presentation aimed at possible business partners. Other such products will be researched and developed. AHL has also produced brochures aimed at niche markets.
Business partnerships Executive and regional managers to seek partnerships in regional and remote communities in a range of sectors, including mining and agricultural enterprises.	A number of active partnerships have been established. They cover a range of sectors, including mining, health, homelessness and education.
Key result area 4—Business Management and Leadership	
Issues and strategy	Achievements
Systems Progressively enhance IT and other systems to reduce workload and enhance delegated authority.	Achievements in 2009–10 included: <ul style="list-style-type: none"> • improvements to connections to achieve increased reliability (new routers and WAN) • an improved process for consultation with regions regarding IT systems • the appointment of an IT consultant to review systems, including PC Refresh and how the program should be implemented • implementation of a new finance system in May 2010 • progress with the booking system business case and implementation • better utilisation of human resources information and a greater capacity to accurately and efficiently record and report human resources metrics.
Communications Appoint a communications manager with a primary focus on improving internal communication, reporting and accountability.	Due to the higher priority accorded to business development and external partnerships, resources have not been available for the appointment of an internal communications manager. A new SES Band 1 position with a focus on business development has been created.
Employer of choice To make AHL an employer of choice, review AHL employment conditions and recommend improvements.	AHL is already considered to be an employer of choice by many (as shown by the number of longstanding staff, and by family and intergenerational connections). AHL has re-evaluated its work practices and the way it manages its people to accommodate its culturally diverse workforce. AHL employment conditions have been reviewed through new enterprise agreements. An Indigenous Employment and Capability Strategy was implemented during 2010.
Structure Review AHL structure and position descriptions so there are clear lines of responsibility and reporting.	AHL's structure was reviewed as part of the enterprise bargaining agreement process. Position descriptions were revised to better reflect the skills required to meet future business needs. Some functions undertaken by the Adelaide office were transferred to the Melbourne office, resulting in downsizing of the Adelaide office.

3.3 Accommodation Services Division



Anne Martin
Divisional Manager

During 2009-10, the Accommodation Services Division continued to manage policy development and planning; research and evaluation; performance/operational reporting for company hostels, Indigenous Youth Mobility Program houses, and the Community Hostels Grants Program; and increasing public awareness of AHL's activities.

Highlights and challenges

Our residents: providing affordable, accessible and appropriate services

Throughout 2009-10, AHL continued to actively pursue activities and initiatives that are helping to meet the Australian Government's commitment, as a member of the Council of Australian Governments (COAG), to closing the gap in Indigenous life expectancy and disadvantage. Currently, the life expectancy gap between Indigenous and non-Indigenous people is 11.5 years for males and 9.7 years for females. In response to these very challenging figures, AHL has worked with state and territory governments through key partnerships which enable partners, working jointly, to achieve far more than they can achieve individually.

AHL's role in the provision of accommodation for Indigenous mums and bubs, including through partnership with the Department of Families, Housing, Community Services and Indigenous Affairs, has been a significant highlight of 2009-10. Of particular note is the role that AHL is currently undertaking with FaHCSIA through the Indigenous Mothers Accommodation Fund program. This program is directed towards achieving improvements in the life expectancy of Indigenous children. Currently, Australia's Indigenous children are twice as likely to die before the age of five as their non-Indigenous counterparts.

AHL, FaHCSIA and the Northern Territory Government are developing accommodation in the grounds of Royal Darwin Hospital for Indigenous mothers and newborns. This is a sustainable approach to the maternity care needs of women from remote communities across the Northern Territory, who currently may have to stay at some distance from the hospital in a large city with which they are unfamiliar. The upgrade of the Katherine Women's Medical Hostel is a further step in meeting the needs of Indigenous mothers and babies, particularly those from Western Australia and the Northern Territory.

AHL also worked in partnership with the Department of Education, Employment and Workplace Relations in planning for a 40-bed secondary students' boarding facility at the remote Northern Territory community of Wadeye. This facility, to be constructed and operated by AHL, is designed to be in close proximity to an existing school, which is used as a 'hub' to assist Indigenous young people from surrounding remote communities to access a quality secondary education. This is AHL's first venture into service provision in such a remote community, and planning has required close attention to the constraints imposed by location and climate. Planning has also involved the development of an

appropriate 'best practice' model of operation, with an emphasis on significant academic and social support for the students. Community consultation at Wadeye has also stressed the importance of cultural sensitivity, safety and security for residents, and this has been reflected in the design of the facility.

These two initiatives, along with the daily work of hostels in 10 categories, exemplify the way in which AHL assists Indigenous people to access a range of accommodation and other services that are best suited to the diverse needs of residents and their families at different stages of their lives.

AHL continues to monitor the effectiveness of its services and of those funded through grants to approved community groups. Regular resident surveys allow the company to measure the satisfaction of residents with hostel accommodation and services. The 2009-10 resident survey again showed high rates of satisfaction, as well as revealing specific areas where minor changes may be needed.

The performance of hostels operating under the Community Hostels Grants Program is measured against AHL's key performance indicators. Each set of indicators is tailored to meet the requirements of the different categories of hostels or services. Performance indicators from 2009-10 onwards have been closely aligned with the seven building blocks endorsed by COAG to support reforms to close the gap in Indigenous life expectancy and disadvantage. During 2010-11, AHL plans to further streamline the performance indicators so that they are of a higher level, are more meaningful and provide easily measurable quality indicators appropriate to each category of hostel.


Our residents: addressing market gaps

AHL has many long-established hostels which continue to meet the needs of residents at different stages of their lives. Equally important is the company's capacity to identify new roles and opportunities to make a difference to the lives of Indigenous people. The proposed accommodation for Indigenous mothers and newborns in the grounds of Royal Darwin Hospital, and for secondary students in Wadeye, are instances of AHL's ability to be at the forefront of some of the most significant new approaches to Indigenous programs.

During 2009-10, the COAG framework for "Closing the Gap" provided much of the structure around which our research activities were planned and carried out. Information-gathering and reporting templates were updated to focus on a more structured approach to the variety of in-house and externally generated information which is available. AHL is giving priority to improving its access to and use of statistical information, including that generated by its own activities, in order to better monitor both the needs of Indigenous people and the impact of AHL's activities on the life expectancy gap between Indigenous and non-Indigenous Australians, and to support effective planning to meet future resident needs.

Accommodation Services Division has devised an in-house database, pending the acquisition of a fully-fledged system, to document the outcomes achieved in its secondary education hostels. The need for a fully functional system providing information on hostel activities and resident outcomes remains strong.

AHL has continued to provide accommodation for Indigenous youth under the Indigenous Youth Mobility Program, which aims to equip young Indigenous people between 16 and 24 with skills and knowledge that will lead to sustainable employment, and contribute to closing the gaps between Indigenous and non-Indigenous Australians.



A new phase of the program began on 1 July 2009. A new, 'one provider' model gives providers at each of the 17 host locations responsibility for participant recruitment, accommodation, support, and linking with training and employment providers. AHL is the provider at seven of these sites: Hobart (new), Port Augusta/Whyalla (new), Alice Springs (new), Coffs Harbour (new), Darwin, Dubbo and Adelaide.

An exciting initiative under the new model is for the contracting of an Indigenous community facilitator to work in each of 14 government priority areas in the Northern Territory, South Australia and outback New South Wales. Indigenous community facilitators will live in a major community in each provider's region, especially those 'priority communities' as identified by the Australian Government. They will assist with the recruitment of participants and also work with AHL to ensure that, once recruited, each young Indigenous person will have every opportunity to progress along their chosen career pathway.

AHL has also moved away from the employment of house managers to recruit qualified Residential Youth Workers to work with Indigenous young people. This is a major achievement, as the youth workers will provide a more holistic approach to the care of young people at a time of major transition in their lives.

AHL has worked at improving public knowledge about what the company offers to residents and the broader community. Copies of the general information brochure, updated to include more focus on information about the different types of hostel, and on the services available to hostel residents, were distributed widely. Through the broad distribution of updated brochures, there was a greater emphasis on promoting the opportunities provided through secondary education hostels and Indigenous Youth Mobility Program houses.

Four issues of AHL's magazine, *Hostel News*, were published during the year. As well as regular information about activities in hostels, regional offices and Central Office, each issue of *Hostel News* now includes at least one article focusing on an Indigenous role model and the inspiration his or her life can provide, particularly to young people.

Developing and maintaining partnerships

During 2009-10, the Accommodation Services Division expanded its engagement across key sectors, including education and training, to enhance AHL's partnerships with government agencies and other service providers. AHL continued to work with its partners to ensure that residents of our hostels and their families have access to a variety of services that target the seven COAG building block priority areas, with a focus on healthy and safe communities.

Principal partnerships included those with FaHCSIA, the Department of Education, Employment and Workplace Relations, Centrelink, the Northern Territory Government, the Western Australian Government and other public and private sector organisations. AHL has worked in cooperation with these key stakeholders to evaluate a range of accommodation services and to plan for future needs.

Staff held discussions with Dr Tom Calma, the newly appointed National Coordinator for Tackling Indigenous Smoking, to explore ways in which AHL can become a totally non-smoking environment, and, in partnership with Dr Calma and his office, will introduce a number of anti-smoking initiatives during 2010-11. A key part of this will be the provision of support to residents and staff who wish to give up smoking, and working to prevent young people from taking up the habit.

Learning and growth


The division organised AHL's annual Strategic Planning Day, held at Murramarang on the South Coast of New South Wales in February 2010. The workshop was attended by almost all of the senior management team from AHL, including Central Office and regional staff. Three Board members also attended, along with senior staff from FaHCSIA and the Ernst & Young AHL review team.

The purpose of the workshop was to provide an opportunity for all of the senior team to:

- take stock of how AHL's business had performed during the past 12 months
- from that assessment, incorporate key messages and lessons into the priorities for the coming 12 months
- review the strategic directions established in our draft Corporate Plan against both our performance and the Government's policy agenda for "Closing the Gap" and to consider whether our directions were aligned on the specific things that AHL is uniquely placed to provide and manage.



Dr Tom Calma, National Coordinator for Tackling Indigenous Smoking, with Margaret Moore, Manager, Human Resources Division, and Anne Martin, Manager, Accommodation Services Division.



The planning day fed into Board and Senior Executive considerations of overall strategic directions for AHL, which were further discussed at a special Board meeting in May 2010.

The division facilitated several major sessions for secondary education houseparents who came to Canberra in April for training. This provided an opportunity to consolidate AHL's approach to secondary education hostels as being about more than just bed provision. Houseparents shared both the challenges and the successes they experienced. AHL arranged for external experts to attend and present information on important subjects such as child protection, positive behaviour facilitation and ABSTUDY. The workshop also provided an opportunity to discuss a draft new edition of the *Secondary education houseparents manual*. Following this and other consultation, a new edition of the manual was issued.

Internal processes

In 2009-10, AHL continued to examine the drivers of low or fluctuating occupancy rates in its hostels, with a particular focus on education hostels, and is now upgrading its data gathering capacity in this area. Levels of community engagement and endorsement need to be improved to support higher occupancy, and strategies have been put in place to address this.

The operational procedures manual that was revised and distributed across company operations in 2008-09 has been an important resource for regional offices and hostels in securing improved operating standards against targeted outcomes. The newly reissued *Secondary education houseparents manual* will serve a similar purpose.

During 2009-10, 52 hostels were allocated operational budgets through the Community Hostels Grants Program. Streamlined provider reports submitted by regional managers ensured that reporting links and mechanisms for monitoring key performance indicators kept to community objectives and outcomes, in line with AHL's vision.

Each year, AHL reviews the budgets of all hostels. In 2009-10, the Accommodation Services Division assessed 125 budgets.

3.4 Western Australia: Region 1



Covering all of Western Australia, Region 1 includes hostels in urban, regional and remote locations. There are six company-operated hostels and nine funded by AHL through the Community Hostels Grants Program, providing a total of 497 beds.

Highlights and challenges of 2009-10

In Region 1, AHL has focused on building partnerships with key agencies at state and local level to help increase the availability of a range of different accommodation options and the services necessary to build residents' capacity for more independent living.

A highlight of 2010 was the opening of our Kununurra Secondary Education Hostel by the then Deputy Prime Minister, the Hon. Julia Gillard MP, on 27 May 2010. This event was very successful, with over 80 guests attending. The Kununurra hostel had been intended to operate from the beginning of the 2010 school year. However, construction delays, common in this part of Australia, meant that temporary arrangements had to be made to accommodate students until the hostel was ready for occupancy in April. An innovative solution was arrived at whereby houseparents

and students lived in a commercially run backpackers lodge during this period. Evening meals were provided by Wunan House, a tertiary education and training hostel funded under the Community Hostels Grants Program.

When the 40-bed hostel opened, only 16 beds were available for the first four weeks. It has proven challenging to build occupancy in the hostel. Regional Office is working closely with the houseparents and the Kununurra High School to develop strategies to recruit students from outlying communities in the East Kimberley.

It was pleasing to begin support for Coolgardie CAPS School, another secondary education hostel funded through the Community Hostels Grants Program, which can accommodate 42 students from around Western Australia. One challenge in relation to the program was the discontinuance of the staff position with a primary role of providing liaison and support to Region 1 hostels. However, with the support of the Hostel Operations area in Central Office, the region is maintaining relationships and building further partnerships.

Priorities and outlook for 2010-11

One of the biggest ongoing challenges for 2010-11 is expected to be staff recruitment. Attracting and retaining staff is difficult in Western Australia due to factors such as the mining industry's Indigenous recruitment strategies and its high remuneration packages. An important goal for Region 1 in 2010-11 is to ensure that staff are employed in ongoing positions. We are keen to attract dedicated people who are genuinely seeking a career in the accommodation industry.

Construction of the 40-bed South Hedland Renal Dialysis Hostel will be a major focus in 2010-11. We currently expect completion by the end of 2011.



Region 1 will continue to develop working partnerships with state, Commonwealth and local government agencies that are seeking to increase the supply of accommodation for Indigenous workers in the mining industry, particularly in the Pilbara region. This will respond to an anticipated increase in the demand for Indigenous mining workers. For example, BHP Billiton Iron Ore's Training and Indigenous Employment Strategy is expected to lift Indigenous employment in BHP to 14 per cent by 2010 through an increase in the number of Indigenous employees in trades and professional positions. Currently, it is difficult for people relocating from remote communities to find sufficient suitable accommodation close to mining sites, and those difficulties will only increase unless new initiatives are developed. Negotiations are currently underway with the Western Australian Department of Housing and with the mining industry about the model of accommodation that will best suit Indigenous workers in the mining industry, from young apprentices to more mature workers with families.

At the same time as providing opportunities for the employment and training of Indigenous people, the mining boom in Western Australia is contributing to an overall increase in the cost of rental accommodation around the state. This is disadvantageous to Indigenous people on low incomes. The Western Australian Department of Indigenous Affairs has mapped accommodation shortfalls, and it is apparent from analysis of the gaps that there is an urgent need for accommodation for young Indigenous people who no longer live at home. Geraldton is an area of high rental costs where, for some years, AHL's Community Hostels Grants Program has supported the operation of the Boomerang Hostel. This is a long-established hostel with a tradition of Indigenous control, which will continue under its new auspicing arrangements. Boomerang is now auspiced by the Bundiyarra Aboriginal

Corporation, and AHL looks forward to continuing its support for the vital work of the hostel in providing accommodation for people in urgent need of accommodation in difficult times.

Region 1 will also maintain active working relationships with other Indigenous corporations and local government. This will assist in developing strategies for the establishment of hostels in the Wheatbelt, Great Southern and South West regions of Western Australia.

Our residents

Region 1 company- and community-operated hostels are situated throughout Western Australia, in locations as far apart as the Pilbara, the Kimberley, the Goldfields and the Mid-West. These regions include many of the most isolated hostels in the country.

Region 1 accommodates a variety of clients, including students, homeless people and families, and people accessing medical services, including antenatal, mental health, renal dialysis and substance use rehabilitation programs as well as general medical and surgical treatment.

The need for hostel accommodation in Western Australia is increasing, partly because of the pressures arising from the mining boom, as described above. In the Perth metropolitan area, many homeless families are waiting for a considerable time for emergency accommodation. Referrals from local, state and non-government groups, including charity organisations, are increasing. Accordingly, the Regional Manager will revisit discussions with stakeholders in the homelessness sector in the Perth metropolitan area, aiming to highlight the contribution that AHL can make in assisting homeless people and other service providers in this increasing area of need.

Universities have also approached the region to provide accommodation for Indigenous students attending block release throughout the year. Options for achieving this are currently under discussion.

Resident surveys received from hostels across Region 1 in 2009–10 indicated an overall service satisfaction rating of 99 per cent. The remaining 1 per cent of respondents were either not satisfied with the overall service of the hostel or did not indicate a response on the form.

Table 11 shows the percentage of respondents who rated the standard of the services in each of the categories listed as 'OK', 'good' or 'excellent'.

Table 11: Region 1 (WA)—Satisfaction categories and percentages

Category	Satisfaction (%)
Accommodation	98
Food	96
Safety and security	100
Cultural environment	100
Staff	100
Overall service	99

Residents learned of the hostels in a variety of ways, including through family and friends, Job Network providers, the AHL website and referral agencies. Survey respondents were aged from 18 years through to the elderly. Residents were identified as single young adults, mature age adults and families.

Table 12 shows the reasons respondents accessed hostel services and the percentage in each category.

Table 12: Region 1 (WA)—Residency reasons and percentages

Residency reason	Proportion of total (%)
Education and/or study purposes	2
Homelessness	4
Awaiting government housing	32
Accessing medical services	60
Employment or other reasons	2
Total	100

Learning and growth

All staff attended regular fire safety training and obtained first aid training as required during 2010–11. Occupational health and safety meetings are conducted four times per year, coinciding with hostel managers' meetings.

Region 1 staff are encouraged to undertake training that will assist them in their career development with AHL. Training is helping to ensure that the region has motivated and productive staff members who make the maximum contribution to the smooth running of the region.

During the second half of 2010, Region 1 will focus on leadership and team building training. This will help to harness the power of individuals and teams to improve the effectiveness of their contribution to the work of the company.

Partnerships

The planned new renal hostel in South Hedland is a joint initiative between AHL and the Western Australian Government. The hostel will be built on Crown land made available by the state government and will provide supported accommodation for Indigenous people from Port Hedland and the surrounding Pilbara region who need accommodation while receiving medical treatment in Port Hedland.

South Hedland is also a possible location for a 40-bed hostel for Indigenous trainees and apprentices. A key factor that has been identified as critical to achieving Indigenous employment goals is the need to provide strong support mechanisms, including culturally appropriate accommodation, to maximise the retention of apprentices and trainees in employment.

A further very significant development is the National Partnership Agreement on Remote Indigenous Housing, which has been established between the Australian Government, the states and the Northern Territory. The agreement is intended to address significant overcrowding, homelessness, poor housing conditions and the severe housing shortage in remote Indigenous communities. Implementation plans include a commitment to build and refurbish Indigenous housing in remote communities in Western Australia. The Western Australian Department of Housing has combined agreement funds with existing funding to support a significant improvement in the availability of employment-related accommodation for Indigenous people. The department and AHL are currently discussing possible partnership models for the

construction and operation of such facilities in Fitzroy Crossing, Broome, Roebourne, Newman, Geraldton and Kalgoorlie.

Internal processes

During 2009-10, substantial effort was made to recruit suitable staff, resulting in an overall improvement in the staffing situation. During 2010-11, Region 1 will continue to focus on maintaining and recruiting high-performing staff, including through investing in human capital through ongoing training of staff throughout the region.

Financial

In 2009-10, Region 1 had an overall occupancy rate of 74 per cent.

Due to the vast size of Western Australia and the remoteness of many parts of the state where our company hostels are located, costs are high for food, electricity, maintenance, and travel and transport, particularly to the Kimberley and Goldfields hostels. While travel is carefully planned to minimise unnecessary cost, it is an essential part of maintaining good communication between the Regional Office, hostel managers and staff.

Table 13: Region 1—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Broome							
Milliya Rumurra	SUR	22	Milliya Aboriginal Corp. Inc.	\$265,695	60	60	63
Broome Hostel	R	20	AHL	AHL	110	95	91
Coolgardie							
Coolgardie CAPS (funding commenced January 2010)	SE	42	Christian Aboriginal Parents Direct Schools	\$37,500	-	-	90

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Derby							
Kabayji-Booroo	T	48	AHL	AHL	93	93	92
Geraldton							
Boomerang Youth	T	20	Yanay Yanma Aboriginal Corporation	\$182,599	66	52	59
Gibson							
Wongutha CAPS	SE	50	Christian Aboriginal Parents Direct Schools	\$157,276	87	77	87
Kalgoorlie							
Trilby Cooper	T	48	AHL	AHL	62	58	56
Kununurra							
Kununurra Hostel (commenced operating February 2010)	SE	40	AHL	AHL	-	-	30
Wunan House	TET	14	Wunan Foundation Inc.	\$39,602	63	65	50
Meekatharra							
Karalundi Aboriginal Education Centre	SE	60	Karalundi Aboriginal Education Centre Inc.	\$167,861	83	68	64
Perth							
Allawah Grove	T	39	AHL	AHL	100	100	100
Derbal Bidjar	M/T	30	AHL	AHL	76	78	89
Clontarf Aboriginal Hostel	SE	18	Clontarf Aboriginal College	\$105,955	72	65	93
Port Hedland							
Bunara Maya Hostel	T	20	Bloodwood Tree Assoc. Inc.	\$200,945	84	88	78
Wyndham							
7 Mile Rehabilitation Centre	SUR	26	Ngnawar-Aerwah Aboriginal Corp.	\$228,385	70	26	57

Note: One off capital grants to CHG hostels totalled \$41,850

AC Aged care
E Employment and training
H Homeless
IYMP Indigenous Youth Mobility Program
M Medical

R Renal
SE Secondary education
SUR Substance use rehabilitation
T Transitional/homeless
TET Tertiary education and training

3.5 Northern Australia: Region 2



Brenton Rigney
Regional Manager

Region 2 covers the Top End of Australia's Northern Territory. During 2009-10, it included 14 hostels, including eight hostels operated by AHL, three community-operated hostels, and three Indigenous Youth Mobility Program houses. There were a total of 495 beds: 363 in the company-operated hostels, 100 in the community-operated hostels, and 32 in the houses.

The overall occupancy for company hostels reached 74 per cent. Community-operated hostels had an overall occupancy rate of 53 per cent.

Highlights and challenges of 2009-10

Darwin was selected as one of AHL's seven Indigenous Youth Mobility Program locations for 2009-12. There are three accommodation houses in Darwin. Staff have been busy with networking and recruiting potential candidates and have developed community links that will assist us to meet our target. Darwin currently has 18 active participants who are enrolled in either full-time studies or apprenticeships, and staff are working with Group Training NT, the Northern Territory Department of Health and Families and Charles Darwin University to help

participants successfully progress along their individual career pathways. Region 2 is also developing good working relationships with three boarding schools in Darwin (Kormilda College, St John's College and Marrara Christian College) to help assess the suitability of potential candidates for the Indigenous Youth Mobility Program.

The partnership with Marrara Christian College, which is currently the source of most of Darwin's Indigenous Youth Mobility Program participants, benefits greatly from the fact that the college offers students the chance to participate in a school-based apprenticeships program. Region 2 is also currently developing strong partnerships with other organisations. These partnerships are expected to help move occupancy towards the full capacity of 32.

The relocation of Regional Office to a new location in Darwin in September 2009 was certainly challenging. After around 20 years of operating from the same office in Cavenagh Street, Regional Office staff are now settled in the new office in Smith Street.

Each year, staff of the Regional Office and of Darwin's hostels host 'Breakfast in the Park' as part of the NAIDOC celebrations. Once again, this activity was very successful; staff gave out between 150 and 200 breakfasts. The success of the annual breakfast is largely due to the way Darwin staff work well together as a team.

Galawu and Nhulunbuy hostels achieved high occupancy rates. Nhulunbuy Hostel continues to be in heavy demand as a provider of affordable accommodation for visitors from outlying communities who require access to medical, employment and training services. A memorandum of understanding with Danila Dilba Health Service and Galawu Hostel has proven to be successful in funding four prepaid beds for residents with medical needs.

AHL's largest hostel is the 101-bed Corroboree Hostel in Katherine. This transitional/homeless hostel is also showing very satisfactory occupancy rates (an overall 76 per cent during 2009-10). Residents come from as far away as Kalkaringi, Lajamanu, Alice Springs and Western Australia to access medical services, visit family and attend to personal business. Many residents are accompanied by children and teenagers. The Social Club, set up by staff at Corroboree Hostel and organised and operated by the hostel employees, donated and set up a basketball ring and board for young people staying at the hostel. The Social Club also provides juices and snacks to the hostel's schoolchildren, encouraging them to attend school regularly, as required by AHL's policy on school attendance.

The Women's Medical Hostel in Katherine, a home away from home for expectant and new mothers and their babies, has been extensively refurbished. Improvements include a playground area, additional decking, upgraded dining, kitchen and bathroom areas, better disability access, a new front entrance and relocation of the office. The manager's quarters have also been upgraded.

AHL's 2008-09 annual report advised that there would be a concerted effort to improve the occupancy at Fordimail Student Hostel. It is very pleasing to report that, through successful efforts by AHL staff to improve outreach to the community and a consequent increase in community support, occupancy rates have shown a slow but steady increase. Academic support has been strengthened through the operation of a homework centre at the hostel with the support of Katherine High School. The high school has also provided tutoring services at the hostel twice a week, with an option to increase this service if required, and donated eight student desks for the tutor room.

Priorities and outlook for 2010-11

Region 2 will see some major initiatives begin or progress in 2010-11. A 40-bed secondary education boarding facility, to be operated by AHL, is to be constructed at the remote community of Wadeye. Funding for construction and operation is being provided by the Department of Education, Employment and Workplace Relations. Site preparation is scheduled to commence during the 2010 dry season.

The Wadeye Secondary Boarding Facility will provide an alternative model to the secondary education hostels currently operated by AHL, while drawing on the company's substantial experience in supporting Indigenous secondary students to obtain a sound education as a basis for further study, training or employment.

A 10-15 bed antenatal hostel, with provision for expansion up to 21 beds, is to be established on Royal Darwin Hospital grounds. This is a much-needed service for expectant mothers from remote communities. Funding will be provided through the Australian Government's Indigenous Mothers Accommodation Fund. Completion is expected in early 2012.

Maintaining a satisfactory occupancy level at Fordimail Student Hostel will remain a priority. The houseparents are arranging for an open day at the hostel to help develop and sustain a good relationship with the parents, communities, Katherine High School and other agencies. Fordimail Student Hostel will be provided with five new computers for students and one for houseparents. A new position of full-time recreation/activities officer has been created to provide better recreational facilities and activities for students at Fordimail.

Region 2 will continue to give priority to supporting the participants in the Indigenous Youth Mobility Program to achieve their training, study and career goals while

benefiting from the supportive 'home away from home' environment of the houses. There is still much work to be done to increase the number of contracted places in Darwin to 32.

During 2010-11, Region 2 will introduce a number of administrative changes which will lead to greater productivity and efficiency in the way staff carry out their duties and report on outcomes. In July 2010, the company's new accounting system will be introduced. The new Reservation Management System is expected to be introduced in December, and will involve significant re-engineering of many hostel and regional office processes. Both these initiatives, and the upgrading of office software and provision of new computers and printers to all company hostels and Indigenous Youth Mobility Program houses, will require extensive training of staff so they are best placed to make optimal use of the new products.

Our residents

Residents staying at Region 2 hostels come from all over the Northern Territory and interstate. Their service needs include housing, employment, education and medical services.

Region 2 transitional hostels are continuing to operate at good occupancy rates, resulting in a bed shortage for short-term accommodation due to the lengthy waiting list (typically between five and seven years) for housing in Darwin and Katherine.

An ongoing partnership between Nightcliff Renal Unit, Royal Darwin Hospital, Katherine Hospital and the Patient Assisted Travel Scheme ensures that the specific needs of renal dialysis residents needs are met.

Resident surveys received from hostels across Region 2 in 2009-10 indicated an overall service satisfaction rating of 93 per cent. The remaining 7 per cent of respondents were

either not satisfied with the overall service of the hostel or did not indicate a response on the form.

Table 14 shows the percentage of respondents who rated the standard of the services in each of the categories listed as 'OK', 'good' or 'excellent'.

Table 14: Region 2 (Northern Australia)—Satisfaction categories and percentages

Category	Satisfaction (%)
Accommodation	96
Food	90
Safety and security	94
Cultural environment	90
Staff	92
Overall service	93

Residents learned of the hostels in a variety of ways, including through family and friends, the *AHL Accommodation Guide*, the AHL website, Job Network providers and referral agencies. Survey respondents were aged from under 15 years through to the elderly. Residents were identified as adolescents, single young adults, mature age adults and families.

Table 15 shows the reasons respondents accessed hostel services and the percentage in each category.

Table 15: Region 2 (Northern Australia)—Residency reasons and percentages

Residency reason	Proportion of total (%)
Education and/or study purposes	2
Homelessness	2
Awaiting government housing	35
Accessing medical services	51
Employment or other reasons	5
No indication on form	5
Total	100

Learning and growth

As a key to maintaining and developing the human and knowledge capital of Region 2, considerable attention is given to assessing and meeting employee training needs. Training is provided via on-the-job activities as well as through formal in-house or external courses. Courses undertaken include fire warden training; occupational health and safety; supervisory skills; first aid; business writing; better minute taking; managing multiple objectives and deadlines; dealing with challenging situations; and financial skills. Staff from Fordimail attended the Houseparents' Workshop in April 2010, held in Canberra.

Partnerships

Region 2 has an excellent record of developing and maintaining partnerships, many of which have now operated well for several years. Region 2 will continue to work closely with other agencies providing short-term accommodation and related services relevant to our hostel residents. Key partner agencies include Danila Dilba Health Service, the Patient Assisted Travel Scheme, Mission Australia and Centrelink. These are in addition to the partnerships with the Department of Education, Employment and Workplace Relations to develop the Secondary Boarding Facility in Wadeye and to deliver the Indigenous Youth Mobility Program, and with FaHCSIA, the Royal Darwin Hospital and the Northern Territory Government in developing the antenatal hostel in Darwin.

We have an ongoing financial partnership with Darwin City Council which provides a valuable indirect contribution to the operating costs of our Darwin hostels, which are an important community facility.

Internal processes

The region now has 91 per cent Indigenous staff, which is an increase of 7 per cent over 2008-09.

Pleasingly, staff turnover in hostels decreased slightly in 2009-10, although AHL is still competing with other sectors that offer better salaries.

Suggestion boxes are in place at all hostels in the region to receive written feedback on the services we provide to our residents and suggestions on how we may improve those services. Residents' feedback covers suggested improvements to the hostels and any health and safety concerns they have.

Occupational health and safety general and induction checklists have been completed by all staff and continue to be completed by new starters in the region. Testing and tagging of hostel electrical equipment has been completed in Darwin, while testing and tagging in Katherine and Nhulunbuy hostels is near completion.

Financial

The occupancy rate for company-operated hostels during 2009-10 was 74 per cent, a reduction from 79 per cent in 2008-09. As in 2008-09, occupancy and income were low at Silas Roberts Hostel due to air-conditioning problems and residents' room maintenance. All work has now been completed.

Community-operated hostels' overall occupancy rate was 53 per cent, reflecting the fact that community-operated aged care hostels are no longer operated by AHL.

The Indigenous Youth Mobility Program occupancy rate was 54 per cent.

Table 16: Region 2—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Darwin							
Daisy Yarmirr	T	65	AHL	AHL	85	81	77
Dolly Garinyi CAAPS	SUR	30	Council for Aboriginal Alcohol Program Services Inc.	\$98,061	81	80	77
FORWAARD	SUR	16	Foundation of Rehabilitation with Aboriginal Alcohol Related Difficulties	\$191,227	79	66	58
Galawu	T	40	AHL	AHL	93	91	86
Nagandji Nagandji-Ba	R	18	AHL	AHL	71	73	72
Silas Roberts	T	56	AHL	AHL	66	55	64
IYMP Darwin							
Boulter	IYMP	10	AHL	\$209,441 (DEEWR)	28	90	Included in figure for all Darwin IYMP sites (see below)
Lakes	IYMP	6	AHL	\$124,136 (DEEWR)	—	100	Included in figure for all Darwin IYMP sites (see below)
Tasman	IYMP	6	AHL	\$121,349 (DEEWR)	—	100	Included in figure for all Darwin IYMP sites (see below)
All Darwin IYMP sites							54
Katherine							
Corroboree	T	101	AHL	AHL	73	88	76
Fordimail Student	SE	32	AHL	AHL	49	27	36
Venndale Rehabilitation (formerly known as Kalano)	SUR	10	Kalano Community Assoc. Inc.	\$59,341	71	100	73
Women's Medical	M	10	AHL	AHL	67	67	49

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Nhulunbuy							
Nhulunbuy	T	41	AHL	AHL	93	100	100

Note: One off capital grants to CHG hostels totalled \$99,496

AC	Aged care	R	Renal
E	Employment and training	SE	Secondary education
H	Homeless	SUR	Substance use rehabilitation
IYMP	Indigenous Youth Mobility Program	T	Transitional/homeless
M	Medical	TET	Tertiary education and training

Note: DEEWR = Department of Education, Employment and Workplace relations.

3.6 Northern Queensland: Region 3



Michael Jackomos
Regional Manager

The Northern Queensland region is a large one, extending from Thursday Island to Mount Isa to Mackay, and the Regional Office manages a diverse range of operations. During the year, the company operated eight hostels and funded another nine for all or part of the year under the Community Hostels Grants Program.

Highlights and challenges of 2009-10

Highlights during 2009-10 included the commencement of operations in June 2010 of the new 40-bed Tonky Logan Hostel for renal dialysis patients coming to Townsville for


treatment, and the opening of the redeveloped 40-bed Kabalulumana Hostel in April 2010.

Considerable delays in the completion of these hostels, particularly the Tonky Logan Hostel, have been frustrating for staff and for intending residents and referral agencies. Occupancy rates at both hostels are increasing, and they should achieve their occupancy targets in the new financial year.

Overall occupancy for the region has been reasonable rather than high (67 per cent for company-operated hostels and 59 per cent for community-operated hostels), but Iris Clay (79 per cent) and Joe McGinness (94 per cent) hostels achieved very good occupancy rates. Low occupancy rates at Jumula Dubbins and Mackay hostels are of concern, although there were gradual increases at Mackay Hostel late in the financial year.

August 2009 saw the end of AHL's involvement in operating five Indigenous Youth Mobility Program houses in Region 3 (three houses in Cairns and two in Townsville).

An ongoing challenge for Region 3, as in previous years, has been the retention of staff. A number of factors contributed to high levels of staff turnover, including the part-time nature of many of the region's positions and pay levels which are not competitive in the current



market. However, a positive aspect of this is that the training and experience provided by AHL often enable ex-staff, most of whom are Indigenous, to gain other fulfilling employment.

The Community Hostels Grants Program has also seen significant changes in the region during 2009–10, with the number of community hostels funded decreasing from 13 in 2008–09 to seven at the end of 2009–10. Hostels no longer funded by AHL include four aged care facilities now funded directly through the Department of Health and Ageing: Kuba Natha on Mornington Island, Yarrabah Aged Persons Home, Hopevale Aged Persons Home, and Diya Meta Aged Care and Disabled Hostel.

The decision by the Department of Health and Ageing not to continue funding of the Aborigines and Islanders Alcohol Relief Service Ltd in Cairns at the end of 2009 also resulted in the closure of two substance use rehabilitation hostels (Rose Colless Haven at Emerald Creek and Douglas House in Cairns) which formerly received supplementary funding from AHL through the Community Hostels Grants Program.

Priorities and outlook for 2010–11

The three priorities in Region 3 during 2010–11 will be ensuring the ongoing improvement in occupancy rates at all of our hostels, improved awareness and compliance with occupational health and safety systems throughout our hostels, and ensuring that all staff are properly trained and equipped to do their jobs.

Our residents

Our residents often come from within the region, but we also have many who travel from other parts of Queensland or from interstate. They include families waiting for housing to become available, people in search of employment opportunities, and people who

need to access hospital and medical services away from their home communities. For example, most of the residents referred to the new Tonky Logan Hostel in Townsville come from communities in western Queensland, including Doomadgee, Mornington Island and Mount Isa.

Feedback from residents is mostly positive. However, we also receive useful suggestions from some residents on how to improve our services. The two issues most often raised by residents are meals and staff service. While many suggestions raised are reasonable and are acted upon by hostel managers, some complaints are a direct response to budgetary and staffing limitations within which managers must work. For example, we consistently provide nutritious and healthy meals, but we are limited in the food choices we provide to residents, which unfortunately generates some complaints.

Resident surveys received from hostels across Region 3 in 2009–10 indicated an overall service satisfaction rating of 96 per cent. The remaining 4 per cent of respondents either were not satisfied with the overall service of the hostel or did not indicate a response on the form.

Table 17 shows the percentage of respondents who rated the standard of the services in each of the categories listed as 'OK', 'good' or 'excellent'.

Table 17: Region 3 (Northern Queensland—Satisfaction categories and percentages

Category	Satisfaction (%)
Accommodation	98
Food	95
Safety and security	95
Cultural environment	94
Staff	98
Overall service	96

Residents learned of the hostels in a variety of ways, including through family and friends, the *AHL Accommodation Guide*, the AHL website, the White Pages, Job Network providers and referral agencies. Survey respondents were aged from under 15 years through to the elderly. Residents were identified as adolescents, single young adults, mature age adults and families.

Table 11 shows the reasons respondents accessed hostel services and the percentage in each category.

Table 18: Region 3 (Northern Queensland)—Residency reasons and percentages

Residency reason	Proportion of total (%)
Education and/or study purposes	1
Homelessness	1
Awaiting government housing	51
Accessing medical services	20
Employment or other reasons	26
No indication on form	1
Total	100

Learning and growth

As in previous years, the health and safety of our staff and residents has taken precedence in our training activities. Staff at all company hostels have completed or renewed their first aid and cardiopulmonary resuscitation certificates and undertaken fire warden training. In compliance with Queensland food safety legislation, all company hostels have at least one staff member, and often more, trained as food supervisors.

Partnerships

To complement our role in providing accommodation throughout the region, we enjoy a number of formal and informal partnerships with a range of community and government agencies. These include the Office of Aboriginal and Torres Strait Islander Health, with which we jointly fund a number of hostels,

including four substance use rehabilitation hostels and the Mookai Rosie Women's Medical Hostel. A number of our hostels also work in close cooperation with Queensland Health and with local community-based health services. Our secondary education hostels work closely with local secondary schools and various education support services.

Internal processes

The region continues to employ Aboriginal and Torres Strait Islander staff in over 95 per cent of positions, including 100 per cent of hostel management and regional office positions. Attracting suitably skilled staff, particularly in remoter areas of the region, and then retaining them is an ongoing challenge.

Occupational health and safety continues to be a priority for the region. The regional committee met three times during the year, and hostel staff meetings were held monthly to discuss operational and occupational health and safety matters.

Financial

Occupancy was 67 per cent for company-operated hostels and 59 per cent for community-operated hostels.

Income was significantly less than foreshadowed in budget projections, reflecting the low occupancy at both the Jumula Dubbins and Mackay hostels as well as delays in opening the Kabalulumana and Tonky Logan hostels. Overall expenditure was also under budget. However, like the income, expenditure was affected by the delays in opening the Kabalulumana and Tonky Logan hostels.

There has been a significant 70 per cent decrease in debt levels across hostels in this region. This follows on from a decrease in debt in the previous financial year and is largely as a result of more timely invoicing of creditors and a continuing effort to recover long-term debts.

Table 19: Region 3—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Cairns							
Douglas House (funding ceased 1 December 2009)	SUR	23	Aborigines and Islander Alcohol Relief Service Ltd	\$68,590	55%	46%	51%
Joe McGinness	SE	16	AHL	AHL	76%	86%	94%
Kuiyam	T	70	AHL	AHL	71%	72%	67%
Mookai Rosie Bi-Bayan	M	12	Aboriginal and Torres Strait Islander Corp.	\$96,468	97%	77%	91%
Herberton							
Woodleigh College	SE	64	Uniting Church	\$130,716	55%	69%	38%
Mackay							
Mackay	T	30	AHL	AHL	73%	86%	57%
Mareeba							
Rose Colless Haven (ceased operations 1 December 2009)	SUR	16	Aborigines and Islander Alcohol Relief Service Ltd	\$70,562	71%	60%	64%
Mount Isa							
Kabalulumana (Re-opened April 2010 after refurbishment)	T	40	AHL	AHL	50%	45%	46%
Kalkadoon Aboriginal Sobriety House (KASH)	SUR	50	Kalkadoon Aboriginal Sobriety House Aboriginal Corp.	\$160,183	69%	57%	70%
Palm Island							
Ferdy's Haven	SUR	24	Palm Island Alcohol and Drug Rehabilitation Aboriginal Corp.	\$63,091	33%	39%	32%
Thursday Island							
Canon Boggo Pilot	SE	36	AHL	AHL	42%	90%	73%
Jumula Dubbins	T	45	AHL	AHL	68%	60%	58%
Townsville							
Iris Clay	T	40	AHL	AHL	100%	90%	79%

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Stagpole Street	SUR	30	Congress Community Development and Education Unit Ltd	\$124,902	55%	46%	69%
Tonky Logan (operated from June 2010)	R	40	AHL	AHL	-	-	23%
Weipa							
Western Cape Secondary Education	SE	20	Cape York Community Campus Assoc. Incorp.	\$121,647	78%	76%	84%
Yarrabah							
Gindajah Rehabilitation (Yarrabah)	SUR	12	Gindajah Substance Misuse Aboriginal Corp.	\$117,637	70%	82%	90%

Note: One off capital grants to CHG hostels totalled \$72,275
One off aged care grants totalled \$245,936

AC	Aged care	R	Renal
E	Employment and training	SE	Secondary education
H	Homeless	SUR	Substance use rehabilitation
IYMP	Indigenous Youth Mobility Program	T	Transitional/homeless
M	Medical	TET	Tertiary education and training

3.7 Southern Queensland: Region 4



In 2009–10, the Southern Queensland Region had responsibility for the operations of 15 hostels, providing 339 beds each night. Five hostels were company-operated, one was an Indigenous Youth Mobility Program hostel in Coffs Harbour and nine were community-owned and operated under the Community Hostels Grants Program. The establishment and operating of the Coffs Harbour accommodation under the Indigenous Youth Mobility Program was a major focus of the region's work during the year.

Highlights and challenges of 2009–10

The major challenges for 2009–10 were the setting up of the Indigenous Youth Mobility Program in Coffs Harbour and the renovations and operations of Musgrave Park Hostel to prepare for its reopening as a company-operated hostel from 1 July 2009.

The setting up of the Coffs Harbour house involved an extensive search for appropriate staff with the right qualifications and experience to support young people to achieve their training and employment goals. Coffs Harbour is a popular area for relocation

and retirement, so finding the appropriate accommodation was also a challenging task. While temporary accommodation was sourced early in the year, it proved to be unsuitable, so an extensive search was conducted before safe, suitable accommodation was identified. Staff turnover in key positions provided an additional challenge, requiring the engagement of temporary staff to ensure appropriate staff ratios and adequate support for participants.

By early June 2010, there were nine participants at the Coffs Harbour site, and additional testing and assessment activities were imminent. A key contributor to improved occupancy rates was the successful establishment of partnerships with national, state and local government agencies and community organisations.

After extensive renovations, the Musgrave Park Hostel in Brisbane, formerly funded by AHL through the Community Hostels Grants Program, came under the direct control of AHL on 1 July 2009. The hostel started taking residents in early November 2009 and has slowly achieved good occupancy since that time. By early June 2010, the hostel had achieved 80 per cent occupancy.

There were a number of challenges with the setting up and operation of Musgrave Park Hostel. Significant renovations were undertaken under the supervision of an architect. New staff with the skills needed to support residents towards independent living were recruited and, along with the residents themselves, are contributing towards excellent outcomes. As an essential complement to the hostel's own services, Musgrave Park Hostel has formed partnerships with a number of services in the inner Brisbane area to assist clients in moving to independent living in the near future.

The Regional Office and company-operated hostels operated to a high standard, meeting

all deadlines and adhering to policy and procedures. The majority of community-operated hostels operated according to the respective rules and guidelines. The Bidjara Hostel at Charleville, operated by the Charleville and Western Areas Aboriginal and Torres Strait Islanders Corporation for Health, unfortunately suffered some major damage due to flooding and had to be closed for three months.

AHL's 2008-09 annual report indicated that Region 4 planned to work with the Indigenous communities of Maryborough, Bundaberg and Gladstone to assist them in developing accommodation options for their members. Work continues on this issue. Ongoing liaison with these communities reveals that they are experiencing considerable difficulty in accessing suitable premises from which to operate hostel and accommodation services. The Regional Office has assisted proponents with referrals to possible funding bodies to support the purchase or rental of suitable properties from which to operate the proposed services.

Region 4 continued to ensure that staff are trained and upskilled in crucial areas, including fire safety and occupational health and safety. A staff member from Musgrave Park Hostel has completed the five-day health and safety representative course and will now focus on training all staff at our company hostels. We will also offer this training to the Community Hostels Grants hostels in our region.

Priorities and outlook for 2010-11

In 2010-11, we hope to progress further with meeting some of the ongoing challenges from 2009-10 and to investigate the accommodation needs of the Wide Bay and Central Queensland communities. We will also work hard to assist our clients to achieve their goals through the provision of safe and

affordable accommodation and through access to culturally appropriate and friendly programs and services.

We will also continue to work with the communities of northern New South Wales to recruit participants for the Indigenous Youth Mobility Program in Coffs Harbour and to form partnerships with prospective trainers and employers to enhance the skills of young Indigenous people in this area.

Region 4 will continue to place high priority on the training and development needs of our staff, to help them develop their skills and to improve the level of service they provide to our residents.

Our residents

AHL staff assist residents of the hostels in our region with access to many programs provided by government and non-government agencies, including medical, tertiary education, employment and training, and welfare services. Thus, hostels provide a stepping stone for many people to achieve their employment and training goals and to move on to independent living for themselves and their families. While accessing these services and developing their capacity for more independent living, residents enjoy the benefits of living in safe, culturally appropriate and affordable accommodation with regular nutritious meals or facilities for self-catering.

Our residents come from all over Australia and use our services for many and varied reasons. Our transitional/homeless hostels cater for single people, couples and families who are accessing services in the area. Residents access various programs during their stay, such as medical, legal, homeless, rehabilitation, education, training and employment services.

The young residents in Coffs Harbour mainly come from around the Northern Rivers

area of New South Wales to access tertiary and training opportunities, giving them the best possible chance to move to full-time employment at the end of their journey.

The majority of residents enjoy their stay with us. In turn, they become effective ambassadors for AHL, promoting the hostels and the services they offer within the community. Word of mouth ensures that hostels in Region 4 receive numerous inquiries from people who have been told of our services by current and past residents. This confirms the efficacy of personal recommendation as an effective marketing tool for AHL.

As reflected in this region's occupancy statistics (72 per cent for company hostels and 78 per cent for community-operated hostels), there has been a consistent demand for accommodation in the region. Indeed, at certain times all rooms were occupied and the hostels had to place people on a waiting list.

Region 4 has noted a trend for local people to seek access to hostels, mainly due to rent increases and the shortage of public housing. We assist these people by referring them to local community housing and welfare groups.

The resident surveys conducted in 2009 and 2010 indicated general satisfaction with the services provided at our hostels. In 2009–10, we placed suggestion boxes at our hostels for residents' comments. Feedback has covered a range of subjects, but most have been related to health and safety issues, showing the importance of this additional way for residents to provide input.

Resident surveys received from hostels across Region 4 in 2009–10 indicated an overall service satisfaction rating of 94 per cent. The remaining 6 per cent of respondents were either not satisfied with the overall service of the hostel or did not indicate a response on the form.

Table 20 shows the percentage of respondents who rated the standard of the services in each of the categories listed as 'OK', 'good' or 'excellent'.

Table 20: Region 4 (Southern Queensland)—Satisfaction categories and percentages

Category	Satisfaction (%)
Accommodation	97
Food	89
Safety and security	95
Cultural environment	93
Staff	97
Overall service	94

Residents learned of the hostels in a variety of ways, including through family and friends, the *AHL Accommodation Guide*, the AHL website, *Hostel News*, the White Pages, Job Network providers and referral agencies. Survey respondents were aged from 18 years through to the elderly. Residents were single young adults, mature age adults and families.

Table 21 shows the reasons respondents accessed hostel services and the percentage in each category.

Table 21: Region 4 (Southern Queensland)—Residency reasons and percentages

Residency reason	Proportion of total (%)
Education and/or study purposes	13
Homelessness	2
Awaiting government housing	55
Accessing medical services	14
Employment or other reasons	16
Total	100

Learning and growth

Along with ensuring that staff receive essential on-the-job training in areas such as food safety and hygiene, fire safety, occupational health and safety and financial operations, Region 4

encourages staff to identify their own training needs to help them access further training to enhance their skills in the workplace. Becoming proficient in key areas such as financial operations and the maintenance of occupational health and safety standards means that staff can be considered for acting positions and, if they wish, may apply for hostel manager positions as they become vacant. Where possible, a 'train the trainer' approach is adopted, increasing the return on the company's investment in training, and assisting both the trainer and the other trainees.

Staff working with Indigenous Youth Mobility Program participants need a particular range of skills to help them provide optimal support and guidance to the young participants. Accordingly, staff of the Coffs Harbour house recently received training in testing and assessment, fire safety and first aid. One of our experienced managers from Brisbane also provided training for the program manager and Residential Youth Workers in some of the broader operational issues that arise across all accommodation categories.

Our hostels also share their best practice ideas, both formally in meetings and through providing for opportunities for staff to help out at other hostels when needed. We have a minimum of three hostel manager and occupational health and safety meetings and at least two all-staff meetings during each year. Extending the commitment to best practice, Region 4 shares its operational procedures, information and ideas with the community-operated hostels, and they reciprocate to the mutual benefit of all.

Staff from Region 4 visit each community-operated hostel at least three times per year to assess its programs and inspect the accommodation. During these visits, we encourage the organisations to submit

appropriate requests for funds for training. We also extend invitations to planned AHL training sessions.

Partnerships

Over the years, Region 4 has formed many partnerships, the primary aim of which is to assist our residents. At the company hostel level, we have partnerships with Centrelink, local Indigenous health providers, social welfare groups and education and employment groups. Yumba and Jane Arnold hostels benefit from a visiting service provided by a local Indigenous preschool group. Neville Bonner Hostel in Rockhampton has a fortnightly crafts and health information session for women, which is attended by the general Indigenous community as well as our residents.

At the Musgrave Park Hostel, our residents attend programs with local housing providers to enable them to attain independent living. Our other transitional hostels tap into similar programs in their areas.

Three of our community-operated hostels partner with the Office for Aboriginal and Torres Strait Islander Health to provide a substance use program for clients in Brisbane, Cherbourg and Bundaberg. Two of our community-operated hostels partner with the Queensland Department of Communities and receive funding through specialist homelessness programs.

The Indigenous Youth Mobility Program house in Coffs Harbour has many partnerships to assist with the program, for example with Coffs Harbour City Council, Coffs Harbour Education Campus, local businesses and local Indigenous organisations.

Internal processes

Region 4 was able to maintain a healthy average of 94 per cent of staff being

Indigenous. One of the main reasons for this is the stability of the workforce in the region: several staff have more than 10 years employment with AHL.

At least twice a year, Region 4 has a full staff meeting to discuss issues of concern to staff, followed by a social get-together to enhance team building. The meetings also provide some in-house training in best practice. Hostel staff share their experiences, the solutions they have developed to problems and challenges, and best practice in the way hostel work is undertaken.

Three times a year, Region 4 holds managers' meetings to discuss matters that affect the operations of our hostels. Each is followed by an occupational health and safety meeting. We place high importance on the safety of our staff and residents, and regular inspections are carried out by our occupational health and safety representatives.

Financial

The average occupancy for our company hostels was 72 per cent in 2009-10, an improvement on the previous year's figure of 68 per cent. Income for the hostels was close to budget, and there are minimal bad debts in the region. Managers are vigilant in pursuing bad debts through agencies and strictly enforce the 'No Pay, No Stay' policy. All hostels are well maintained, and we look forward to further renovations in 2010-11.

The occupancy for the community-operated hostels was 79 per cent. This figure shows that there is a need for these services. During the year, AHL provided \$72,795 in capital funds for these hostels in Region 4, enabling essential repairs on sewerage infrastructure to be completed and the purchase of furniture and whitegoods to improve resident amenity.

Occupancy at Coffs Harbour was 16 per cent, with a steady increase over the period it was open.

Table 22: Region 4—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Brisbane							
Born Free	H	13	Born Free Club Ltd	\$65,707	64	83	80
Bowman Johnson	H	20	Murri Watch	\$194,955	87	87	83
Elley Bennett	T	27	AHL	AHL	83	68	79
Jane Arnold	T	30	AHL	AHL	72	63	70
Jesse Budby Healing Centre	SUR	28	Qld Aboriginal and Torres Strait Islander Corporation for Alcohol and Drug Dependence Service	\$136,530	80	72	79
Joyce Wilding	T	27	One People of Australia League Ltd	\$234,629	100	100	95
Musgrave Park	H	15	AHL	AHL	66	77	36

				Funding (\$)	Occupancy (%)		
Hostel	Cat	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Yumba	TET/T	54	AHL	AHL	74	67	73
Bundaberg							
YAAMBA Men's	SUR	12	Yaamba Aboriginal and Torres Strait Islander Corporation for Men	\$86,501	76	72	66
Charleville							
Bidjara School of Arts	T	10	Charleville and Western Areas Aboriginal and Torres Strait Islanders Corporation for Health	\$99,298	56	89	44
Cherbourg							
Wunjuada	SUR	12	Wunjuada Aboriginal Corporation for Alcohol and Drug Dependence	\$107,199	56	76	74
Coffs Harbour							
Arthur	IYMP	20	AHL	\$469,198 (DEEWR)	—	—	16
Dalby							
Gamba Lodge	T	10	Murrumba Aboriginal Housing Corporation Service	\$88,648	63	84	100
Rockhampton							
Milbi Farm	T	13	Milbi Inc.	\$115,429	87	71	61
Neville Bonner	T	48	AHL	AHL	66	71	81

Note: One off capital grants to CHG hostels totalled \$85,801

AC	Aged care	R	Renal
E	Employment and training	SE	Secondary education
H	Homeless	SUR	Substance use rehabilitation
IYMP	Indigenous Youth Mobility Program	T	Transitional/homeless
M	Medical	TET	Tertiary education and training

3.8 New South Wales and the Australian Capital Territory: Region 5



In 2009-10, the company operated 11 hostels in this region and funded nine through the Community Hostels Grants Program. The region also supported two Indigenous Youth Mobility Program houses in Dubbo; the Coffs Harbour site was overseen by Region 4.

Highlights and challenges of 2009-10

In Region 5, the focus has been on further development of the Indigenous Youth Mobility Program and secondary education hostels, and particularly on occupancy (attracting and retaining residents), community awareness, staffing and training.

Region 5 worked very closely with the Accommodation Services Division in Central Office to implement changes in the operation of our secondary education hostels, in accordance with the National Indigenous Education Agenda. This new strategic direction has seen the region implement key changes that will build on the current experience of AHL, with a focus on improving the overall retention rate of our students.

The introduction of education advisory groups for the secondary hostels has proved very worthwhile. Working with other key agencies to address the needs of the students across a range of areas, including academic and pastoral care, will allow AHL to gain a better understanding of the support mechanisms that we need to have in place to ensure retention and success for the students. The implementation of the twice-yearly secondary education census will also play a significant role in allowing hostels to capture key data relating to the students, supporting analyses of what is working and what is not.

An early success was the eight-week course conducted at Dubbo as part of a partnership with the Australian Defence Force and the New South Wales Police Force. The 16 participants undertook an Indigenous Employment Development Course, which included training in general job preparation skills; health, fitness and first aid; accelerated literacy and numeracy; teamwork; and communication. Participants also experienced a five-day Indigenous leadership course delivered by the Department of Families, Housing, Community Services and Indigenous Affairs, undertook familiarisation and base visits, and received additional support through the Australian Defence Force recruiting process.

In the first half of 2010, there was a significant rise in occupancy at the Sydney and Newcastle secondary education hostels. All hostels are receiving applications and should see further improvements in occupancy and retention figures in 2010-11. The further development of consultative meetings with the respective hostel Advisory Committees will continue, as they have become an important feature of the way secondary hostels in Region 5 are managed.

At a relatively late stage of the year, the region saw an increase in occupancy at Indigenous Youth Mobility Program locations. Further planning is underway to ensure the retention of participants throughout 2010-11.

Staff retention has been an ongoing issue throughout 2009-10. Difficulty in attracting experienced staff has persisted. This is likely to continue, given the competitive nature of the public sector within New South Wales, particularly the Sydney metropolitan area, and in the Australian Capital Territory. There is also competition from non-government agencies, which now offer highly competitive salaries.

Priorities and outlook for 2010-11

We expect that current occupancy rates at Warrina Secondary Education Hostel in Dubbo will improve. Strategies to achieve this will include further marketing of the hostel and the implementation of an approach partnering Warrina with the Indigenous Youth Mobility Program houses and developing a through-care model that offers students options to undertake school-based traineeships during Years 11 and 12. Students will also be offered an option to move through to the Indigenous Youth Mobility Program houses to undertake further tertiary studies or training on completion of Year 12.

The Chicka Dixon, Ngadu and Tony Mundine hostels all fall within the scope of the Coastal Sydney Homelessness Action Plan. Information in the plan suggests that these hostels will see further increases in demand due to migration trends, which include both migration from regional and remote areas of New South Wales and increasing migration from the outer Sydney metropolitan areas towards the city to access services. Australian Institute of Health and Welfare analysis indicates that in 2006 coastal Sydney had the largest proportion of Indigenous homeless people (21 per cent) in New South Wales.

The plan identifies several strategies to address current and projected trends in homelessness, including among the identified priority group of Aboriginal people, with a specific emphasis on rough sleepers, young people, people staying with relatives and friends, and people leaving corrective services and institutional care. The strategies emphasise the value of case management and brokerage approaches specific to the needs of Aboriginal people, the need for integrated planning for key transition points such as leaving corrective services, and the importance of outreach. AHL plays a strong role, particularly through its homeless and transitional hostels, in housing residents otherwise highly vulnerable to long-term homelessness, helping them to access relevant services and where possible transition to more permanent forms of accommodation. However, in Sydney, the wait for any kind of independent living arrangements can be extremely lengthy; many of our residents have to remain with us for longer than they or we would wish.

During 2010-11, Region 5 will continue to build capacity in its hostels. Continued participation in the Sydney Coastal Region Homelessness Committee, which allows the coordinated implementation of strategies in conjunction with other agencies, will be one of a number of ways to build capacity and to attract other service providers to the hostels, helping to ensure the provision of wraparound services and support and referral for our residents to appropriate agencies.

Our residents

The majority of residents in Region 5 continue to come from New South Wales, although we have short-term residents from as far afield as Central Australia and Far North Queensland. Most secondary and tertiary students are originally from regional New South Wales towns such as Dubbo, Brewarrina, Bourke, Walgett and Moree. Most are seeking access to services not available in their local areas.

Resident surveys received from hostels across Region 5 in 2009–10 indicated an overall service satisfaction rating of 92 per cent. The remaining 8 per cent of respondents were either not satisfied with the overall service of the hostel or did not indicate a response on the form. Table 23 shows the percentage of respondents who rated the standard of the services in each of the categories listed as 'OK', 'good' or 'excellent'.

Table 23: Region 5 (NSW)—Satisfaction categories and percentages

Category	Satisfaction (%)
Accommodation	96
Food	84
Safety and security	96
Cultural environment	91
Staff	96
Overall service	92

Residents learned of the hostels in a variety of ways, including through family and friends, the *AHL Accommodation Guide*, the AHL website and referral agencies. Survey respondents were aged from 18 years through to the elderly. Residents were identified as single young adults, mature age adults and families. Table 24 shows the reasons respondents accessed hostel services and the percentage in each category.

Table 24: Region 5 (NSW)—Residency reasons and percentages

Residency reason	Proportion of total (%)
Education and/or study purposes	61
Homelessness	8
Awaiting government housing	22
Employment or other reasons	9
Total	100

Learning and growth

All houseparents in Region 5 attended houseparent training in Canberra facilitated by Central Office staff during April 2010.

There has been positive feedback from all participants, indicating that the training had provided them with a broad range of information which they have taken back to their hostels and applied effectively.

Other training undertaken by staff included first aid training, occupational health and safety training and emergency procedures training.

Partnerships

Many informal partnerships have been developed throughout the region. Formal partnerships, such as the memorandum of understanding between AHL and the Office for Aboriginal and Torres Strait Islander Health, have required ongoing meetings between both agencies in Sydney.

Of particular interest is Region 5's involvement with the New South Wales—Australian Government Indigenous Affairs Forum. This initiative is facilitated by FaHCSIA and involves a number of state managers who meet every two months to focus their responsibilities under the COAG "Closing the Gap" framework. AHL participates in this forum, which provides an opportunity to identify common priorities that will allow all involved to collaborate on practical strategies to improve service provision and coordination.

A strategy has been developed under the Indigenous Affairs Forum's 'Two ways together' agenda to identify organisations within the region, with the aim of developing partnerships across a range of sectors, including local, state and national government agencies, non-government organisations and community-based organisations.

AHL's involvement in the first phase of the strategy includes representation on relevant committees and participation in meetings that are specific to AHL's core business. Through this means, AHL has established links with a range of organisations including the Office for Aboriginal and Torres Strait Islander Health, Housing NSW, the New South Wales Department of Human Services Juvenile Justice Section, FaHCSIA, the National Association for the Prevention of Child Abuse, the Indigenous Police Recruitment Out West Delivery Program, the Department of Education and Training, TAFE NSW and the Murri Pataki Regional Enterprise Corporation.

A rise in occupancy at Indigenous Youth Mobility Program houses in Dubbo can be directly attributed to this strategy and to an intensive approach to marketing by the program's Project Manager. Participants now living at both locations in Dubbo are undertaking courses at Dubbo TAFE. Future participants in the Indigenous Police Recruitment Program, which is also partnered with Dubbo TAFE, are expected to stay in the two Dubbo houses for 18 weeks during the program.

Internal processes

Intensive effort has been made to attract and retain highly skilled and knowledgeable staff across the region. Attracting staff who have a high level of cultural competency combined with experience in working with Aboriginal communities at a grassroots level and within the public sector is a priority. Of particular importance to the Indigenous Youth Mobility Program is having trained Residential Youth Workers.

Currently, 85 per cent of the staff of Region 5 is Indigenous. At the end of the year, a number of vacancies were in the process of being filled, which was expected to lead to a satisfactory staffing profile at the beginning of 2010-11. The retention of staff has improved, and an acceptable level of applications for advertised positions has been achieved.

Financial

The overall occupancy rates for the 2009-10 year were 54 per cent for company-operated hostels and 80 per cent for community-operated hostels. The company hostel figure reflects the difficult operational issues experienced within all hostels in the first half of the year. The second half of the year saw a clear rise in occupancy, particularly in secondary education hostels, where we have seen a large number of successful applications and positive retention figures.

Compliance with the 'No Pay, No Stay' policy has been good across all hostels, resulting in minimal individual debt. A continued rise in occupancy across the hostels has seen an improvement in actual income.

Table 25: Region 5—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Armidale							
Ee Kee Na	TET	14	AHL	AHL	84	100	78
Alstonville							
Namatjira Haven	SUR	14	Namatjira Haven Ltd	\$98,828	59	73	77
Ballina							
Sheraton House	H	7	Centacare	\$33,617	100	94	100
Brewarrina							
Orana Haven	SUR	20	Orana Haven Aboriginal Corp.	\$51,837	72	63	41
Canberra							
Kambah	E	10	AHL	AHL	–	–	20
Cessnock							
Gu-Dgodah	SUR	16	Ngaimpe Aboriginal Corp.	\$85,300	94	93	93
Mayaroo	T	10	Black Creek Aboriginal Corp.	\$60,618	80	84	78
Dubbo							
Warrina	SE	36	AHL	AHL	44	39	30
IYMP Dubbo							
Grey	IYMP	7	AHL	\$153,614 (DEEWR)	–	67	Included in figure for all Dubbo IYMP sites (see below)
Oxley	IYMP	9	AHL	\$207,431 (DEEWR)	16	100	Included in figure for all Dubbo IYMP sites (see below)
All Dubbo IYMP sites							24
Kempsey							
Benelong's Haven	SUR	50	Benelong's Haven Ltd	\$186,741	100	100	100
Moree							
Roy Thorne	SUR	12	Roy Thorne Substance Misuse Rehabilitation Centre Inc.	\$103,658	67	66	71

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Newcastle							
Durungaling	TET	14	AHL	AHL	51	69	48
Kirinari	SE	14	AHL	AHL	55	44	72
Sydney							
Biala	SE	21	AHL	AHL	50	51	43
Chicka Dixon	T	12	AHL	AHL	75	77	90
Kirinari (Sylvania)	SE	30	AHL	AHL	71	54	49
Mark Ella (ceased operating 31 December 2009)	TET	12	Lloyd McDermott Rugby Development Team	\$52,427	66	84	55
Ngadu	T	12	AHL	AHL	47	62	71
Tony Mundine	TET	27	AHL	AHL	79	67	81
Tamworth							
Tamworth	T	30	AHL	AHL	41	40	44
Wyong							
The Glen	SUR	20	Ngaimpe Aboriginal Corp.	\$85,194	91	95	77

Note: One off capital grants to CHG hostels totalled \$40,029

AC	Aged care	R	Renal
E	Employment and training	SE	Secondary education
H	Homeless	SUR	Substance use rehabilitation
IYMP	Indigenous Youth Mobility Program	T	Transitional/homeless
M	Medical	TET	Tertiary education and training

3.9 Victoria and Tasmania: Region 6



Region 6 covers both Victoria and Tasmania. With the establishment of the Indigenous Youth Mobility Program in Tasmania, there is now an active presence in both states. The merger with Region 7, described more fully in that region's report, has brought some changes to Region 6. During 2009-10, the company operated six hostels, totalling 82 beds, in Victoria and two Indigenous Youth Mobility Program (IYMP) sites in Hobart. An additional 112 beds were funded at six Victorian hostels through the Community Hostels Grants Program.

Highlights and challenges of 2009-10

A highlight of 2009-10 was the successful establishment of the Indigenous Youth Mobility Program in Hobart. This presented challenges in identifying safe accommodation and in recruiting suitably qualified staff. After a successful initiative in which 27 young people participated in an intensive eight-week Australian Defence Force Indigenous Pre-Recruitment Course, the focus has changed to supporting young people in ongoing study, training and apprenticeships. Some of the first students recruited are from the Bass

Strait islands and are studying education. The challenge for 2010-11 is to build on the partnerships already established with the Tasmanian community in order to increase the number of participants.

As foreshadowed in AHL's 2008-09 Annual Report, the region is continuing to work towards accreditation under the requirements of the Department of Human Services Homelessness Assistance Service Standard. It is expected that full accreditation will be achieved around the end of September 2010.

This region has continued its partnerships with Merri Outreach Housing Support and with the North East Housing Service to deliver better accommodation services. This has resulted in a much enhanced level of caseworker support being provided to some of the most vulnerable residents at the William T Onus Hostel, making it possible for them to move to a more independent level of accommodation as the first step in improving their circumstances.

The region has continued to build on the successful partnership between AHL and the Royal Children's Hospital. Eligibility to stay at the Kevin Coombs Hostel has now been extended to the families of Indigenous patients at other Melbourne hospitals, resulting in some improvements in occupancy.

Priorities and outlook for 2010-11

Region 6 will continue to develop ongoing sustainable relationships with national, state and local governments and agencies and with community organisations. A number of potential new partnerships are in the early stages of negotiation. AHL has established a partnership with the University of Tasmania in order to access additional accommodation for Indigenous Youth Mobility Program participants.

Our residents

Most hostel residents in Victoria are from within the state, and many are experiencing homelessness. Others come from remote areas around the country, for example because their children are undergoing life-saving treatment at the Royal Children's Hospital.

Many of the residents who stay at the hostels in Victoria lack the skills to live in the broader community, making them effectively homeless. Approximately 85 per cent of the residents in our Melbourne homeless and transitional hostels fall into this category. While many of them do move out, around 90 per cent of those who do so return to the hostel. There is an urgent need for our ex-residents to have easier access to secure, safe, affordable accommodation with sufficient support to enable them to maintain their tenancies.

Resident surveys received from hostels across Region 6 in 2009–10 indicated an overall service satisfaction rating of 96 per cent. The remaining 4 per cent of respondents were either not satisfied with the overall service of the hostel or did not indicate a response on the form. Table 26 shows the percentage of respondents who rated the standard of the services in each of the categories listed as either 'OK', 'good' or 'excellent'.

**Table 26: Region 6
(Victoria and Tasmania)—
Satisfaction categories and percentages**

Category	Satisfaction (%)
Accommodation	96
Food	96
Safety and security	98
Cultural environment	93
Staff	96
Overall service	96

Residents learned of the hostels in a variety of ways, including through family and friends, the *AHL Accommodation Guide*, the AHL website, *Hostel News*, the White Pages, Job Network providers and referral agencies. Survey respondents were aged from 18 years through to the elderly. Residents were identified as single young adults, mature age adults and families. Table 27 shows the reasons respondents accessed hostel services and the percentage in each category.

**Table 27: Region 6
(Victoria and Tasmania)—
Residency reasons and percentages**

Residency reason	Proportion of total (%)
Education and/or study purposes	6
Homelessness	19
Awaiting government housing	57
Accessing medical services	1
Employment or other reasons	17
Total	100

Learning and growth

During 2009–10 there was a focus on staff training in occupational health and safety, including first aid. As part of a national program, a two-day occupational health and safety training session was delivered. Staff feedback was extremely positive.

The region achieved 99 per cent attendance at the annual emergency evacuation procedure training. The region's Finance Officer attended training in the new finance system in Central Office. Two staff from the region were to attend the National Association for Rural Student Accommodation Conference in Cairns from 6 to 9 July 2010.

Partnerships

AHL continues to maintain its partnership with the Royal Children's Hospital through its operation of the Kevin Coombs Hostel, which provides accommodation to the carers and families of sick children, and on occasion to families of those in other hospitals.

Internal processes

Eighty-eight per cent of the staff of the region are Indigenous. There have been difficulties in maintaining a stable complement of

skilled staff, although every effort is made to anticipate vacancies and fill them promptly.

Four occupational health and safety meetings were held in 2009-10.

Financial

Victoria's financial position is sound, with a minimum debt ratio. All hostels are operating close to budget. The overall occupancy rate for company hostels was 62 per cent and for community-operated hostels was 59 per cent.

Table 28: Region 6—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Ballarat							
Ronald Cameron	T	14	Ballarat District Aboriginal Co-operative	\$124,092	55	59	56
Healesville							
Worawa College	SE	58	Worawa Aboriginal College	\$83,885	59	52	46
Hobart IYMP							
New Town	IYMP	7	AHL	\$219,969 (DEEWR)	—	—	Included in figure for all Hobart IYMP sites (see below)
Rokeby	IYMP	9	AHL	\$224,451 (DEEWR)	—	—	Included in figure for all Hobart IYMP sites (see below)
All Hobart IYMP sites							19
Melbourne							
Galiamble Half Way House	SUR	20	Ngwala Willumbong Aboriginal Co-operative Ltd	\$133,474	73	71	64
George Wright Hostel	H	12	AHL	AHL	65	61	69

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Lady Gladys Nicholls	TET/T	14	Aboriginal Advancement League	\$101,515	59	69	81
W T Onus	T	27	AHL	AHL	71	67	60
Winja Ulupna	SUR	7	Ngwala Willumbong Aboriginal Co-operative Ltd	\$80,468	75	74	69
Kevin Coombs	M	10	AHL	AHL	40	28	33
Mildura							
Harry Nanya	T	13	AHL	AHL	73	44	67
Shepparton							
Geraldine Briggs	T	20	AHL	AHL	66	57	73
Toolamba							
Percy Green Memorial	SUR	7	Ngwala Willumbong Aboriginal Cooperative Ltd	\$85,185	84	91	81

Note: One off capital grants to CHG hostels totalled \$36,439

AC	Aged care	R	Renal
E	Employment and training	SE	Secondary education
H	Homeless	SUR	Substance use rehabilitation
IYMP	Indigenous Youth Mobility Program	T	Transitional/homeless
M	Medical	TET	Tertiary education and training

3.10 South Australia: Region 7



During 2009–10, Region 7 operated five company hostels, with a total of 70 beds, and four Indigenous Youth Mobility Program houses. Funding was also provided, under the Community Hostels Grants Program, for 14 beds in one hostel.

Highlights and challenges of 2009–10

A major development during the year was the administrative merger of the Region 6 and Region 7 offices. This was part of AHL's implementation of the Ernst & Young review, and also formed part of the enterprise bargaining negotiations. The merger has enabled economies of scale to be achieved. To ensure responsiveness to local needs, Regional Office staff are located in both Melbourne and Adelaide, with two staff located in an office complex at Luprina Hostel in Adelaide.

A special highlight of the year was the June 2010 reunion, organised by SA Link-up and AHL, of women who had lived in homes run in Adelaide by the United Aborigines Mission, including Tanderella Girls' Home and the Colebrook Home. Tanderella operated between 1952 and 1973 and for part of that time was located in Torrensville. The house still stands, and it now operates as Allan Bell House to accommodate female participants in the Indigenous Youth Mobility Program.

Eight former residents attended the reunion. Apart from enjoying afternoon tea and the opportunity to share memories, they joined with the Indigenous Youth Mobility Program participants to watch a slide presentation put together by Faith Thomas. Faith, who lived at Colebrook, was the first Indigenous person to be selected to play cricket for her country and the first Indigenous woman to be selected to play any sport for Australia. She remains the only Aboriginal woman to play international cricket for Australia. Other ex-residents who attended included Professor Lowitja O'Donoghue, AC CBE, and Ms Avis Gale, well known within AHL as a former hostel manager.

A special feature of the afternoon was the rapport between these senior women and the young women who are currently participating in the Indigenous Youth Mobility Program. Although their journeys may have been very different, there was a real sharing of experience and emotion among the age groups. Photographs of the history of Tanderella and Colebrook have been assembled into a poster now on display at Allan Bell House. The intangible memories are an even more lasting legacy of this unique occasion.



Tanderra and Colebrook homes, ex-residents, Pam Keith, Doris Kartinyeri, Lowitja O'Donoghue, Lorraine Dare, Faith Thomas, Patricia Dare and Avis Gale with Indigenous Youth Mobility Program participants and SA Link-Up staff at a reunion at Allan Bell House, June 2010.

Priorities and outlook for 2010-11

In 2010-11, the region will focus intently on putting the company's Corporate Plan into practice, so that it leads to outcomes consistent with the company's vision.

At the local level, Region 7 will increase its focus on building sustainable networks and forge new partnerships with communities, particularly those in the more rural and remote areas of South Australia.

Our residents

The South Australian hostels received high numbers of Indigenous clients through agency referrals from the Northern Territory. Most are medical transients from the Anangu, Pitjantjatjara, Yankunytjatjara (APY) lands, and from Darwin and surrounding areas. The clients need safe, culturally appropriate and comfortable accommodation in order to access specialist services in Adelaide, particularly renal dialysis.

Transitional residents, whether self- or agency-referred, are generally from rural and remote South Australia. They are usually in transit to Adelaide or Port Augusta to visit family members or access service providers for professional assistance, and are in need of affordable temporary accommodation.

Resident surveys received from hostels across Region 7 in 2009–10 indicated an overall service satisfaction rating of 97 per cent. The remaining 3 per cent of respondents were either not satisfied with the overall service of the hostel or did not indicate a response on the form. Table 29 shows the percentage of respondents who rated the standard of the services in each of the categories listed as 'OK', 'good' or 'excellent'.

Table 29: Region 7 (South Australia)—Satisfaction categories and percentages

Category	Satisfaction (%)
Accommodation	100
Food	95
Safety and security	100
Cultural environment	95
Staff	97
Overall service	97

Residents learned of the hostels in a variety of ways, including through family and friends, the *AHL Accommodation Guide*, the AHL website, *Hostel News*, the White Pages, Job Network providers and referral agencies. Survey respondents were aged from 18 years through to the elderly. Residents were identified as single young adults, mature age adults and families. Table 30 shows the reasons respondents accessed hostel services and the percentage in each category.

Table 30: Region 7 (South Australia)—Residency reasons and percentages

Residency reason	Proportion of total (%)
Education and/or study purposes	12
Homelessness	12
Awaiting government housing	17
Accessing medical services	57
Employment or other reasons	1
Total	100

Learning and growth

Region 7 emphasises the importance of staff development. All staff are encouraged and assisted to enhance their skills, abilities and aptitudes, giving them greater self-confidence in the contribution they make to achieving the company's objectives and supporting residents to reach their goals.

Fire warden training and courses in senior first aid, food preparation, food hygiene and chemical handling are conducted on a regular basis throughout the year. This helps to ensure that occupational health and safety standards are consistently met and that the safety of staff, colleagues, residents and visitors is never compromised. Specialised training (for example, in payroll administration) is delivered on an individual basis, including through secondment to Central Office.

Partnerships

The region has achieved sustainable partnerships with many government and non-government organisations in South Australia. The region works with many agencies to ensure a holistic approach to the health, education, employment, social and emotional wellbeing, and safety of our residents. Partners include the Department of Education, Employment and Workplace Relations, Mission Australia, Housing SA and Families SA (both divisions of the South Australian Department for Families and Communities), the South Australian Department of Health, and the Crisis Care Unit.

The region will continue to discuss the Community Hostels Grants Program with state and community-based organisations to help improve existing services and strengthen community capacity to manage accommodation facilities in areas of community need.

Internal processes

The Regional Office, in partnership with the hostels, takes a proactive approach to staff accountability, responsibility and morale through regular formal and informal meetings. During 2009-10, staff retention rates improved and staff skills matched the needs of the organisation. The number of untoward incidents and accidents decreased.

The region continually reviews its internal processes to ensure compliance with benchmarks and governance requirements.

The proportion of Region 7 staff who are Indigenous is 76 per cent.

Financial

Region 7 hostels are generally meeting the key financial performance indicators. Not all patterns are consistent, due to fluctuations in occupancy rates (which may be related to seasonal factors or community activities) and unforeseen needs for repairs and maintenance.

The occupancy rate for company-operated hostels was 79 per cent, with four of the five company-owned hostels operating at between 75 and 95 per cent occupancy. The high occupancy rates help to ensure that budgeted levels of tariff income are achieved, decreasing the level of subsidy required while supporting the required level of expenditure. Occupancy rates for community-operated hostels averaged 54 per cent.

Table 31: Region 7—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Adelaide							
Gladys Elphick	T	11	AHL	AHL	57	74	85
Luprina	T	20	AHL	AHL	77	77	68
Mulgunya	M	9	AHL	AHL	79	75	79
Nindee	T	20	AHL	AHL	57	77	79
Adelaide IYMP							
Allan Bell House	IYMP	11	AHL	\$307,339 (DEEWR)	20	83	Included in figure for all Adelaide IYMP sites (see below)
Karinga	IYMP	9	AHL	\$246,327 (DEEWR)	—	—	Included in figure for all Adelaide IYMP sites (see below)
All Adelaide IYMP sites							54
Murray Bridge							
Barrie Wiegold	SUR	14	Kalparrin Assoc. Inc.	\$79,184	54	82	64
Port Augusta							
Lois O'Donoghue	T	10	AHL	AHL	54	58	93
Port Augusta/Whyalla IYMP							
Johnson	IYMP	8	AHL	\$156,815 (DEEWR)	—	—	Included in figure for all Port Augusta/Whyalla IYMP sites (see below)
Russell	IYMP	6	AHL	\$159,204 (DEEWR)	—	—	Included in figure for all Port Augusta/Whyalla IYMP sites (see below)
All Port Augusta/Whyalla IYMP sites							18

Note: One off capital grants to CHG hostels totalled \$73,647

AC Aged care

E Employment and training

H Homeless

IYMP Indigenous Youth Mobility Program

M Medical

R Renal

SE Secondary education

SUR Substance use rehabilitation

T Transitional/homeless

TET Tertiary education and training

3.11 Central Australia: Region 8



Jean Ah Chee
Regional Manager

Region 8 draws residents from across the centre of Australia and beyond. Most hostels are in Alice Springs, reflecting its importance as a service centre. During 2009–10, there were five company-operated hostels, providing 244 beds, and two were funded under the Community Hostels Grants Program, supplying another 30 beds.

During the year, for the first time, the region managed two Indigenous Youth Mobility Program houses. This accommodation and the wraparound services associated with it provided valuable opportunities for young people to get a start in the world of education, training and employment.

Highlights and challenges of 2009–10

A feature of work during 2009–10 was a focus on planning and the development of new services, embodying innovative and flexible models to reflect the diversity of needs experienced over the life cycle.

A highlight within the Indigenous Youth Mobility Program has been the relationships that have been created with training organisations, employers and job networks, such as Aboriginal Employment Services,

the Batchelor Institute of Indigenous Tertiary Education, Catholic Care, the Centre for Appropriate Technology, Charles Darwin University, the Institute for Aboriginal Development, Imparja Television, JobFind, the Northern Territory Government and Tangentyere Council. We are also negotiating a memorandum of understanding with the Waltja Tjutanku Palyapayi Aboriginal Corporation to work as the Indigenous community facilitators within Central Australia.

The Regional Office has been an active player in the Alice Springs Transformation Plan, which was announced on 2 May 2009. The plan aims to improve life outcomes for Aboriginal residents and visitors in Alice Springs and to reduce homelessness through housing and infrastructure upgrades and expanded support services. The Australian and Northern Territory governments are working in partnership with the corporate and community sectors, particularly Aboriginal organisations, to achieve the transformation and deliver sustainable improvements in service delivery.

AHL has a specific role in the planned establishment of a Visitor Accommodation Park in Alice Springs. Apmere Mwerre Visitor Park will provide short-term accommodation (up to two weeks) for a maximum of 150 people in cabins, in tents or camping in swags. The Visitor Park is currently scheduled for handover to AHL and the commencement of operations in November 2010.

Work with the Northern Territory Government on the design and possible management of the Mount Gillen Hostel in Alice Springs has continued. This hostel will provide accommodation for up to 65 people with a range of medical and social needs.

Region 8 traditionally experiences high occupancy, which continued in 2009–10. Indeed, for several of the company hostels,



including the Ayiparinya Hostel, Topsy Smith Hostel, Wangkana-Kari Hostel and Hetti Perkins Home for the Aged, there were waiting lists during much of the year.

A milestone for the Hetti Perkins Home for the Aged was successfully meeting all of the required 44 accreditation standards during an accreditation exercise conducted by the Aged Care Standards and Accreditation Agency in March 2010.

Priorities and outlook for 2010-11

A major priority for 2010-11 will be ensuring that the Apmere Mwerre Visitor Park becomes a successfully managed site playing a strong part in reducing homelessness and overcrowding in Alice Springs. The region will also strive to increase the occupancy of the Indigenous Youth Mobility Program houses to their maximum capacity.

More work will be done during 2010-11 to try to achieve better recruitment outcomes and raise the percentage of the region's staff who are Indigenous.

Our residents

Most of our residents come from remote communities in Central Australia, South Australia, Western Australia, Queensland and the Barkly region. They come to Alice Springs for access to medical treatment, government services, education, shopping and important community events such as the football, the rodeo and the Alice Springs show. For the secondary students at the Wangkana-Kari Hostel in Tennant Creek, the hostel provides vital opportunities to complete their secondary education while living in a safe and supportive environment.

Our annual resident surveys show that residents are generally happy with the services we provide. Throughout the year, residents

also assist us by providing verbal comments on their experiences at the hostels.

Residents are particularly keen to comment on the meals we provide. Generally, comments are positive, reflecting the responsiveness of our kitchen staff to resident preferences. Hostels in the region also benefit from external advice on the nutritional content of food, and where possible make recommended changes, for example by increasing the use of brown rather than white bread.

Resident surveys received from hostels across Region 8 in 2009-10 indicated an overall service satisfaction rating of 94 per cent. The remaining 6 per cent of respondents were either not satisfied with the overall service of the hostel or did not indicate a response on the form. Table 32 shows the percentage of respondents who rated the standard of the services in each of the categories listed as 'OK', 'good' or 'excellent'.

Table 32: Region 8 (Central Australia)—Satisfaction categories and percentages

Category	Satisfaction (%)
Accommodation	97
Food	89
Safety and security	97
Cultural environment	91
Staff	95
Overall service	94

Residents learned of the hostels in a variety of ways, including through family and friends, the White Pages, Job Network providers and referral agencies. Survey respondents were aged from 18 years through to the elderly. Residents were identified as adolescents, single young adults, mature age adults and families. Table 33 shows the reasons respondents accessed hostel services and the percentage in each category.

Table 33: Region 8 (Central Australia)—Residency reasons and percentages

Residency reason	Proportion of total (%)
Education and/or study purposes	3
Awaiting government housing	11
Accessing medical services	73
Employment or other reasons	13
Total	100

Learning and growth

Staff in Region 8 attended a range of training programs, with an emphasis on critical areas such as first aid and fire safety. Individual staff members also attended training courses relevant to the specific duties of their positions, including public swimming pool water quality and plant operation; secondary education houseparent training; dementia care; and aged care assessment fundamentals. Attendance at courses specific to the operation of the Hetti Perkins Home for the Aged is vital to ensure that the hostel continues to meet the care needs of its vulnerable elderly residents and maintains its accreditation.

Partnerships

Region 8 continues to maintain a number of partnerships with both government and non-government agencies and organisations. As residents are from many jurisdictions, it is important to maintain links across the relevant states and territories.

Sid Ross Medical Hostel has memorandums of understanding for prepaid beds with organisations in South Australia and with the Northern Territory and Western Australian governments. This is a vital service for people unable to access complex medical services in their own communities but who require speedy access to specialised medical care. Ayiparinya and Topsy Smith hostels have partnerships with renal support organisations

as well as with a range of other Northern Territory Government agencies, including the Department of Family and Community Services and the Department of Health.

The Indigenous Youth Mobility Program has partnerships with Indigenous training organisations based in Alice Springs, Job Services Australia, Youth Services and Northern Territory Government agencies, as well as Centrelink.

The Regional Manager is a Board member of NT Shelter, the peak non-government housing body in the Northern Territory. Other key partnerships include those with FaHCSIA, Tennant Creek High School, Clontarf Aboriginal Football Academy, and Territory Housing. The partnerships with Tennant Creek High School and Clontarf greatly enhance the academic and sporting experience of secondary students at Wangkana-Kari Hostel.

Internal processes

As in previous years, the level of staff turnover and vacancies was a major challenge for this region. Although all positions are promptly advertised, lack of applicants has prevented us filling several positions quickly.

In 2009-10, 58 per cent of the staff were Indigenous. As in previous years, we have placed an emphasis on Indigenous employment, but during 2009-10 we have had difficulty in recruiting Indigenous staff for our hostels. In a concerted effort to overcome this, we have advertised in local newspapers and sent out notices to all local Indigenous organisations and to employment service providers, including specialist Indigenous employment service providers. We have also made direct approaches to potential applicants with the experience and skills we require.

Unfortunately, even with this heightened effort we have not always been successful in recruiting the staff we need when we need them. A strong contributor to this situation is that the company is in competition with the many Aboriginal organisations, government agencies and mining companies who are seeking to recruit Indigenous people. Another key factor is the scarcity of rental housing in both Alice Springs and Tennant Creek. This makes it difficult to recruit staff from outside those locations.

Financial

The region continues to apply AHL's 'No Pay, No Stay' policy. Nevertheless, income has not met budgeted levels. This is largely due to a number of our rooms being unavailable for significant periods while they were undergoing repairs and maintenance. Expenditure on repairs and maintenance was also high, with significant expenditure on plumbing repairs being necessary.

The overall occupancy for company-operated hostels was 90 per cent and for Community Hostels Grants hostels was 57 per cent.

Table 34: Region 8—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Alice Springs							
Ayiparinya	T	94	AHL	AHL	92	89	82
CAAAPU	SUR	20	Central Australian Aboriginal Alcohol Program Unit	\$149,751	62	79	88
Hetti Perkins Home	AC	40	AHL	AHL	89	93	91
St Mary's (funded until December 2009)	PE	10	St Mary's Family Services	\$57,443	78	48	36
Sid Ross	M	40	AHL	AHL	99	100	100
Topsy Smith	R	40	AHL	AHL	71	97	98
Alice Springs IYMP							
Forrest	IYMP	5	AHL	\$124,827 (DEEWR)	-	-	Included in figure for all Alice Springs sites (see below)
Raggatt	IYMP	7	AHL	\$173,883 (DEEWR)	-	-	Included in figure for all Alice Springs sites (see below)
All Alice Springs IYMP sites							32

				Funding (\$)	Occupancy (%)		
Hostel	Cat.	Beds	Operated by	2009-10	2007-08	2008-09	2009-10
Tennant Creek							
Wangkana-Kari	SE	30	AHL	AHL	100	79	87

Note: One off capital grants to CHG hostels totalled \$73,647

AC Aged care
E Employment and training
H Homeless
IYMP Indigenous Youth Mobility Program
M Medical

PE Primary Education
R Renal
SE Secondary education
SUR Substance use rehabilitation
T Transitional/homeless
TET Tertiary education and training

3.12 Finance and Property Division



Overview

The Finance and Property Division is responsible for financial management and reporting, information technology, records management, and building and construction maintenance. The division consults extensively with its customers and clients to improve efficiencies in routine in-house processes and services that support the company's service delivery. The Construction and Maintenance Section makes a significant contribution to the company's risk management and occupational

health and safety management through its building works and fire maintenance and training programs.

Finance Section

Highlights and challenges

For the Finance and Property Division, highlights in 2009-10 included:

- further improvement of bandwidth utilisation resulting in faster and more stable communication between central and regional offices
- continued enhancement and upgrades of the company's computer servers
- implementation of AHL's IT network redesign (existing computer hardware is to be replaced by July 2010 at all sites across Australia; additional computers are to be installed at some hostels, with a focus on secondary education hostels)
- completion of construction of a 40-bed renal dialysis hostel in Townsville in March 2010
- ongoing planning for the construction of a new 20-bed renal dialysis hostel in Port Hedland, Western Australia, with completion expected in October 2011



- completion of construction of a secondary education hostel at Kununurra, Western Australia, in March 2010
- completion of demolition and redevelopment works at Kabalulumana Hostel at Mount Isa, Queensland, in March 2010
- commencement in December 2009 of the construction of the Noongar Elders Home in Perth, Western Australia, with completion due in December 2010
- closure of more hostel bank accounts, following the major consolidation exercise in 2008-09 (contributing to lower bank charges and, with the increased use of online payments through the CommBiz facility, a significant reduction in the number and cost of cheque payments)
- disbursements for students in secondary education hostels in the Northern Territory, Queensland and New South Wales from the Ashley Cooper Trust Fund and the May Ames Trust Fund
- the refurbishment and reopening of Musgrave Park Hostel, Queensland, which is now operated by AHL rather than under the Community Hostels Grants Program as previously
- entry into a contract with FaHCSIA and the Northern Territory Department of Health and Families to construct a 15-bed women's medical hostel in Darwin
- entry into a contract with the Department of Education, Employment and Workplace Relations to construct a 40-bed boarding facility for secondary education students and staff in Wadeye
- the completion of an extension of Katherine Women's Medical Hostel
- exemption from general rates by some local councils for some hostels.

The division continued to look for ways to improve data quality and the timely production of reports. The company looks for staff with the appropriate skills for the work of the division and provides training positions to assist newcomers to develop office and business skills.

The division worked closely with the Accommodation Services Division on specific financial management issues associated with the Indigenous Youth Mobility Program.

Priorities and outlook

The division continued to identify areas for further improvements in the efficiency and cost-effectiveness of its business processes and data and telecommunications services.

As part of these process improvements, new accounting software is being implemented and market assessment is underway to purchase a Hostel Management System.

Challenges in the 2010-11 building and construction program relate to the logistical and price effects of the scarcity of resources, particularly in remote areas.

Systems and IT

Accounting system

AHL acquired a new accounting system—Dynamics Great Plains—from Canberra-based supplier Dynamic Edge. Implementation commenced in May 2010, and the cut-over from the legacy Arrows accounting system was planned for 28 June 2010 at the end of the company's financial year.

Dynamics Great Plains is a modern system that will significantly enhance the efficiency and effectiveness of the company's financial, accounting and reporting functions.



AHL staff training in the new finance system.

Hostel Management System

An independent consultant undertook market testing for a Hostel Management System that is planned for implementation in the later part of 2010–11. The consultant invited responses to a statement of request setting out AHL's criteria for an accommodation booking system. Evaluation of the responses, a recommendation and a decision are expected early in the 2010–11 financial year.

Information technology

The introduction of Citrix WAN optimisation technology has enhanced the communications between Central Office and regional offices, as have other services such as videoconferencing facilities and the company's intranet service. Communication between senior managers,

especially for efficient decision-making, have been improved through the introduction of a BlackBerry enterprise server and BlackBerry phones. Internally managed routers for Central Office and regional offices have also resulted in lower management costs.

The company's Fortinet firewall, in addition to the firewall provided by Telstra, continued to protect us against spam, viruses and other unwanted data. A separate proxy server for hostels and houses continued to minimise inappropriate use of the internet. The online status of hostels and houses is monitored daily so that any connection problems or inappropriate use can be identified and corrected quickly.

AHL continued to review telecommunications and data services to identify potential cost savings and opportunities to improve communication services. Consultation continued with Telstra and other providers on the availability, suitability and cost of current and potential services.

Traineeships

Places for Indigenous trainees are provided in the Finance Section for on-the job experience while trainees are also studying for qualifications in areas such as office administration and financial and information technology management. At the end of their courses, trainees can apply for full-time positions, subject to the availability of vacant positions.

Property

The company spends about \$3.1 million annually to maintain its building assets. Where extensive repairs are required, the site is considered for redevelopment, subject to the availability of funds. About 95 per cent of the 2009–10 major maintenance works program (see Table 35) was completed on schedule.

Table 35: Major maintenance, 2009–10

Region	Actual expenditure (\$ million)
1. Western Australia	0.32
2. Northern Australia	0.98
3. Northern Queensland	0.24
4. Southern Queensland	0.27
5. New South Wales and Australian Capital Territory	0.46
6. Victoria and Tasmania	0.13
7. South Australia	0.21
8. Central Australia	0.41
9. Central Office	0.11
Total	3.13

Fire safety and monitoring

In updating its fire safety and monitoring measures, AHL continued to follow best practice from the Building Code of Australia and the relevant Queensland codes. Wormald continued to provide onsite fire monitoring and maintenance services, checking equipment such as fire extinguishers and fire hose reels every month until March 2010, when those services were taken over by National Fire Safety Pty Ltd. All hostels are linked with a back-to-base monitoring system, which is monitored daily. Anomalies are fixed as soon as possible.

Trimevac provided regular training in fire and emergency evacuation procedures at hostels and houses. Onsite fire measure training is mandatory for staff and is provided once every six months.

Environmental sustainability

In 2009–10, AHL adhered to the environmental regulations set by all tiers of government.

Company processes adhere to the company's Environmental Management System, which is based on the requirements in the AS/NZS ISO 14001:1966 standard.

AHL is committed to minimising the environmental impact caused or potentially caused by the company's activities. Environmental guidelines are implemented in the design and construction of new projects.

Risk management

Strategic and operational risks are reviewed at regular Board and management meetings so that any issues that require resolution can be dealt with in a timely, cost-effective and efficient manner. The company maintains contact with other government agencies to monitor developments in risk management policies and processes. AHL maintains a library of risk management standards published by Standards Australia. The focus of AHL's risk management is on establishing standard procedures in areas such as occupational health and safety, human resources, financial and asset management, and the conservation of resources.

During 2009–10, the AHL Board approved the development and implementation of a Risk Management Strategy.

An independent consultant—Resolution Consulting—drafted the Risk Management Strategy, which was discussed with managers for further development. The strategy will be implemented by managers in accordance with the risk profiles in their particular parts of the company so that risk management continues to be an integral part of the company's day-to-day operations for all staff.

In the annual Comcover survey in 2010, AHL scored a rating of 7.7 compared with a rating of 6.5 in 2008 and 2009. A total of 130 agencies took part in the 2010 survey, with an average rating of 6.3. The level of rating can result in a lower insurance premium.

Comcover introduced a new element in the 2010 survey by measuring an agency's risk

maturity, which reflects the level of investment an agency has made in its risk management framework and its effectiveness in integrating those capabilities into its day-to-day operations. The five levels of risk maturity, from lowest to highest, are Informal, Basic, Top Down, Structured and Risk Intelligent. AHL's risk maturity was assessed by Comcover as 'Structured', which is allocated for ratings between 7 and 9 and is the second highest maturity rating.

Comcover reported that AHL achieved its best scores in positive risk culture, accountability and responsibility, and review and evaluation, while its lowest scores were in business continuity and recovery, risk assessment and risk profiling.

AHL treats the Comcover annual survey results as a valuable contribution to the company's ongoing efforts to improve its risk management strategies and processes.

Business Continuity Plan

AHL's overall risk management framework includes a Business Continuity Plan that has been developed in cooperation with FaHCSIA. The plan was developed in accordance with Australian standards for business continuity processes, which are intended to restore normal business operations within specific timeframes after a disruptive event. The framework for the Business Continuity Plan is the AS/NZS ISO 31000-2009 Risk Management—Principles and Guidelines standard, which replaced the earlier AS/NZS 4360 standard in November 2009.

The new 31000 standard focuses on risk as the effect of uncertainty on business objectives, rather than merely as events that might happen. The new standard includes risk management principles that an organisation should comply with and a management framework for the effective implementation

of those principles into the organisation's management system.

The Business Continuity Plan has been approved by the Executive. AHL and FaHCSIA continue their liaison to ensure that the plan is kept up to date as details and business processes change. The next stage will be testing elements of the plan. This will increase staff capacity to respond to events and will enable AHL to further improve the plan, ensuring that it remains relevant.

Stakeholder management

AHL stakeholders include the Minister, FaHCSIA, the Department of Finance and Deregulation, staff, guests, students, service providers, state and local governments, Indigenous and community organisations, and media outlets.

The AHL Board has supported the development of a Stakeholder Management Plan to provide greater recognition of stakeholders' needs and their capacity to provide input into planning and service delivery.

The plan will be a key component of the company's business development program to provide opportunities for consultation and partnership arrangements with industry and government for the provision of accommodation services.

Exemption from general rates

AHL contacted local governments with a view to gaining exemption from general rates, based on the value of the company's accommodation services to Indigenous people and local communities. Some councils not only granted the exemption but also refunded general rates already paid.

Many local councils already provide an exemption from general rates for AHL sites because of the nature of the services provided by the company. We continue to pay rates for utility services such as garbage collection, water, electricity and gas.

Freeing up ongoing costs such as general rates allows more funds to be allocated to maintaining AHL properties for the benefit of guests, staff and the local community.

3.13 Human Resources Division



Margaret Moore
Divisional Manager

Overview

The work of the Human Resources Division reflects the importance of the role that AHL plays in contributing to closing the gap in Indigenous disadvantage. The division continues to support initiatives developed to improve Indigenous people's access to employment opportunities and to government and community services and programs. The division has worked, and continues to partner with, line managers and senior managers to deliver people management solutions that drive and support AHL's business performance.

Important developments in 2009-10 involved investment in staff development, particularly in the form of whole-of-organisation occupational health and safety awareness training; implementing terms and conditions of employment negotiated for a new enterprise bargaining agreement in consultation with staff and their representatives; undertaking significant redeployment and redundancy exercises in association with the closure of six Indigenous Youth Mobility Program sites; downsizing the Regional Office in Adelaide; and the restructure of regional Community Hostels Grants Program staffing resources to improve the management of the program. A bulk recruitment drive was conducted to establish the seven new Indigenous Youth Mobility Program sites to accommodate the new provider model introduced by the Department of Education, Employment and Workplace Relations in July 2009.

Highlights and challenges

Highlights

For the Human Resources Division, highlights in 2009-10 included:

- negotiation and implementation of two new enterprise agreements
- revision and implementation of the Indigenous Employment and Capability Strategy
- successful management of structural changes and the downsizing associated with the enterprise bargaining process
- upgrading the human resource information system, Empower, to Version 10
- increased research and evaluation capability to build up the body of market intelligence.

AHL a panel member for the Indigenous Employment Program 2009-12

In 2009, AHL was appointed a member of the Department of Education, Employment and Workplace Relations panels on employment and economic and business support, which are part of the department's Indigenous Employment Program. Three proposals were developed, and included the training of selected Indigenous staff as Q Test assessors for the testing and assessment of potential employees. Q Test is a specialised and innovative assessment tool designed to select and assess prospective Indigenous employees through the removal of language, cultural or educational barriers. The other proposals include a language, literacy and numeracy training project and a national occupational health and safety training program.

Challenges

- The number of workers compensation claims increased slightly in 2009-10. Fifteen new claims were submitted to Comcare, compared to 14 new claims in 2008-09. Work is in progress to better understand the reason for the increase and to achieve a better outcome in future years.
- In the current employment climate, the difficulty of attracting an adequate number of suitable candidates is a significant challenge to successful recruitment outcomes.

Priorities and outlook

Priorities for the Human Resources Division in 2010-11 include the following:

- New accommodation models will require different skills sets and staffing mixes, so we will need to re-engineer our traditional approaches to selection, retention and training in order to attract and sustain Indigenous people in employment.
- We will take steps to work productively with the National Coordinator for Tackling Indigenous Smoking to reduce the incidence of tobacco smoking in AHL workplaces.
- We will translate our induction program into an interactive online program as a means of improving staff orientation.
- We will roll out the employee self-service function of AHL's human resources information system to all hostel staff (currently, only administrative staff have access).
- We will develop a customised in-house leadership development strategy and a related module that will provide a comprehensive training tool for managers and supervisors.
- A number of the company's key human resource management documents will be finalised in 2010-11, including:
 - the Human Resource Strategic Policy and Operational Framework
 - the Reconciliation Action Plan
 - AHL's Building Capability Strategy
 - AHL's Workforce Planning Strategy.

Staffing profile

AHL employs a workforce dedicated to delivering hostel services and contributing to the government policy agenda of “Closing the Gap”. At 30 June 2010, AHL employed 559 staff, consisting of 370 ongoing and 189 non-ongoing employees, which equates to a full-time equivalent (FTE) staff of 429. A full breakdown is shown in Table 36.

Table 36: Staff profile, 2009–10, by APS level

APS level	Total staff	Female	Male	Full-time	Part-time	Ongoing	Non-ongoing	Indigenous	Non-Indigenous
Agency Head	1	0	1	1	0	1	0	1	0
SES 1	2	0	2	2	0	2	0	1	1
EXEC 2	4	2	2	4	0	4	0	2	2
EXEC 1	11	6	5	11	0	10	1	9	2
APS 6	20	13	7	20	0	14	6	12	8
APS 5	17	12	5	17	0	17	0	14	3
APS 4	39	27	12	12	27	12	27	28	11
APS 3	98	63	35	86	12	87	11	89	9
APS 2	60	40	20	31	29	37	23	50	10
APS 1	307	202	105	150	157	186	121	228	79
Totals	559	365	194	334	225	370	189	434	125
% of total staff	100	65	35	60	40	34	66	78	22

Workplace diversity profile

AHL works hard to maintain and encourage diversity in its workplace. That diversity is one of our greatest strengths. At AHL we are justly proud of our record in Indigenous employment, averaging 82 per cent over the past eight years. However, in 2009–10 the proportion of Indigenous employees did not reach the target of greater than 80 per cent. This was largely due to the competition for Indigenous employees in many parts of Australia, and to the limited numbers of qualified Indigenous applicants for specialist positions.

Table 37 provides further information on diversity.

Table 37: Diversity of AHL employees

Diversity of employees	% of AHL employees
Indigenous	78
Women	65
Aged 46 years and over	47
Under 25 years of age	8
From non-English speaking background	5
Have a disability	2

Recruitment and retention

Our key challenge is to create an environment that will attract, develop and retain a skilled workforce now and into the future, and meeting that challenge requires AHL to be innovative. Improving staff retention rates was a focus in 2009–10, while attraction factors

varied by location and work characteristics. For example, the shortage of trained and experienced nursing professionals persisted in the Hetti Perkins Home for the Aged, resulting in a heavy reliance on agency nursing staff and increased pressure on the budget.

AHL is working in partnership with the Australian Public Service Commission and other Australian Government agencies to improve the recruitment of Indigenous entry-level trainees. AHL's contribution will include participation in the assessment centre process. AHL is seeking to recruit five trainees from this process.

AHL's research and evaluation capacity has been strengthened by the establishment of a new senior position and a skilled support team, in line with one of the recommendations from the Ernst & Young review.

A recruitment working party was established in 2009-10 to rethink our strategy. Rather than relying on a one-size-fits-all approach to recruiting, a targeted recruitment strategy and communications approach is required to attract and engage the best talent. Table 38 shows recruitment, separation and turnover statistics for the five years to 2009-10.

Table 38: Recruitment, separation and turnover, 2005-06 to 2009-10

	2005-06	2006-07	2007-08	2008-09	2009-10
Positions advertised	194	258	213	224	221
Promotions	16	21	15	14	9
Applications for review of promotion	1	0	0	0	0
Assignments at level	3	8	8	21	3
Retirement termination	2	10	5	12	27
Ongoing engagements	121	130	120	131	139
Ongoing separations	117	118	103	125	129
Staff turnover (%) ^a	23	24.2	20.2	23.3	24.9
Recruitment advertising (\$)	127,028	210,000	169,618	196,366	350,609

^a This rate excludes all staff who separated from AHL due to end of contract or redundancy.

Attendance

In 2009-10 there was a total of 14.9 days of unscheduled leave per FTE employee. This included an average of 12.7 days of sick/carers leave, 0.6 days of miscellaneous leave and 1.5 days of workers compensation per FTE employee. The median Australian Public Service absence rate in 2008-09 was 10.2 days per employee per year. While a certain level of employee absence is unavoidable, AHL will need to closely monitor and analyse workplace absences to identify and address potential problems.

Leadership: valuing and developing staff

Building leadership capability

AHL offers opportunities to help its staff develop, improve, overcome challenges, balance work and life, and lead within the company through an extensive range of programs. Our Foundations in Leadership program offered through Melbourne Business School, Mount Eliza, for current and future leaders aims to equip them with the understanding and skills to operate effectively at the management level. In 2010-11, a new leadership program will be developed.



Recognising staff excellence

AHL values the commitment, achievements and development of all staff. In 2009-10, we continued to acknowledge and celebrate outstanding work by staff.

The AHL Australia Day Awards Medallion for Achievement is awarded annually to an employee in each region to recognise excellence in management, client service, innovation, initiative, outstanding contribution or corporate citizenship. In 2009-10, the recipients were:

Glenys Marchall	Western Australia
Lizzie Fellows	Northern Territory
Eddie (John) Mosby	Northern Queensland
Peter Hassell	Southern Queensland
Milliakeree Dower	New South Wales and ACT
Dorothy Hounsell	Victoria and Tasmania
Desmond Coulthard	South Australia
Tresna Appo	Central Australia
Stella de Cos	Central Office

Service awards based on years of service are given to recognise the commitment of staff. In 2009-10, the following staff members were recognised for their service:

10 years service	Cheryl Campbell Brenda Dadleh Allan Coxhill Michael Hanrahan Michael Jackomos George M McLennan Gloria Mairu Mildred R Morcom Eddie (John) Mosby Towah D Pearson Charlene Pollard Ivan Popow Linda B Renehan Liz Sherriff Kevin Schnitzer Allan Shibasaki Peter Walsh Trisha A Williams
-------------------------	--

20 years service

Patricia Martin
Onslow Phillips
Charlie Rosas
Jan Wenitong
Jeff Wenitong

A performance bonus may be awarded to hostel managers who have contributed significantly towards delivering high-quality service and who demonstrate outstanding management. In 2009-10, 23 hostel managers received a bonus.

Staff training and development

AHL continued to offer training programs to address organisational and individual capability needs. AHL benefits by having expertise in areas critical to its future strategic and business priorities. Our training programs are driven largely by individual development needs identified through performance conversations, are conducted in-house or provided externally, and are delivered in national and regional office locations.

Expenditure on training during 2009-10 was \$405,043. During the year, a total of 705 training attendances were recorded. The average number of training hours per person was 16.8.

Training and development priorities in 2009-10

Training programs covered topics such as writing, time management, financial management and new manager induction programs. Other key skills training comprised:

- capacity building in hostel management, operational excellence and customer service in secondary education hostels through a Houseparent Workshop for 25 houseparents and two support staff feedback from all sources was overwhelmingly positive
- training for finance officers and finance staff in the functions of the new finance system, which was implemented in May 2010
- staff induction and training.



Attendees at the 2010 Houseparent Workshop with their certificates.

A range of accredited training programs were conducted during 2009-10. On successful completion, staff were awarded either a Certificate IV in Training and Assessment (two employees gained accreditation) or a Certificate II in Business Administration (one employee gained accreditation).

As in previous years, in 2009-10 a number of staff members attended technical and professional conferences on education, welfare, Indigenous health, Comcare and homelessness. Staff also attended an Empower human resources information system user group forum and the Indigenous Community Liaison Officers Forum.

AHL's Studybank Scheme is a mechanism for encouraging staff to take responsibility for their own development and to seek opportunities to further develop their knowledge, skills and competencies. During 2009-10, five Central Office staff were approved for Studybank.

Performance management

Performance management and individual development plans were progressively completed during the year. The focus is now on promoting effective communication and employee engagement and establishing a culture of ongoing and constructive feedback, both formal and informal.

At 30 June 2010, 32.2 per cent of staff had returned completed plans—a significant reduction from 66.4 per cent return in 2008-09. Of those staff who completed a performance appraisal, 97.2 per cent received a salary increase of 4 per cent or greater on the basis of their performance, under the previous certified agreement. Since the introduction of the new enterprise agreement in February 2010, salary progression is no longer linked to performance, which may account for the low percentage of completed plans. In 2010-11, a review of the performance management framework will be conducted.



Workplace relations

The development of a new AHL enterprise agreement commenced in July 2009 under the key provisions of the *Fair Work Act 2009* and the Australian Government bargaining framework. The new agreement replaced the existing collective agreement, section 24(1) determinations and individual Australian Workplace Agreements.

After extensive consultation with staff and negotiation with the Community and Public Sector Union, the Liquor Hospitality and Miscellaneous Workers Union and the Australian Nursing Federation, two proposed new agreements went to staff ballot. The company introduced one enterprise agreement (the Aboriginal Hostels Limited Enterprise Agreement 2009–2011) to cover most staff and a second enterprise agreement (the Aboriginal Hostels Limited Aged Care Enterprise Agreement 2009–2011) to cover staff of facilities covered by the *Aged Care Act 1997*. Ninety-one per cent of staff who voted supported the AHL Enterprise Agreement; 100 per cent of staff who voted supported the AHL Aged Care Enterprise Agreement.

The aged care agreement has a particular significance. The attraction and retention of nursing staff and personal care attendants has been a challenge for the company, and the new arrangements for the Hetti Perkins Home will go some way to addressing that challenge.

Fair Work Australia approved both enterprise agreements on 8 February 2010, and they commenced on 15 February 2010.

Staff survey results

Since the 2008 staff survey identified priorities for action to improve employee

engagement and to position AHL as an employer of choice, AHL has acted on the survey's key findings, particularly those related to the need for improving communication. The company now has a dedicated occupational health and safety telephone line and email address to allow staff to communicate directly with Central Office on health and safety issues. Staff have worked across the functional areas on specific projects which have made use of their differing skills and experiences and provided additional opportunities for development.

The next staff survey will be conducted in March 2011.

Occupational health and safety

Under the *Occupational Health and Safety Act 1991* and the *Safety, Rehabilitation and Compensation Act 1988*, AHL is committed to providing a safe and healthy workplace, to maintaining the highest standards of health, safety and welfare for everyone associated with our activities and to providing support to all employees who sustain a work-related illness or injury. AHL seeks to demonstrate and enact the policy that health and safety are essential for the wellbeing of our staff.

Health and safety management arrangements

In April 2009, AHL implemented the organisation's health and safety management arrangements, which were developed in consultation with staff. A recent Comcare campaign to confirm compliance with section 16(2) (d) of the *Occupational Health and Safety Act 1991* found that AHL demonstrated a commitment to consultation in the development of the arrangements, and that there were adequate processes in place to review and to vary the agreement and resolve disputes in relation to occupational health and safety matters.

Health and safety initiatives

Actions in 2009-10 to ensure the health, safety and welfare at work of our employees, hostel residents and visitors included:

- vaccinating staff under the influenza vaccination program
- conducting training for 238 staff in an occupational health and safety awareness course; a senior first aid, case management, health and safety representative course; manual handling and handling hazardous substances training; lift training; mental health awareness training; food safety handling and procedures training; a workplace hygiene, cardiopulmonary resuscitation and defibrillator workshop; and fire warden and evacuation training
- undertaking a communications campaign to raise occupational health and safety awareness, including refresher occupational health and safety induction, safety posters and a designated section in *Hostel News*
- providing a dedicated toll-free phone line and email
- suggestion boxes in all worksites
- a decision to work productively with the National Coordinator for Tackling Indigenous Smoking.

Health and safety outcomes

AHL's workers compensation premium for 2009-10 was 3.56 per cent of the annual payroll, an increase from 3.07 per cent in 2008-09. This reflects the upward trend in the number and cost of claims for injuries suffered in 2009 and earlier.

AHL's occupational health and safety program is supported by regional and national occupational health and safety committees, management, and elected health and safety representatives. The regional committees

consist of representatives from all operational areas. Each region has a target of three meetings over the financial year. Overall compliance against the target was 87 per cent, a 9 per cent improvement on the previous year.

Employee Assistance Program

Our Employee Assistance Program is designed to help employees meet the challenges of their work and personal lives by providing individual counselling, critical incident debriefing services, and management coaching.

Table 39 shows Employee Assistance Program consultations for the four years to 2009-10. Consultations in 2009-10 involved 2.75 per cent of AHL staff, a 1.17 per cent decrease from 2008-09.

Table 39: Employee Assistance Program consultations, 2006-07 to 2009-10

	2006 -07	2007 -08	2008 -09	2009 -10
Number of consultations	9	16	20	15

AHL's utilisation is lower than the average for similarly sized public sector organisations (7.1 per cent). The usage indicates that we urgently need to develop a strategy to promote the program and to emphasise the services to managers, including the managers' hotline.

There was one critical incident reported this year, which involved an onsite medical emergency in the workplace.

Incident reporting

Incident reports must be completed for any event considered to involve the risk or occurrence of loss or damage or injury. In 2009-10, 77 incidents were reported. Of

those, 49 per cent involved injury, highlighting the increased awareness of the need to report near misses.

Incidents notified to Comcare under section 68 of the Occupational Health and Safety Act are outlined in Table 40.

Table 40: Notifiable incidents

Notifiable incidents	2009-10
Deaths	1
Dangerous occurrence	6
Serious personal injury	1

3.14 Internal audit



John Higgins
Manager

In 2009-10, Internal Audit reviewed 32 of the company-operated hostels, two company-operated Indigenous Youth Mobility Program houses and six of AHL's eight regional offices. All regional offices, hostels and houses reviewed were operating satisfactorily. Issues identified in the reviews were referred to regional management for appropriate remedial action.

The Australian National Audit Office visited the Eastern Region (Sydney) in June 2010 as part of its 2009-10 financial statement audits.

AHL's Fraud Control Plan 2006-08 has remained current and is in accordance with

the Australian Government's Fraud Control Guidelines. A revised Fraud Control Plan 2010-12 is in draft format and is expected to come into effect in the 2010-11 financial year.

AHL's three-year Strategic Audit Plan 2010-13 has also been revised and is in draft format and is expected to come into effect in 2010-11.

We have also developed a new *Internal audit manual*, which is in draft form and is expected to be finalised in 2010-11. AHL's management risk assessment has also been reviewed.

The company maintains highly effective fraud prevention, detection, investigation and reporting procedures and processes. Annual fraud data has been collected and reported in accordance with company guidelines and the Fraud Control Guidelines.

The General Manager, the Board of Directors and the Audit Committee are satisfied that AHL has appropriate fraud control mechanisms in place and that they comply with the Fraud Control Guidelines. The *AHL fraud awareness guide* is widely distributed, is included in the induction kit for all new staff and also applies to contractors engaged by AHL. The guide is a quick reference guide to fraud control, fraud control policy, reporting responsibilities and the code of conduct, and includes contact details for the reporting of fraud or suspicions of fraudulent activities within the company.

Internal Audit provided fraud awareness training to staff during its visits to the regions and in central office. The review of suspected and proven fraud against AHL is an ongoing priority.

During 2009-10, eight investigations were undertaken or coordinated by Internal Audit, involving \$11,630. Of the total amount, \$5,110 was recovered, \$531 is being recovered, and \$5,989 is considered to be non-recoverable.



Corporate governance

SECTION 4



AHL Board meeting at Central Office, 14 October 2009.

4 Corporate governance

ABORIGINAL HOSTELS LIMITED
ABN 47 008 504 587

4.1 Corporate governance statement

Unless disclosed below, the company has followed the best practice guide on corporate governance principles, as published by the Australian National Audit Office, for the entire financial year ended 26 June 2010.

Board composition

The skills, experience and expertise relevant to the position of each director who is in office at the date of the annual report and their term of office are detailed in the Directors' Report.

The Minister for Families, Housing, Community Services and Indigenous Affairs appoints AHL directors, who are all non-executive.

The names of the non-executive directors in office during the financial year and until the date of this report are:

- Mrs Elaine McKeon AO
(Chairperson)
- Mr Hugo Johnston
- Mr Pat Watson
- Mr Wayne Jackson PSM
- Mr Kevin Smith
(appointed 15 July 2010)
- Mrs Helen McLaughlin
(retired 6 August 2010).

Directors have the right to seek independent professional advice at the company's expense in furtherance of their duties. Written approval must be obtained from the Chairperson prior to incurring any expense on behalf of the company.

Ethical Standards

The Board acknowledges and emphasises the importance of all directors and employees maintaining the highest standards of corporate governance practice and ethical conduct.

The company has adopted the Australian Public Service Values and Code of Conduct, which applies to all directors and employees. The Values and Code of Conduct provide a framework for ethical behaviour, actions and decision making within the company. They enable consistent standards and approaches to be adopted in all the company's dealings with customers, stakeholders and employees.


The Values and Code of Conduct are communicated initially to all new directors and staff through the induction process and are also incorporated in in-house training programs. Staff are briefed through internal staff notes when there are significant updates.

Directors are obliged to be independent in judgement and to take all reasonable steps to ensure that due care is taken by the Board in making sound decisions.

Audit Committee

The names and qualifications of those appointed to the Audit Committee and their attendance at meetings of the committee are included in the Directors' Report.

The role, objectives, duties and responsibilities of the Audit Committee are documented in its charter, which is periodically reviewed. Membership is confirmed every two years.



The AHL Audit Committee's responsibilities are to deal with such matters as:

- annual financial statements
- the adequacy and effectiveness of the systems of internal accounting controls
- company accounting and financial reporting practices
- reviewing the adequacy of external audit arrangements
- planning and evaluation activities
- risk assessment and management arrangements
- internal audit.

Both the internal and external auditors submit audit plans, progress reports and final reports to the Audit Committee. The committee meets on its own, without management being present, as part of good governance practice.

During the financial year, the three independent members of the committee were:

Mr Geoff Knuckey	Retired partner of Ernst & Young, Canberra
Mr Emil Kovacik	General Manager of Hotels—The Doma Group, Canberra
Mr Graham Libbesson	Chairman of East Coast Minerals NL; Director of Comops Limited and various unlisted companies; retired partner of PKF and currently part-time Client Director of Pitcher Partners Sydney.

Performance evaluation

An annual performance evaluation of the Board is conducted at the August meeting of directors each year. The performance evaluation is carried out by filling in a self-assessment questionnaire that provides the mechanism for confidential feedback to the Chairperson on how directors assess Board performance. The Chairperson also talks to each director on a needs basis regarding their role as a director. The results from the questionnaire are collated and discussed at a subsequent full Board meeting by the Chairperson. Appropriate action is taken to improve any shortcoming noted to further enhance the performance of the Board.

Similarly, an annual performance evaluation of the Audit Committee is conducted at the August meeting of the committee each year. The performance evaluation is carried out by filling in a self-assessment questionnaire that provides the mechanism for confidential feedback to the Chairperson on how members assess the committee's performance.

These self-assessment questionnaires are currently under review and will be revised during 2010–11 as part of the ongoing professional development training of directors and members of the Audit Committee.

Board Charter

The Board Charter describes the roles and responsibilities of directors and management. It brings together all the relevant documents and legislative requirements into a single document. The Board Charter was revised during 2009–10 to keep it updated with changes in the legislative framework and the company's policies and procedures.

Constitution

The company's constitution remained unchanged during the financial year. However, there are plans to revise and update the constitution during 2010-11 with best practice clauses.

Annual report award

AHL was awarded a silver award by the Australasian Reporting Awards on 10 June 2010 for its 2008-09 annual report. The annual report also received a bronze award from the Institute of Public Administration Australia ACT Division on 27 May 2010.



Board training

In keeping with best practice principles, the company will arrange accredited training for directors and senior executives during 2010-11. The training will be provided by either the Australian Institute of Company Directors or Chartered Secretaries Australia and will be utilised to further fine-tune and review the self-assessment questionnaires for the Board and the Audit Committee members.

Risk management

Strategic risks in the company's activities are identified through regular management and Board reviews. In addition, relevant government policies on risk management issues are monitored through contact with other government agencies.

The company undertook a comprehensive review of its Strategic Risk Management Plan, involving directors, Audit Committee members and senior management, from July to October 2009. The plan was formally endorsed by the Board of Directors on 19 November 2009.

After the approval of the plan, the company arranged workshops for senior managers during the first half of 2010 to prepare operational risk management plans so that risk management is embedded in all facets of our decision-making process. The operations plans are in the final stages of development and will be implemented during 2010-11.

As a further step, the company also integrated the Strategic Risk Management Plan into the Internal Audit Strategic and Fraud Control Plan.

Some of the risk management tasks to be undertaken during 2010-11 are to:

- develop risk guidelines and update operational documentation
- integrate the Risk Management Plan with other planning processes
- develop a communication strategy and introduce risk management training.

Business Continuity Plan

The Business Continuity Plan is part of the company's risk management framework. The focus of the plan is the restoration of normal business processes within specific timeframes following a significant disruptive event.

The plan identifies the priorities and timeframes for the restoration of business processes. The company liaised with FaHCSIA in developing and coordinating the various aspects of the plan.



Stakeholder Management Strategy

During the financial year, the company commenced work on the development of the Stakeholder Management Strategy—part of a major recommendation of the Ernst & Young review of AHL. The strategy will be finalised during 2010–11.

Information Security Policy

A comprehensive company Information Security Policy was approved during April 2010 as part of industry best practice and incorporated as part of AHL's new network design. The policy will be continuously implemented during 2010–11 as part of the IT hardware and software refresh project currently underway.

Remuneration policies

The Remuneration Tribunal approves the company's terms and conditions of remuneration relating to the appointment and retirement of the Board members and of the General Manager.

The remuneration and terms of conditions of employment for senior executives and other staff of AHL are in accordance with the *Public Service Act 1999*, the AHL Enterprise Agreements 2009–2011 and common law contracts.

Statement of Expectations and Statement of Intent

On 12 November 2009, through the Minister for Families, Housing, Community Services and Indigenous Affairs, the Australian Government issued an interim Statement of Expectations to the company. This covered the period from 1 November 2009 to 30 April 2010 and outlined the Government's expectations concerning the operation and performance of AHL.

The company responded on 15 December 2009 with a Statement of Intent, with a major focus on four main areas: strategic, business, governance and operations.

On 24 May 2010 the period of the coverage was extended by the Minister to 30 September 2010, when a longer term Statement of Expectations will be issued to the company. The company made substantial changes to the extended Statement of Intent and provided a response to the Minister on 22 July 2010.

Ernst & Young review

Ernst & Young conducted a review of the company in 2008 and were appointed in June 2009 to assist in the implementation of the review recommendations. AHL has been working very closely with FaHCSIA and Ernst & Young in implementing the recommendations of the review. This work is expected to be finalised during 2010–11.

Framework reviews

Following on from the work completed by the Ernst & Young team in the implementation of the Ernst & Young review recommendations, the company plans to undertake the following reviews during 2010–11 to further strengthen its decision-making processes and align it to industry best practice:

- Business Model and Plan
- Performance Management Framework
- Review and Evaluation Framework
- Governance Framework.

Other information

Further information relating to the company's corporate governance practices, its structure and its policies has been made publicly available on the company's website (www.ahl.gov.au).

4.2 Directors' Report

The directors present their report on the company in this section, together with the financial statements for the financial year ended 26 June 2010.

Principal activities

The principal activity of the company during 2009-10 was the operation of properties as hostels for Aboriginal and Torres Strait Islander peoples.

The objective of the company is to facilitate or provide safe and culturally appropriate and affordable special purpose temporary accommodation with tailored support services to assist Indigenous people in "Closing the Gap".

The categories of residents for whom hostel accommodation is provided are:

- secondary education
- tertiary education and training
- employment and training
- homeless
- transitional
- medical
- renal
- substance use rehabilitation
- aged care.

To help achieve the aims of the company, the Australian Government makes funds available to the company, subject to agreed terms and conditions. Those funds are appropriated by the Australian Parliament for the company's capital and recurrent expenditure programs.

There was no significant change in the nature of the company's activities during the year.

Operating results

The operating profit of \$1,966,000 was transferred to retained profits.

Review of operations

This section reports on a review of the operations of the company during the financial year and the results of those operations.

Performance indicators

The Board and management monitor the company's overall performance, from its implementation of the vision statement and strategic plan through to its performance against operating plans, financial budgets and service level agreements.

The company will undertake the development and implementation of a Performance Management Framework during 2010-11 in order to ensure that it adopts the industry best practice in performance reporting.

Financial position

The net assets of the company increased by \$5,756,000 from 28 June 2009 to \$94,050,000 in 2010 (\$88,294,000 in 2008-09). This was mainly due to the finalisation of the capital construction work during 2009-10 at Tonky Logan Hostel in Townsville and Kabaluluma Hostel in Mount Isa.

Cash on hand and at bank

Total cash available at 26 June 2010 was \$22.3 million (\$27.7 million at 27 June 2009). The total cash of \$22,300,000 represents commitments as listed in Table 41.

Table 41: Cash on hand and at bank

Commitment	Cash on Hand (\$ million)
Capital and major maintenance	17.7
Community Hostels Grants Program	0.7
Current liabilities	
Annual leave	1.4
Long service leave	1.3
Trade and other creditors	1.2
Total	22.3

One of the reasons for the high cash balance is capital construction projects currently in progress, such as the Indigenous Mothers Accommodation Facility in Darwin, Port Hedland Renal Dialysis Hostel, FaHCSIA IT System funding and Noongar Elders Home for the Aged in Perth.

Community Hostels Grants funds: \$0.7 million

This includes \$750,000 in committed but unspent funds for the hostels grants and minor capital that will be carried over into the 2010-11 financial year.

Capital and major maintenance funds: \$17.7 million

The capital and major maintenance funds include committed funds for major development and Maintenance works in progress at 26 June 2010.

This includes \$17.4 million in development works, as follows:

- \$1.6 million for the development of the Indigenous Mothers Accommodation Facility in Darwin, Northern Territory
- \$5.8 million for the development of Noongar Elders Home for the aged in Kenwick, Western Australia
- \$1.0 million for the development of Kununurra Secondary Education Hostel in Western Australia
- \$8.1 million for the development of the Port Hedland Renal Dialysis Hostel in Western Australia
- \$0.9 million for AHL IT infrastructure and systems, funded by FaHCSIA.

The remaining \$0.3 million includes various major maintenance works in progress at AHL hostels nationwide that will be completed during 2010-11.

Annual leave liability: \$1.4 million

This represents the current liability for the annual leave provision for all AHL employees at 26 June 2010.

Long service leave liability: \$1.3 million

This represents the current liability for the long service leave provision for eligible AHL employees at 26 June 2010.

Trade and other creditors: \$1.2 million

The trade and other creditors' current liability at 26 June 2010 totals \$1,200,000.

Property, plant and equipment

During the year, the company increased its investment in property, plant and equipment (at net book value) by \$12,542,000 (an increase of \$5,098,000 from 2008-09).

Provision for depreciation

An amount of \$2,218,000 was provided for depreciation during 2009-10 (\$2,019,000 in 2008-09). On 26 June 2010, the company had a credit balance in its provision for depreciation of \$25,350,000 (\$24,546,000 in 2008-09), which is considered adequate for the needs of the company.

Community Hostels Grants

The company makes grants to community organisations to operate their own hostels and purchase or replace assets. In addition, certain properties owned by the company have been leased to community groups to operate as hostels.

Related party disclosures

There are no related party disclosure transactions for 2009-10. In previous financial years, grants were made to Frontier Services. Mrs Helen McLaughlin is a board member of Frontier Services. The grants were approved under the Community Hostels Grants and Aged Care programs and were made on normal terms and conditions. The director involved took no part in the relevant decisions of the Board.

Grants to director-related entities for 2009-10 were nil (Compared with \$192,254 in 2008-09).

Significant changes in state of affairs

AHL amalgamated the operations of its regional offices in Adelaide and Melbourne; South Australian operations are now being managed from Melbourne. A staff team of two is also out-posted in Adelaide to assist with the day-to-day operations of the region.

The company won the tender for new Indigenous Youth Mobility Program accommodation services at seven locations from 1 July 2009 for a three-year period to 30 June 2012. The new services were put out to open tender by the Department of Education, Employment and Workplace Relations on the one-provider model for all related services.

The Indigenous Youth Mobility Program locations that the company is now responsible for include Darwin, Adelaide, Dubbo, Alice Springs, Port Augusta / Whyalla, Hobart and Coffs Harbour.

After balance date events

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of AHL, the results of those operations, or the state of affairs of the company in subsequent financial years.

Future developments

The company is not aware of any event that is likely to lead to developments in operations in future years.

Environmental issues

The company's operations are subject to environment regulations by all tiers of government. Those regulations were all adhered to during 2009-10.



Environmental sustainability

During 2009–10, the company continued to implement its environmental sustainability policy through its Environmental Management System, which is integrated into company practices based on the requirements of AS/NZS ISO 14001:1996.

AHL committed itself to limiting the environmental impacts caused or potentially caused by the company and to supporting the Environmental Management System, especially in the areas of:

- waste reduction
- reduction in water use, with mandatory requirements to have rainwater tanks
- reduction in waste water production
- energy and fuel efficiency
- increased recycling
- environmentally responsible purchasing
- emissions to the environment
- legislative and local government requirements
- environmentally sound hostel design.

The environmental sustainability policy is incorporated in the *AHL Construction standards manual*. During 2009–10, the policy was implemented in the designs of the construction projects in Townsville (Tonky Logan Hostel), Kununurra (Secondary Education Hostel) and Mount Isa (Kabalulumana Hostel).

During the financial year, the company continued with its policy of having small four-cylinder vehicles at all its hostels nationwide. Any deviation from this policy requires the written approval of the General Manager.

Occupational health and safety issues

The company continues to meet occupational health and safety requirements at all its sites through regular inspections and meetings by its occupational health and safety representatives. Issues of concern are raised through the representatives at each work site and attended to promptly by the company. The company invests around \$2.1 million annually in maintaining its buildings. Each AHL hostel site has fully trained and accredited first aid officers to provide 24-hour coverage.

The Occupational Health and Safety Committee is made up of nine regional subcommittees and one national committee. The company has a full-time National Occupational Health and Safety Officer based in Canberra to oversee and monitor occupational health and safety policy and procedures within AHL.

The company has been able to secure an additional \$6.92 million in the 2010–11 Budget for major occupational health and safety type repairs at AHL-owned hostels.

Comcare Australia is responsible for the company's occupational health and safety insurance scheme. Insurance premiums are levied each year based on the level of salaries and wages costs and experience in claims made by the company employees. Comcare also assesses compliance with the *Occupational Health and Safety Act 1991*, associated regulations and approved codes of practice.

Comcare enforceable undertaking

As a result of the goods lift incident at the Iris Clay Hostel in Townsville, the company entered into an enforceable undertaking with Comcare Australia.

A number of undertakings have been provided that will be subject to independent audits by Comcare and the company's Internal Audit Section, including:

- changing the Performance Management System to include compliance with occupational health and safety policies and guidelines as a mandatory indicator for all staff
- the establishment of an occupational health and safety hotline and an occupational health and safety email box
- an increased provision for training.

A copy of the enforceable undertaking is available on the company's website. The majority of the undertakings have already been implemented.

Fire safety and monitoring

The company has adopted best practice compliance with fire safety and fire equipment maintenance requirements as required under the Building Code of Australia and as adopted by the state of Queensland.

During 2009-10, to facilitate best practice compliance and monitoring, the company engaged National Fire Solutions for the ongoing maintenance and servicing of fire equipment on site, and Trimevac for staff training and fire evacuation plans.

Information technology

Personal computers

In partnership with HP Finance, the company has managed to double the number of desktops from 150 to 300 within the current

leasing costs. This has allowed the company to refresh hardware and software for all its servers and desktops, including Windows 7 as the operating system and Office 2010 as the desktop application. The network has been redesigned to comply with industry best practice.

As part of the company's ongoing commitment to 'wraparound' services (in addition to the provision of a bed and three meals a day), each hostel will have a dedicated personal computer with internet access for use by residents. The secondary education hostels will have five dedicated computers with internet access for the students.

Hostel management/booking system

An independent consultant—Alliance Consulting Group—undertook market testing for a Hostel Management System that is planned for implementation during 2010-11. Alliance invited responses to a statement of request setting the company's criteria for the system. The approved system will be implemented during 2010-11.

Accounting system

In April 2010, the company acquired a new accounting system—Dynamics Great Plains, a Microsoft product—from Canberra-based supplier Dynamic Edge. Implementation commenced in May 2010, and the system 'went live' from 13 July 2010.

Dynamics Great Plains is a modern system that will significantly enhance the efficiency and effectiveness of the company's financial, accounting and reporting functions.

4.3 Information on Directors



Elaine McKeon
Non-executive
Chairperson

Qualifications

Certificate in Governance Practice and Administration from Chartered Secretaries Australia.

Elaine is a qualified health worker. She was appointed an Officer of the Order of Australia (AO) in the Queen's Birthday Honours list in June 2000 and was awarded the Federation Medal in April 2003.

Experience

Appointed Chairperson on 18 December 2000. A Board member since 30 October 1997, Elaine is the former Managing Director of the Koutha Aboriginal Development Corporation in Cloncurry, Queensland. She is a member of the Southern Gulf Catchment Committee in North West Queensland, a former member of the Regional Women's Advisory Council reporting to the Deputy Prime Minister, and a former member of the Queensland Premier's Council of Women. In May 2000, she was appointed as a director of the Voluntary Service to Aboriginal Communities Foundation. Prior to that, she served three terms as an Aboriginal and Torres Strait Islander Commission regional councillor with portfolio responsibilities for planning, training, economic development and women's issues. She worked for seven years as a health worker for the Aboriginal Health Program within the Queensland Health Department and for five years as Community Welfare Officer with the Mitakoodi Aboriginal Corporation.

Special responsibilities

Elaine is a member of the AHL Audit Committee.



Qualifications

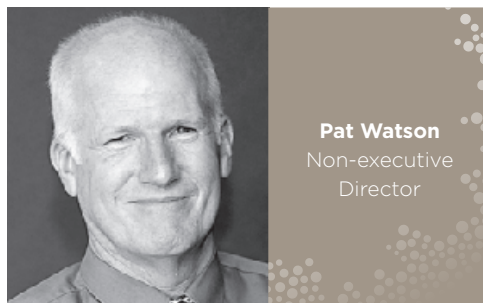
Certificate in Governance Practice and Administration from Chartered Secretaries Australia, Higher National Diploma (Hotel Management) from the University of West London, Business/Finance Masters Program from the Accor Cornell Summer School Program.

Hugo is a Justice of the Peace and an Associate Fellow of the Australian Institute of Management.

Experience

Hugo was appointed as an AHL Director on 7 August 2007.

He currently runs a hotel and tourism consultancy business with a focus on Indigenous opportunity. Formerly, he was employed for 17 years with Accor Asia Pacific, during which time he was based in Darwin, Auckland, Brisbane, Sydney and Melbourne. He held a number of executive regional operational roles and was also the General Manager Development for the Pacific. Hugo also held a business strategy role with Accor and was instrumental in developing and launching the Base backpacker/hostel brand in Australia and New Zealand. Prior to that, he was the General Manager of Rydges Hotels in the Northern Territory and Sydney. He also held senior operational roles with Southern Pacific Hotels (now Intercontinental).



Experience

A Board member since 28 January 2009, Pat currently holds a Statutory Officer position with the Commonwealth as the Executive Director, Township Leasing and is responsible for managing long-term township leases within Aboriginal communities in the Northern Territory.

He is a career public servant who has spent time as the Group Manager of Corporate Services in the Aboriginal and Torres Strait Islander Commission and Aboriginal and Torres Strait Islander Services, Chief Financial Officer for the Department of Employment, Education and Training and overseas as the Deputy Permanent Delegate to UNESCO and the OECD and Counsellor, Education, to France.

Special responsibilities

Pat is a member of the AHL Audit Committee.



Wayne Jackson
Non-executive
Director

Qualifications

Bachelor of Economics (Hons.) Monash University. In 2006, Wayne was awarded a Public Service Medal for outstanding service in the development and implementation of social policy.

Experience

A Board member since 27 February 2009, Wayne is a policy consultant with The Nous Group, with a particular focus on service delivery and disability income, services and employment issues. He is a former Deputy Secretary of FaHCSIA and has extensive experience in the development and implementation of social policy, including income support and community services.



Kevin Smith
Non-executive
Director

Qualifications

Bachelor of Laws, Certificate of Practice Management, Solicitor of the Supreme Court of Queensland, Federal Court and High Court of Australia.

Experience

A Board member since 15 July 2010, Kevin is the Chief Executive Officer of the Queensland South Native Title Services. He is the former Queensland State Manager of the National Native Title Tribunal and the Chief Executive Officer of the Aboriginal and Torres Strait Islanders Corporation for Legal Services in Brisbane. Kevin is the Deputy Chairperson and Director of the National Native Title Council Limited, a member of the Queensland Native Title Liaison Committee, the Indigenous Leaders Dialogue of the Minerals Council of Australia and Native Title Research Advisory Committee at the Australian Institute of Aboriginal and Torres Strait Islander Studies. He is a member of the Queensland Law Society, the Australian Institute of Management and the Australian Institute of Public Administration.

Company Secretary

Dr Kamlesh Sharma held the position of company secretary at the end of the financial year. Dr Sharma is a barrister and solicitor of the ACT Supreme Court and the High Court of Australia. His academic awards include Bachelor of Arts, Bachelor of Laws, Certificate in Governance Practice and Administration, Graduate Diploma in Company Secretarial Practice, Graduate Diploma in Legal Practice, Company Directors Course Diploma, Master of Commerce, Master of Laws, Master of Business Administration and Doctor of Business

Administration. He is a member of the ACT Law Society, the NSW Law Society and CPA Australia and a fellow of Chartered Secretaries Australia, the Australian Institute of Company Directors and the National Institute of Accountants.

Directors' meetings

During the financial year, six Board meetings of the directors and three Audit Committee meetings of the directors were held. The number of meetings attended by each director during the year is shown in Table 42.

Table 42: Attendance at Board and Audit Committee meetings, 2009-10

	Board meetings		Audit Committee meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Mrs Elaine McKeon AO	6	5	3	2
Mrs Helen McLaughlin	6	6	3	2
Mr Hugo Johnston	6	5	-	-
Mr Pat Watson	6	6	3	3
Mr Wayne Jackson PSM	6	6	-	-
Ms Karen Jacobs	1	1	-	-



Indemnifying officers or auditor

During or since the end of the financial year, the company has not indemnified or entered into an agreement to indemnify, or paid or agreed to pay, any insurance premiums.

During the financial year, the company paid premiums to insure each of the directors and officers against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in the capacity of director or officer of the company, other than conduct involving a wilful breach of duty in relation to the company. The company also arranged personal accident and travel insurance for directors for travel on official company business.

The total insurance premium for the directors was \$10,245 (\$5,343 in 2008-09).

Proceedings on behalf of company

No person has applied for leave of a court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

The company was not a party to any such proceedings during the year.

Auditor's independence declaration

The auditor's independence declaration for the year ended 26 June 2010 has been received and can be found immediately after this report.

Rounding of amounts

The company is an entity to which ASIC Class Order 98/100 applies and, accordingly, amounts in the financial statements and the Directors' Report have been rounded to the nearest thousand dollars.

4.4 Remuneration report

This report details the nature and amount of remuneration for each director of the company and for the executives.

Remuneration policy

The Remuneration Tribunal determines the remuneration policy of the company relating to the directors and the General Manager. The tribunal approves the company's terms and conditions of remuneration relating to the appointment and retirement of the Board members and of the General Manager.

The remuneration and terms of conditions of employment for the senior executives are in accordance with the *Public Service Act 1999* and common law contracts.

The performance of executives is measured against criteria agreed annually with the executive team of three (including the General Manager) and is based on the performance of the company as a whole.

The non-executive directors receive the superannuation guarantee contribution required by the government, which is currently 9 per cent, and do not receive any other retirement benefits.

Details of remuneration for the year ended 26 June 2010

The total remuneration of the directors and senior executives of the company in 2009-10, and the relevant remuneration bands, are as shown in Table 43.

Table 43: Remuneration of directors and executives

Directors		
	Remuneration band	Number of directors
	Nil - \$14,999	1
	\$15,000 - \$29,999	1
	\$30,000 - \$44,999	3
	\$60,000 - \$74,999	1
Total number of directors		6
Aggregate amount of total remuneration of directors shown above	\$198,000	
Senior executives		
	Remuneration band	Number of senior executives
	\$190,000 - \$204,999	1
	\$205,000 - \$219,999	1
	\$305,000 - \$319,999	1
Total number of senior executives		3
Aggregate amount of total remuneration of senior executives shown above	\$724,000	

This report of the directors, incorporating the Remuneration Report, is signed in accordance with a resolution of the Board of Directors, dated 24 September 2010.



Elaine McKeon AO

Chairperson—Board of Directors
Canberra, 28 September 2010





Financial statements

SECTION 5



Students, staff, Board member Mr Wayne Jackson, General Manager Mr Keith Clarke, and guests at the opening of Kununurra Secondary Education Hostel.

5 Financial statements



ABORIGINAL HOSTELS LIMITED 2009-10 FINANCIAL REPORT AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of the Aboriginal Hostels Limited for the period ended 26 June 2010, to the best of my knowledge and belief, there have been:

- (i) no contraventions of the auditor independence requirements of the *Corporations Act 2001*; and
- (ii) no contravention of any applicable code of professional conduct.

Australian National Audit Office

Puspa Dash
Executive Director

Delegate of the Auditor-General

Canberra
28 September 2010

GPO Box 707 CANBERRA ACT 2601
19 National Circuit BARTON ACT 2600
Phone (02) 6203 7300 Fax (02) 6203 7777



INDEPENDENT AUDITOR'S REPORT

To the members of Aboriginal Hostels Limited

Scope

I have audited the accompanying financial report of Aboriginal Hostels Limited, which comprises the Statement of financial position as at 26 June 2010, and the Statement of comprehensive income, Statement of changes in equity and Statement of cash flows for the period ended on that date, Notes to and Forming Part of the Financial Statements including a Summary of Significant Accounting Policies, and the Directors' Declaration.

The Directors' Responsibility for the Financial Report

The directors of Aboriginal Hostels Limited are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Act 2001*. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to Aboriginal Hostels Limited's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Aboriginal Hostels Limited's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

GPO Box 707 CANBERRA ACT 2601
19 National Circuit BARTON ACT 2600
Phone (02) 6203 7300 Fax (02) 6203 7777

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

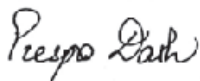
In conducting my audit, I have complied with the independence requirements of the *Corporations Act 2001*.

Auditor's Opinion

In my opinion, the financial report of Aboriginal Hostels Limited is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of Aboriginal Hostels Limited's financial position as at 26 June 2010 and of its performance for the period ended on that date; and
- (ii) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Regulations 2001*.

Australian National Audit Office



Puspa Dash
Executive Director

Delegate of the Auditor-General

Canberra
28 September 2010



Directors' Declaration

The Directors of the company declare that:

1. the financial statements and the notes of the company are in accordance with the *Corporations Act 2001* and:
 - a) comply with Accounting Standards; and
 - b) give a true and fair view of the financial position as at 26 June 2010 and of the performance for the year ended on that date of the company.
2. in the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors dated 24 September 2010.

Mrs Elaine McKeon AO
Chairperson

Canberra, 28 September 2010.

Aboriginal Hostels Limited ABN 47 008 504 587

Statement of comprehensive income for the period ended 26 June 2010

		2010	2009
	NOTE	\$'000	\$'000
Revenue	2a,2b,2c	56,840	52,645
Salaries and employee benefits	3a, 3b	(24,759)	(23,702)
Suppliers expense	4	(21,353)	(16,588)
Grants to community operated hostels	5	(6,166)	(7,933)
Finance charges		(77)	(80)
Disposal of assets			
Assets written-off		(268)	(280)
Depreciation and amortisation		(2,218)	(2,019)
Bad debts		(33)	(49)
Net profit for the period		1,966	1,994
Other Comprehensive income		0	-
Total comprehensive income attributable to the Australian Government		1,966	1,994
Profit attributable to the Australian Government		1,966	1,994
Total comprehensive income attributable to members of the company		1,966	1,994

The accompanying notes form part of these financial statements.

Aboriginal Hostels Limited ABN 47 008 504 587

Statement of financial position as at 26 June 2010

		2010	2009
	NOTE	\$'000	\$'000
Current assets			
Cash	6a	22,314	27,770
Trade and other receivables	7	986	970
Other assets	8	135	357
Total current assets		23,435	29,097
Non-current assets			
Property, plant and equipment	9a, 9b	75,469	62,927
Total non-current assets		75,469	62,927
Total Assets		98,904	92,024
Current liabilities			
Employee provisions and payables	10	2,984	2,745
Trade and other payables	11	1,202	246
Total current liabilities		4,186	2,991
Non-current liabilities			
Employee provisions and payables	10	668	739
Total non-current liabilities		668	739
Total Liabilities		4,854	3,730
Net Assets		94,050	88,294
Equity			
Contributed equity		81,161	77,371
Retained profits		12,889	10,923
Total Equity		94,050	88,294

The accompanying notes form part of these financial statements.

Aboriginal Hostels Limited ABN 47 008 504 587

Statement of changes in equity for the period ended 26 June 2010

	NOTE	Retained Earnings		Contributed Equity/Capital		Total Equity	
		2010	2009	2010	2009	2010	2009
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance							
Balance carried forward from previous period		10,923	8,929	77,371	70,899	88,294	79,828
Comprehensive income for the period							
Net profit for the period		1,966	1,994	-	-	1,966	1,994
Other comprehensive income		-	-	-	-	-	-
Sub - total		1,966	1,994	-	-	1,966	1,994
Contribution by owners							
Appropriation (equity injection)		-	-	3,790	6,472	3,790	6,472
Closing balance as at 26 June 2010		12,889	10,923	81,161	77,371	94,050	88,294

The accompanying notes form part of these financial statements.

Aboriginal Hostels Limited ABN 47 008 504 587

Statement of cash flows for the period ended 26 June 2010

		2010	2009
	NOTE	\$'000	\$'000
Cash flows from operating activities			
Receipts from customers		9,824	9,827
Government operating subsidies		45,279	41,230
Other revenue		667	270
GST recovered from Australian Taxation Office		3,031	2,389
Interest received		992	1,601
Payments to suppliers		(23,314)	(20,065)
Payments to employees		(24,532)	(23,435)
Grants to community - operated hostels		(6,166)	(7,933)
Net cash flows from operating activities	6b	5,782	3,884
Cash flows from investing activities			
Payments for property, plant and equipment		(15,028)	(7,386)
Net cash flows used in investing activities		(15,028)	(7,386)
Cash flows from financing activities			
Equity injection		3,790	6,472
Net cash flows from financing activities		3,790	6,472
Net increase/(decrease) in cash held		(5,456)	2,970
Add opening cash brought forward		27,770	24,800
Total cash carried forward	6a	22,314	27,770

The accompanying notes form part of these financial statements.

Note 1 : Summary of Significant Accounting Policies

Aboriginal Hostels Limited (AHL) is a company limited by guarantee, incorporated and domiciled in Australia. The address AHL's registered office is Bonner House, Level 2, 7 Neptune Street, Phillip, ACT, 2606.

(a) Basis of Accounting

The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) and other authoritative pronouncements of the Australian Accounting Standards Board and the *Corporations Act 2001*.

The financial report has been prepared on an accrual basis and is in accordance with historical cost convention unless otherwise stated. Cost is based on the fair value of the consideration given in exchange for assets.

Under the *Corporations Act 2001*, (AHL) is classed as a Not for Profit Entity.

(b) Accounting Period

AHL operated on a 52/53 week period ending on the Saturday closest to 30 June for its reporting. The financial period this year was 52 weeks and covered the period 28 June 2009 to 26 June 2010. The next financial period will comprise 52 weeks and will cover the period 27 June 2010 to 25 June 2011.

As a result of the different reporting periods, the statement of comprehensive income, statement of financial position, statement of cash flows and related notes are not entirely comparable. The difference is not material.

(c) Presentation Currency

The financial report is presented in Australian dollars, which is AHL's functional currency.

AHL is an entity to which ASIC Class Order 98/100 applies. Accordingly, amounts in the financial report and directors' report have been rounded to the nearest thousand dollars unless otherwise specified.

(d) Adoption of New and Revised Australian Accounting Standards

Early Adoption of new Australian Accounting Standards

No accounting standard has been adopted earlier than the application date as stated in the standard.

No future Australian Accounting Standards / revised standards / interpretations / amending standards issued by the Australian Accounting Standards Board are expected to have a financial impact on the entity for the future reporting period.

(e) Significant Accounting Judgements and Estimates

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next accounting period.

(f) Changes in Accounting Policies

The accounting policies adopted are consistent with those of the previous year except for asset capitalisation threshold which has increased from \$500 in 2008-09 to \$2,000 in 2009-10, excluding Arts and Artefacts, which have a threshold of \$1. During the financial year, assets with acquisition cost of less than \$2,000 were transferred to minor assets and expensed. Prior year figures have not been restated.

(g) Taxation

AHL is exempt from all forms of taxes except fringe benefits tax and goods and services tax (GST).

Revenues and expenses are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the Australian Taxation Office. In that case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from or payable to, the Australian Taxation Office is included with other receivables and payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST component of cash flows arising from investing or financing activities which are recoverable from, or payable to, the Australian Taxation Office are presented as operating cash flows.

(h) Contributions by Owners

Amounts appropriated which are designated as 'equity injections' for the year (less any formal reductions) are recognised directly in Contributed Equity in that year.

(i) Employee Benefits

Leave provisions

A provision is made for AHL's liability for employee entitlements arising from services rendered by employees at the reporting date to the extent that they have not been settled. These benefits include wages and salaries, annual leave and long service leave.

Liabilities for short-term employee benefits (as defined in AASB 119) arising in respect of wages and salaries, annual leave and any other employee benefits expected to be settled within twelve months of the reporting date are measured at their nominal amounts based on remuneration rates which are expected to be paid when the liability is settled.

Other employee entitlements payable later than twelve months have been measured at the present value of the estimated future cash outflows to be made for those entitlements.

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of AHL is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration, including AHL's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

Staff at AHL are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSAP) or a superannuation fund of the employee's choice.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSAP is a defined contribution scheme. From 1 July 2005, new employees are eligible to join the PSSAP scheme. Where staff don't indicate a preference, PSSAP is the default superannuation fund.

Contributions are made by AHL to the above schemes at the rates determined by an actuary to be sufficient to meet the cost to the Government of the superannuation entitlements of AHL's employees. AHL recognises the contributions as expenses when incurred.

The liability (forming part of the salary accrual) as at reporting date represents the outstanding contributions for the final fortnight of the year.

Conditions of Service

Conditions of service expenses include costs associated with mandatory checks (such as police checks and medical examinations) required by AHL before employment can be offered.

(j) Insurance

AHL has comprehensive coverage through Comcover Insurance (within Department of Finance and Deregulation) and Comcare (a Commonwealth statutory authority).

(k) Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the entity and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised:

Rendering of Services

Revenue from the provision of hostel accommodation services is recognised with reference to the stage of completion of the transaction at the reporting date. This is usually upon the delivery of the service to the customers.

Appropriation Revenue

Amounts appropriated for AHL outputs, appropriations for the reporting date (adjusted for any formal additions and reductions) are recognised as revenue, except for certain amounts that relate to activities that are reciprocal in nature in which case revenue is recognised only when it has been earned.

Government Grants and Subsidies

Other government grants and subsidies are recognised at the fair value of the consideration received or receivable.

Interest Revenue

Interest revenue is recognised using the effective interest method as set out in *AASB 139 Financial Instruments: Recognition and Measurement*.

Resources Received Free of Charge

Resources received free of charge are recognised as revenue when and only when a fair value can be reliably determined and the services would have been purchased if they have not been. Other sundry revenue is recognised with reference to the stage of completion of the transaction at the reporting date, or when the significant risks and rewards of ownership have transferred to AHL. The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

(l) Trade and Other Receivables

Receivables for goods or services (which usually have 30 day terms) are recognised at the nominal amounts due less any allowances for impairment. Collectability of debts is reviewed at the reporting date. An allowance is recognised when collectability of the debt is no longer probable. The 'No Pay, No Stay' policy remains in place with the objective of reducing the level of irrecoverable debts.

(m) Property (Land, Buildings and Infrastructure), Plant and Equipment

Purchase of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and accumulated impairment losses.

An independent valuation of land and buildings was undertaken on 31 May 2009 by the Australian Valuation Office. This independent valuation is part of an AHL policy to obtain the current values of land and buildings every three years to ensure assets are not carried at an amount greater than their recoverable amount.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is relevant for leasehold improvements relating to office and hostel fit outs, where the contract requires the restoration of the premises to original condition on conclusion of the lease period. These costs are included in the leasehold asset value with a corresponding provision for the make good taken up. Refer to Note 1 (p).

(n) Depreciation of PPE

Depreciation on property, plant and equipment is calculated on the straight line method over the useful life of the assets. Depreciation starts at the beginning of the first cost period following date of acquisition. The depreciation rates are reviewed annually at each reporting date and the current rates are as follows:

Asset Category	Depreciation Rates	
	2010	2009
Computers	10.0%	10.0%
Office Machines	6.0%	6.0%
Furniture and fittings	5.0%	5.0%
Buildings	2.5%	2.5%
Leasehold improvements	20.0%	20.0%
Art and artefacts	1.0%	1.0%
Electrical Equipment	6.25%	6.25%

(o) Impairment

All assets are assessed for impairment at the end of the reporting period. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of fair value less the cost to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if AHL were deprived of the asset, its value in use is taken to be its depreciated replacement cost. As at 26 June 2010, no indicators of impairment were found for property, plant and equipment.

(p) Leases

All lease payments relate to operating leases. Risks and benefits substantially remain with the lessor and are charged to the statement of comprehensive income on a straight-line basis over the period of the lease. This is representative of the pattern of benefits derived from the leased assets.

(q) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instruments. For financial assets, this is equivalent to the date the AHL commits itself to either purchase or sell the asset (ie trade date accounting is adopted). Financial instruments are initially measured at fair value plus transaction cost except where the instruments are classified in 'at fair value through profit and loss' in which case transaction costs are expensed to profit and loss immediately.

Classification and subsequent measurement

Financial instruments are subsequently measured at either fair value, amortised costs using the effective interest rate method or cost. Fair value represents the amount for which an asset could be exchanged or liability settled, between knowledgeable, willing parties. Where available quoted price in an active market are used to determine fair value. In other circumstance, valuation techniques are adopted.

Amortised cost is calculated as:

- i) the amount at which the financial asset or financial liability is measured at initial recognition;
- ii) less principal repayments;
- iii) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method and
- iv) less any reduction for impairment.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rates that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts). Through the expected life (or when this cannot be reliably predicated, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in the profit and loss.

(r) Construction work in progress

Construction work in progress is recorded at cost and is capitalised when the works have been completed and subsequently transferred to the relevant asset class.

(s) Trade Creditors

Trade creditors are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced). Trade creditors are usually settled within 30 days of being invoiced.

(t) Contingent Liabilities and Assets

Contingent liabilities and assets are not recognised on statement of financial position but are reported in the relevant notes. They may arise from uncertainty as to the existence of a liability or asset, or represent an existing liability or asset in respect of which settlement is not probable or the amount cannot be reliably measured. Contingent assets are reported when settlement is probable, and contingent liabilities are recognised when settlement is greater than remote.

(u) Cash

Cash is recognised at its nominal amounts. Interest is credited to revenue as it accrues.

For the purpose of statement of cash flows, cash includes cash on hand and at bank together with at call deposits with banks or financial institutions.

(v) Grants to Community Hostels

A service level agreement exists for each community operated hostel in receipt of AHL grants. AHL recognises a grant expense upon delivery of agreed services by the grantee.

(w) Comparative Figures

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 2: (a) Revenue

		2010	2009
	NOTE	\$'000	\$'000
Revenue			
Revenue from Government and Government subsidies	2b	42,144	41,009
Accommodation charges		9,775	9,887
Interest received		992	1,529
Rent received		139	83
Indigenous Youth Mobility Program - administration charges		296	-
Sundry revenue		358	187
Grant income	2c	3,136	(50)
Total revenue		56,840	52,645

Note 2: (b) Revenue from Government and Government Subsidies

	2010	2009
	\$'000	\$'000
Revenue from Australian Government through:		
Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)	36,840	34,281
Department of Health and Ageing:		
Aged Care Subsidy	-	1,927
NT Jobs Package	46	-
Hetti Perkins Home for the Aged Nursing Home Subsidy	2,255	1,924
Department of Education Employment and Workplace Relations		
Indigenous Youth Mobility Program	2,796	2,562
Subsidy	-	117
The State Government through:		
Department of Human Services (Victoria)	207	198
Total Revenue from Government and Government Subsidies	42,144	41,009

Note 2: (c) Grant income

	2010	2009
	\$'000	\$'000
Mt Isa Mines Ltd grant for apprenticeship hostel in Cloncurry Old	-	(50)
WA Govt - Kununurra Student Hostel	209	-
FaHCSIA - Indigenous Mothers Accommodation for Katherine and Darwin	1,913	-
FaHCSIA - Information Systems Grant	1,014	-
Total grant income	3,136	(50)

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 3: (a) Salaries and employee benefits

		2010	2009
	NOTE	\$'000	\$'000
Wages and salaries		20,197	19,088
Superannuation contributions	3b	2,506	2,596
Directors' remuneration	12b	198	99
Annual leave		1,738	1,460
Conditions of service		59	45
Long service leave		61	414
Total salaries and employee benefits		24,759	23,702

Note 3: (b) Superannuation contributions

Employer contributions to all Superannuation schemes during 2009-10 were as follows:

	2010	2009
	\$'000	\$'000
Productivity superannuation	597	660
Employer component	1,909	1,936
Total superannuation contributions	2,506	2,596

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 4: Suppliers expense

	2010	2009
NOTE	\$'000	\$'000
Repairs and planned maintenance	3,952	3,014
Food	2,511	2,496
Fuel and power	1,396	1,270
Travel	825	713
Telephone and fax	405	412
Rent	1,809	1,940
Motor vehicle hire and running	1,093	852
Cleaning	488	444
Rates	627	611
Workers compensation premiums	615	533
Minor equipment replacement	2,389	395
Printing and stationery	201	166
Training costs	531	394
Data processing costs	343	263
Staff advertising, recruitment and removal costs	457	274
Postage	212	167
Marketing costs	72	91
Information technology costs	617	548
Auditors remuneration	13	104
Management consultancy fees	362	365
Other insurance costs	169	150
Structured Training Employment Program Cost	-	2
APS - Indigenous Youth Capability Fund	-	4
Contract labour	1,437	1,051
Occupational health and safety	48	31
Sundries	690	299
Total suppliers expense	21,353	16,588

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 5: Grants to community operated hostels

An amount of \$6,165,000(2008-09 \$7,932,000) representing grants of a capital and operating nature was paid to approved outside organisations.

Note 6: (a) Cash

	2010	2009
	\$'000	\$'000
Cash in hand	4	4
Cash at bank	20,863	26,392
Cash in imprest accounts	1,447	1,374
	22,314	27,770

Note 6: (b) Reconciliation of net cash flow from operating activities with net profit from ordinary activities

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

	2010	2009
	\$'000	\$'000
Net comprehensive income for the period	1,966	1,994
Non-cash items		
Depreciation and amortisation	2,218	2,019
Value of assets sold and written off	268	280
Changes in assets and liabilities		
(Increase)/Decrease in prepayments	222	(316)
(Increase)/Decrease in receivables	(16)	(48)
Increase/(Decrease) in payables	956	(267)
Increase/(Decrease) in provisions	168	222
Net cash flow from operating activities	5,782	3,884

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 7: Trade and other receivables

	2010	2009
	\$'000	\$'000
Current		
Trade debtors	262	344
Less: Allowance for impairment	(87)	(87)
Total	175	257
GST receivable	520	548
Heidi Perkins - grant subsidy receivable	217	-
Accrued interest income	48	15
Rental bonds	19	140
Other debtors	7	10
Total trade and other receivables	986	970

These receivables are recognised at the nominal amounts due less any allowance for impairment. Allowances are made when collection of debt is considered unlikely.

Note 8: Other assets

	2010	2009
	\$'000	\$'000
Pre-paid Expenses		
IT and maintenance contracts	21	101
Fuel & power	4	-
Motor vehicle expenses	58	80
Rent	30	52
Training expenses	2	20
CHG capital grants	7	15
Other	13	89
Total prepayments	135	357

Note 9: Property, plant and equipment
(a) Schedule: property, plant and equipment

	2010		2009	
	Cost Valuation \$'000	Accum. Deprec. \$'000	Net Book Value \$'000	Cost Valuation \$'000
			Deprec. \$'000	Net Book Value \$'000
Land and Buildings				
Land				
At cost	5,645	-	5,645	5,740
Total land	5,645	-	5,645	-
Buildings				
At cost	81,807	24,706	57,101	72,667
Add: Work in progress at cost	10,721	-	10,721	5,238
Total buildings	92,528	24,706	67,822	77,905
Total land and buildings	98,173	24,706	73,467	83,645
Plant and Equipment				
At cost	2,646	644	2,002	3,828
Total plant and equipment	2,646	644	2,002	3,828
Total property, plant and equipment	100,819	25,350	75,469	87,473

Types of assets brought to account at independent valuation are described in Note 1. In addition the Company has been appointed under the *Crown Lands Consolidation Act 1913* of New South Wales, the sole trustee of two Aboriginal Reserves on which Durrungaling and Biella hostels are situated.

A market valuation undertaken on 31 May 2009 by the Australian Valuation Office valued land and buildings at \$114,796,000 which was endorsed by the Board of Directors at 26 June 2010. This valuation was not booked by AHL as it continues to carry all assets at cost. The next valuation is due in May 2012.

No indicators of impairment were found for fixed assets.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 9: (b) Reconciliation of the opening and closing balances of property, plant and equipment

	Land	Buildings	Work In Progress	2010 Total Land and Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 27 June 2009						
Gross book value	5,740	72,667	5,238	83,645	3,828	87,473
Accumulated depreciation, amortisation and impairment	-	(23,121)	-	(23,121)	(1,425)	(24,546)
Net book value 27 June 2009	5,740	49,546	5,238	60,524	2,403	62,927
Additions						
By Purchase	-	477	15,649	16,126	753	16,879
Transfers from Work In Progress	-	9,743	(10,166)	(421)	421	-
Depreciation and amortisation expense	-	(1,978)	-	(1,978)	(240)	(2,218)
Disposals						
Gross book value	(95)	(1,082)	-	(1,177)	(2,357)	(3,534)
Accumulated depreciation, amortisation and impairment	-	393	-	393	1,022	1,415
Net book value 26 June 2010	5,645	57,101	10,721	73,467	2,002	75,469
Net book value as at 26 June 2010 represented by						
Gross book value	5,645	81,807	10,721	98,173	2,646	100,819
Accumulated depreciation, amortisation and impairment	-	(24,706)	-	(24,706)	(644)	(25,350)
Net book value 26 June 2010	5,645	57,101	10,721	73,467	2,002	75,469

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 9: (b) Reconciliation of the opening and closing balances of property, plant and equipment

	Land	Buildings	Work In Progress	2009 Total Land and Buildings	Plant and Equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 28 June 2008						
Gross Book Value	5,740	69,672	1,611	77,023	4,047	81,070
Accumulated depreciation, amortisation and impairment	-	(21,479)	-	(21,479)	(1,751)	(23,230)
Net Book Value 29 June 2008	5,740	48,193	1,611	55,544	2,296	57,840
Additions						
By Purchase	-	3,088	3,720	6,808	578	7,386
Transfers from Work In Progress	-	93	(93)	-	-	-
	-	3,181	3,627	6,808	578	7,386
Depreciation and amortisation expense	-	(1,808)	-	(1,808)	(211)	(2,019)
Disposals						
Gross book value	-	(186)	-	(186)	(797)	(983)
Accumulated depreciation, amortisation and impairment	-	166	-	166	537	703
	-	(20)	-	(20)	(260)	(280)
Net book value 27 June 2009	5,740	49,546	5,238	60,524	2,403	62,927
Net book value as of 27 June 2009 represented by						
Gross book value	5,740	72,667	5,238	83,645	3,828	87,473
Accumulated depreciation, amortisation and impairment	-	(23,121)	-	(23,121)	(1,425)	(24,546)
Net book value 27 June 2009	5,740	49,546	5,238	60,524	2,403	62,927

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 10: Employee provisions and payables

	2010	2009
	\$'000	\$'000
Current		
Provision for annual leave	1,406	1,101
Provision for long service leave	1,270	1,392
Accrued salaries	308	252
Total current	2,984	2,745
Non-current		
Provision for long service leave	668	739
Total non-current	668	739
Total provisions	3,652	3,484

Note 11: Trade and other payables

	2010	2009
	\$'000	\$'000
Current		
Accrued expenses	338	246
Grants received in advance - Indigenous Youth Mobility Program	864	-
Total trade and other payables	1,202	246

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 12: (a) Names of directors and key management personnel in office at any time during the financial year are:

Directors

Mrs Elaine McKeon AO	Chairperson and Non-Executive	
Mrs Helen McLaughlin	Non-Executive	
Mr Hugo Johnston	Non-Executive	
Ms Karen Jacobs	Non-Executive	retired 30 September 2009
Mr Pat Watson	Non-Executive	
Mr Wayne Jackson PSM	Non-Executive	

Key management personnel

Mr Keith Clarke OAM	General Manager
Dr Kamlesh Sharma	Assistant General Manager/Company Secretary
Mr Russell Lane	Assistant General Manager - Operations

Note 12: (b) Related party disclosures

There are no related party disclosure transactions for 2009-10. In previous financial years, grants were made to Frontier Services. Mrs Helen McLaughlin is a board member of Frontier Services. The grants were approved under the Community Hostel Grant and Aged Care programs and were made on normal terms and conditions. The Director involved took no part in the relevant decisions of the Board.

Grants to Director-related entities for 2009-10 were Nil (\$192,254 in 2008-09).

Note 12: (c) Directors' remuneration

Year	Short-term benefits	Post-employment benefits	Long-term benefits	Total
	Salary, fees and leave	Superannuation contributions	long service leave	
2010	198,000	-	-	\$ 198,000
2009	99,000	-	-	\$ 99,000

Note 12: (d) Key management personnel remuneration

Year	Short-term benefits	Post-employment benefits	Long-term benefits	Total
	Salary, fees and leave	Superannuation contributions	long service leave	
2010	611,000	64,000	49,000	\$ 724,000
2009	533,700	74,000	10,300	\$ 618,000

Note 13: Auditors' remuneration

	2010	2009
	\$	\$
Amounts received or due and receivable by the Australian National Audit Office for:		
- auditing the financial statements for the reporting period	103,500	103,200

No other services were provided by the Auditor-General.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 14: Commitments

(a) Operating lease commitments

Outstanding unsecured commitments on unexpired term of leases for office space and hostel accommodation.

	2010	2009
	\$'000	\$'000
Not later than 1 year	1,946	1,480
Later than 1 year and not later than 2 years	1,493	-
Later than 2 years and not later than 5 years	1,152	2,475
Later than 5 years	13	237
Total	4,604	4,192

(b) Capital expenditure commitments

Capital and major maintenance expenditure.

	2010	2009
	\$'000	\$'000
Not later than 1 year	3,635	18,555
Total	3,635	18,555

(c) Commitments receivable

GST recoverable on the commitments listed in 14(a) and 14(b) is as follows:

	2010	2009
	\$'000	\$'000
Operating leases	359	381
Capital and major maintenance expenditure	330	1,687
Total	689	2,068

Note 15: Resources received and provided free of charge

The company has the use of six properties at several locations made available free of charge with a historic cost value of \$4,332,000 (\$4,332,000 in 2008-09).

The market value of these properties, based on an independent valuation and endorsed by Directors, at 26 June 2010, was \$9,610,000.

At the date of this report, the company has made available two properties in NSW (four in 2008-09) to outside organisations who operate hostels for Aboriginal and Torres Strait Islander people, assets free of charge with a historic cost value of \$2,071,011 (\$2,733,152 in 2008-09).

The market value of these properties, based on an independent valuation and endorsed by the Directors, at 26 June 2010, was \$3,430,000.

Note 16: Economic dependency

AHL currently receives a significant portion of its funding from the Commonwealth of Australia. Therefore, the company is dependent economically on government subsidies.

Note 17: Contingent liabilities

As at 26 June 2010, AHL has no quantifiable or less than remote contingencies. (Nil in 2008-09)

Note 18: Events after balance date

There are no events after balance date that will affect the financial statements.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 19: Financial Instruments

(a) Categories of financial instruments

		2010	2009
	NOTE	\$'000	\$'000
Financial assets			
Loans and receivables			
Cash	6a	22,314	27,770
Trade debtors	7	175	257
Rental bonds	7	19	140
Other debtors	7	7	10
Carrying amount of financial assets		22,515	28,177

Financial Liabilities

Carrying amount of financial liabilities	-	-
---	---	---

(b) Net income and expense from financial assets

		2010	2009
	NOTE	\$'000	\$'000
Financial assets			
Loans and receivables			
Interest received in cash		944	1,601
Net gain/(loss) from financial assets		944	1,601

(c) Fair Value of financial instruments

		2010		2009	
	NOTE	\$'000	\$'000	\$'000	\$'000
		Carrying Amount	Fair Value	Carrying Amount	Fair Value
Financial assets					
Loans and receivables					
Cash and deposits	6a	22,314	22,314	27,770	27,770
Trade debtors	7	175	175	257	257
Rental bonds	7	19	19	140	140
Other debtors	7	7	7	10	10
Total		22,515	22,515	28,177	28,177

(d) Credit risk exposure

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date in relation to each class of financial asset is the carrying amount, net of any provisions for impairment allowance of those assets, as disclosed in the Balance Sheet and notes to the financial statements.

Credit risk of financial instruments not past due or individually determined as impaired is indicated below:

NOTE	2010		2009	
	\$'000	\$'000	\$'000	\$'000
	Not Past Due Nor Impaired	Past Due And Impaired	Not Past Due Nor Impaired	Past Due And Impaired
Loans and receivables				
Trade Debtors	175	87	257	87
Rental Bonds	19	-	140	-
Other Debtors	7	-	10	-
Total	201	87	407	87

	2010	2009
	\$'000	\$'000
Financial assets that are past due but not impaired as at balance date	-	-

(e) Market risk

AHL holds basic financial instruments that do not expose the company to certain market risks. AHL is not exposed to 'currency risk'. Interest income is impacted by the timing of significant construction projects and corresponding outlays in respect of these projects rather than any fluctuation in interest rates.

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587
Notes to and Forming Part of the Financial Statements

Note 20: May Ames estate trust fund

During 1981-82, \$46,980 was received by the company from the estate of the late May Ames to be used for the benefit of secondary school children. The funds have been invested by the company in the Commonwealth Bank of Australia's money market call accounts as follows:

	2010	2009
	\$	\$
Capital Account		
Opening balance	75,000	75,000
Contribution to maintain real value	1,000	-
Closing Balance	76,000	75,000
Operating Account		
Opening balance	9,295	9,402
Receipts:		
Transfer of interest from money market account	1,281	2,664
Sub-total	10,576	12,066
Payments		
To Aboriginal high school children	(1,200)	(1,250)
Purchase of minor assets and stationery for schools	(1,031)	(1,452)
Bank fees	(136)	(69)
Sub-total	8,209	9,295
Transfer to capital account above	(1,000)	-
Closing balance	7,209	9,295

Note 21: Ashley Cooper estate trust fund

During 2006-07, \$137,189 was received by the company from the estate of the late Ashley Cooper to be used for the benefit of secondary school children in South Australia and Northern Territory. The funds have been invested by the company in the Commonwealth Bank of Australia's money market call accounts as follows:

	2010	2009
	\$	\$
Capital Account		
Opening balance	125,000	125,000
Closing balance	125,000	125,000
Operating Account		
Opening balance	14,460	16,112
Receipts:		
Transfer of interest from money market account	2,172	4,471
Sub-total	16,632	20,583
Payments		
Purchase of minor assets and stationery for schools in the Northern Territory	-	(5,992)
Bank fees	(132)	(131)
Closing balance	16,500	14,460





Appendices

SECTION 6



Felisha Mosby, domestic worker at Canon Boggo Secondary Education Hostel on Thursday Island. Felisha travels from Prince of Wales Island to work each day by dinghy.

6 Appendices

Appendix 1: Figures and tables

Figures	Page
Figure 1 AHL Board and committee structure	8
Figure 2 Organisational chart	11
Figure 3 Guest capacity (beds per night) by category	15
Figure 4 Company structure	16
Figure 5 Sources of funding	19
Figure 6 Application of funding	20
Figure 7 Hostels, by region	24

Tables	Page
Table 1 Comparison of AHL and CHG, by beds per night	16
Table 2 Program 1.1 Company owned and operated hostels	17
Table 3 Program 1.2 Community-operated hostels	17
Table 4 Total resources for Outcome 1, 2009–10	18
Table 5 Occupancy rate per night, by category, 2007–08 to 2009–10	21
Table 6 Financial summary, 2005–06 to 2009–10	22
Table 7 Expenditure per hostel category, 2009–10	23
Table 8 Results of 2009–10 resident surveys	25
Table 9 Memorandums of understanding between hostels and health providers	35
Table 10 Performance summary	52
Table 11 Region 1 (WA)—Satisfaction categories and percentages	61
Table 12 Region 1 (WA)—Residency reasons and percentages	61
Table 13 Region 1—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels	62
Table 14 Region 2 (Northern Australia)—Satisfaction categories and percentages	66
Table 15 Region 2 (Northern Australia)—Residency reasons and percentages	66
Table 16 Region 2—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels	68
Table 17 Region 3 (Northern Queensland)—Satisfaction categories and percentages	70
Table 18 Region 3 (Northern Queensland)—Residency reasons and percentages	71
Table 19 Region 3—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels	72
Table 20 Region 4 (Southern Queensland)—Satisfaction categories and percentages	76
Table 21 Region 4 (Southern Queensland)—Residency reasons and percentages	76
Table 22 Region 4—Funding contribution to community-operated hostels and average annual occupancy rate, all hostels	78
Table 23 Region 5 (NSW)—Satisfaction categories and percentages	82
Table 24 Region 5 (NSW)—Residency reasons and percentages	82



Tables	Page
Table 25 Region 5—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels	84
Table 26 Region 6 (Victoria and Tasmania)—Satisfaction categories and percentages	87
Table 27 Region 6 (Victoria and Tasmania)—Residency reasons and percentages	87
Table 28 Region 6—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels	88
Table 29 Region 7 (South Australia)—Satisfaction categories and percentages	92
Table 30 Region 7 (South Australia)—Residency reasons and percentages	92
Table 31 Region 7—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels	94
Table 32 Region 8 (Central Australia)—Satisfaction categories and percentages	96
Table 33 Region 8 (Central Australia)—Residency reasons and percentages	97
Table 34 Region 8—Funding contribution to community-operated hostels and average annual occupancy rates, all hostels	98
Table 35 Major maintenance, 2009-10	102
Table 36 Staff profile, 2009-10, by APS level	106
Table 37 Diversity of AHL employees	106
Table 38 Recruitment, separation and turnover, 2005-06 to 2009-10	107
Table 39 Employee Assistance Program consultations, 2006-07 to 2009-10	111
Table 40 Notifiable incidents	112
Table 41 Cash on hand and at bank	120
Table 42 Attendance at Board and Audit Committee meetings, 2009-10	127
Table 43 Remuneration of directors and executives	129

Appendix 2: Statement of Intent

The following Interim Statement of Corporate Intent covered the period from 1 November 2009 to 30 April 2010.

Interim Statement of Corporate Intent

ABORIGINAL HOSTELS LIMITED
ABN 47 008 504 587

Scope and context

This is an Interim Statement of Intent (SOI) covering the period from 1 November 2009 to 30 April 2010. It responds to a Statement of Expectations (SOE) issued by the Minister for Families, Housing, Community Services and Indigenous Affairs on 12 November 2009. It is expected that the Minister will issue a further SOE in April 2010, in response to which Aboriginal Hostels Limited (AHL) will prepare an updated Statement of Intent.

AHL is currently working with Ernst & Young on the implementation of the recommendations of the Ernst & Young Review. The review focused on four main areas: Strategic, Business, Governance and Operations. Our Interim SOI covers these areas, looking at our ongoing work, our current priorities in response to the findings of the Ernst & Young Review, and our explorations of new ways to add value and draw on our unique strengths.

Strategic

AHL's strategic directions are being refreshed through a number of processes, including the Ernst & Young Review, in the lead up to the Strategic Planning Day on 11 February 2010. Critical to our current orientation is our determination to play a strong part in the COAG Closing the Gap agenda, and related strategies such as the Remote Service Delivery Strategy. We at AHL are working to improve our knowledge base to enable us to be more proactive in identifying where we can best make a difference. Increasingly, we are thinking across boundaries to help us work more frequently and more effectively with the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), the Department of Education, Employment and Workplace Relations, and other key players. AHL is increasingly able to leverage its unique organisational skill set to support new approaches to old problems.

AHL recognises that building and maintaining an effective workforce is a key underpinning to its ability to position itself to contribute to the COAG agenda. Accordingly, it has recently developed a Human Resource Management Strategic Policy and Operational Framework and supporting strategies which will enhance AHL's capacity to contribute to reform and, ultimately, improved outcomes. A new Performance Management Framework is being developed jointly by AHL, FaHCSIA, and Ernst & Young.



Business

AHL is actively growing new business, through offering its expertise to potential partners at the Commonwealth, state and local levels, and to the business and community sectors. AHL has recently added to its range of hostel categories by opening employment and training hostels where they are needed, to meet identified needs of employers and training institutions.

AHL actively investigates areas of emerging need and develops innovative responses, involving a wider range of accommodation strategies, which draw on the opportunities offered through partnerships. For example, AHL is working with the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) to build a hostel for mothers and babies in the grounds of Darwin Hospital, and to refurbish the facilities at the Katherine Women's Medical Hostel to provide a better environment for women needing care around the time of childbirth. Providing such care, together with supporting the development of parenting skills, is an example of how AHL can effect change in the lives of those who live in remote communities, where it will never be realistic to provide all the opportunities and services that all community members may need over the lifecycle.

AHL is also working in partnership with FaHCSIA on new frameworks for provision of accommodation services to highly marginalised people, in such places as Alice Springs, which would support them along the continuum from unsatisfactory living arrangements through transitional accommodation to more independent arrangements. These models will recognise the integral role of lifeskills such as budgeting, cooking, and literacy in enabling people to make successful transitions to independent living. AHL's hostels model positive behaviours such as respect, responsible parenting, and regular school attendance, and provide residents with opportunities to experience regular nutritious meals and an environment free of substance misuse and violence.

To support these and other partnerships, AHL and FaHCSIA are developing a Memorandum of Understanding which will support better joint outcomes.

Operations

AHL continues to provide appropriate and affordable temporary and special purpose accommodation for Indigenous people, assisting them to improve their standard of living and to achieve health, housing educational and employment-related goals. AHL routinely monitors these operations to help ensure that these services are delivered in an equitable manner and to accepted standards of quality. AHL continues to address market failures through funding or providing accommodation for Indigenous people who face significant barriers in access to other forms of shelter.

AHL continues to examine the drivers of low or fluctuating occupancy rates in its hostels, with a particular focus on its education hostels, and is upgrading its data gathering capacity in this area. It has identified that levels of community engagement and endorsement need to be improved to support improved occupancy, and strategies have been put in place to address this.

Governance

AHL maintains the highest standards of corporate governance and financial accountability, complying with ANAO best practice guidelines. It operates in strict compliance with all relevant legislation, including the *Commonwealth Authorities and Companies Act 1997*, the *Corporations Act 2001* and the *Public Service Act 1999*. AHL ensures that funding is used in a transparent manner.

AHL's Board members are aware of the significance of their roles and responsibilities, and apply themselves to their duties with diligence, care and skill. They are providing a high standard of leadership in facilitating the implementation of the Ernst & Young review, and reporting regularly to the Minister on its progress.

The following Interim Statement of Intent covers the period from 1 May 2010 to 30 September 2010:

Statement of Corporate Intent

ABORIGINAL HOSTELS LIMITED ABN 47 008 504 587

The AHL Board and Executive have worked intensively over the last year, with support from Ernst & Young and FaHCSIA, reviewing the strategic objectives of the organisation and implementing the recommendations of the earlier Ernst & Young reviews.

In essence the Board is developing a revised approach to AHL's business model which will focus on new strategic objectives, a review of the Board's governance framework, the development of an enhanced research and development capability and the introduction of new performance reporting measures.

The Board has been actively pursuing these new initiatives so as to maximise AHL's contribution to the government's "Closing the Gap" objectives and has already agreed the priorities, and an action plan, for implementing the required changes.


At the core of the Board's new strategic direction is the following key strategic objective:

Facilitate or provide safe and culturally appropriate and affordable special purpose temporary accommodation with tailored support services, to assist Indigenous people to "Close the Gap".

In setting its new key objective the Board has identified three key themes to underpin it:

i) Pathways to independent living

While the provision of a bed and three meals is often a necessary condition of many Indigenous people in making a successful transition to independent living, in many cases this alone is insufficient to bridge the gap. Recognising this AHL has



commenced work with other service providers with a view to developing a tailored approach for providing wraparound services, appropriate to each individual, to assist them to better meet their needs and develop their capacity for independent living.

This approach is already a central feature of the Indigenous Youth Mobility houses and secondary education hostels where AHL provides not only a safe and supportive environment for young Indigenous people but also provides advice on life, and other skills necessary, to make the transition to independent living through the provision of in-house Residential Youth Workers.

AHL is also involved in, and supports, the development of more flexible accommodation models over the standard 'bricks and mortar' hostel approach which has been utilised effectively for many years. For example, the Alice Springs Town Visitors Centre will provide more flexible accommodation options through tents, cabins and self-contained units and purchased meals and self-catering facilities, with families being able to step up to more independent forms of accommodation as they demonstrate their capacity for independent living.

Over time this will be reflected in a changed AHL service profile.

ii) Development of partnerships with both government and the private sector

In recent years AHL has been increasingly involved in developing partnerships with both the public and private sectors. More recently the Board has endorsed an even more pro-active approach in order to position itself for future partnerships. This includes the appointment of a new Business Manager at the SES level to pursue this important component of AHL's new approach.

The nature of these partnerships are flexible, recognising that AHL can provide an important contribution to developing effective transitional accommodation through its expertise in designing, constructing or managing hostels without it always having to be the sole, predominant or even partial funder.

The Board is actively encouraging AHL to involve itself in a wide range of partnerships with both Commonwealth departments responsible for "Closing the Gap", in particular with DEEWR, FaHCSIA, DoHA, and other State and local governments. The Board has identified that AHL can make a positive contribution to most elements of the "Closing the Gap" agenda but specifically in the areas of health (including access to maternal and infant health and renal services), education, training and employment.

AHL is also well advanced in negotiations with BHP Billiton whereby BHP Billiton will fund the establishment of Indigenous apprentice and trainee hostels on land provided by the Western Australian Government with AHL managing the hostels and providing culturally appropriate support.

iii) Priority to facilitating access to education, training and employment opportunities

The Board considers that a good education and successful transition into the workforce are central to “Closing the Gap” and advancing the independence of current and future generations of Indigenous people.

While AHL has an important role to play in respect of all “Closing the Gap” areas, there is an increasing need for appropriate accommodation and support services, particularly in regional and remote areas, to enable Indigenous people to gain access to secondary and tertiary education institutions, post-school training programs, and transition to employment.

AHL has been increasingly active in this area. To date it has established fourteen Indigenous Youth Mobility houses with DEEWR and has also just recently opened a secondary hostel in Kununurra. AHL will be constructing and operating the first secondary boarding facility in an Aboriginal settlement, at Wadeye in the Northern Territory, with another two remote locations in planning. Its joint venture with BHP Billiton and the Western Australian Government will also improve employment opportunities for Indigenous people in Port Hedland and Newman.

Research, Development and Performance Measurement

To support these themes, the Board has agreed to invest in improving AHL’s access to improved evidence based research and evaluation which will include:

- Improved processes for establishing priorities for the utilisation of AHL’s resources; and
- More effective strategies to support improved resident outcomes.

The provision of services will be guided by government priorities on service location and reflect geographic diversity. It will also be supported by a more rigorous and ongoing process of evaluation of the appropriateness, effectiveness and efficiency of existing AHL services and Community Hostels Grants. Greater priority will be given to ensuring that the level and quality of AHL services consistently reflect agreed best practice models and standards.

To guide these efforts, in consultation with FaHCSIA and other relevant departments, the Board will identify a range of key performance indicators which are better aligned with the Government priorities to “Close the Gap” and are appropriate and relevant to hostel operations. Strategies including recruitment, promotion and enhanced mentoring, will be used to address low occupancy rates.

The appropriate definition of, and targets for, occupancy rates will be reappraised to provide more realistic measures of effective capacity taking into account, for example, the input of school holidays on secondary boarding hostels and differences between measures of bed occupancy and room occupancy.



Evaluation and Review

The Board has requested that more focused evaluation and reviews be undertaken to ensure the more effective matching of demand and resources. AHL will now regularly review each hostel with low occupancy on an individual basis, and develop and implement strategies to better promote the hostel's services to surrounding communities. Where this does not result in appreciable improvements, AHL will identify hostels for independent evaluation to determine the underlying causes of low occupancy. This will allow hostels, where services are no longer required, to be recommended to the Board for closure and re-direction of funding to higher priority areas (with suitable safeguards for the interests of remaining residents). There will be appropriate and timely engagement with the Minister.

A detailed project plan for giving effect to the business transformation required by these strategies has been developed, and AHL will be liaising with FaHCSIA as the required changes are put in place, including implementing relevant recommendations from the Ernst & Young Reviews.

Stakeholder Management

The Board will continue to ensure that AHL aligns its services more closely with government policies and provides flexible innovative solutions for specific programs.

The new Business Development Manager will build and maintain strong relationships with key stakeholders in Commonwealth Departments, State/Territory agencies and community groups in order to initiate more joint projects. The Board recognises that these partnerships will provide the best opportunity to implement a wider range of services to its clients and to leverage as far as possible funds provided by the Australian Government.

Corporate Governance

The business transformation model being implemented with AHL will also require further development and strengthening of AHL's corporate governance and organisational capacity.

The Board will encourage AHL to be more business-like in its decision making processes. For example, by outsourcing or centralising accommodation services, restructuring regional offices to achieve economies of scale and operational efficiencies and strategic asset management to ensure the best use of the available capital asset base.

AHL will continue to operate in accordance with all relevant legislation including the *Commonwealth Authorities and Companies Act 1997* and the *Public Service Act 1999* to maintain the highest standards of corporate governance, having regard to the Australian National Audit Office best practice guidelines. The Board will continue to provide the Minister with quarterly reports of performance and a corporate plan covering an outlook period of three years. As well, Directors will undertake relevant governance training in order to ensure best practice is achieved.

Summary

The AHL Board, together with AHL management, recognise the importance of moving the organisation to a position where it is able to better meet the needs of its clients. The Board has spent considerable effort to refocus the organisation on achieving better outcomes for its clients and to utilise improved business processes to achieve these outcomes. Partnerships have already been formed and others are currently being pursued.

Throughout this process of transformation, AHL will continue to leverage its position as being the primary provider of hostel services for Indigenous people. With a renewed emphasis on partnering it will also continue to provide safe, culturally appropriate and affordable accommodation to assist Indigenous people “Close the Gap” and access shelter for transitional, health, education and employment purposes.

Appendix 3: Freedom of Information

Statement

The *Freedom of Information Act 1982* (the FOI Act) requires each agency to publish detailed information about the way it is organised, its powers, the kinds of decisions it makes, arrangements for public involvement in its work, documents held by the agency, and how members of the public can obtain access to those documents.

The body of this annual report explains the functions of the AHL and issues currently affecting members of the public. They are detailed under each program element. This statement supplements the general information in the body of the report to meet the requirements of section 8 of the FOI Act and is correct as at 26 June 2010.

Freedom of information requests

No freedom of information requests were received in 2009–10.

How to get access to documents

Anyone is entitled to apply for access to documents under the FOI Act. In many cases, however, you may not need to use the FOI Act. First, try asking the nearest office of the company—the information you want may be readily available. An alternative is to phone the Marketing Section on (02) 6212 2095. If you decide to make a formal request under the FOI Act, the company's FOI Coordinator (phone (02) 6212 2030) can assist you.

The general power to grant or refuse access to any document is held by the company's General Manager. The General Manager has authorised certain officers of the company to grant or refuse access to documents. Generally, access is provided in the form of copies of documents. The company can, however, provide a reading area for inspecting documents made available under the FOI Act.

There are no arrangements for outside participation.



Categories of documents

Files maintained by the company's offices on a range of topics related to the company's functions are held in the company's central registry. Other documents that are common throughout the company are listed below. Those documents marked with an asterisk are available on request free of charge.

- Annual Report*
- Corporate Plan*
- Customer Service Charter*
- Complaints and Appeals booklet*
- Constitution*
- Board Charter
- Statement of Expectations for the period 1 November 2009 /- 30 April 2010 (issued 12 November 2009)*
- Statement of Expectations (issued May 2010)*
- *Hostel News**
- *Aboriginal Hostels Limited* pamphlet*
- *Accommodation guide**
- *Secondary education hostels pamphlet**
- Indigenous Youth Mobility Program pamphlet*
- Pamphlets on selected hostels*
- *Workplace diversity* booklet*
- Aged Care Enterprise Agreement 2009-11
- Enterprise Agreement 2009-11
- Aboriginal and Torres Strait Islander Indigenous Employment and Capability Strategy*
- Health and safety management arrangements*
- *Conditions of employment manual*
- *Personnel procedures manual*
- Values and Code of Conduct pamphlet*
- *Health and safety policy manual*
- *Hostel operations manual*
- *Houseparents manual*
- *Motor vehicle manual*
- *Finance procedures guidelines*
- Business Continuity Plan
- *Construction standards manual*
- *Construction and maintenance procedures manual*
- Fraud Control Plan
- *Fraud awareness guide*
- *100 success stories, celebrating 34 years of student hostels*
- Community Hostels Grants Program funding guidelines
- *Indigenous Youth Mobility Program house managers manual.*

Correspondence

Correspondence on FOI Act matters should be addressed to:

**The General Manager
Aboriginal Hostels Limited
PO Box 30
Woden ACT 2606**

Appendix 4: Code of Conduct

Code of Conduct actions

AHL uses the following measures to ensure that staff are aware of, understand and apply the Australian Public Service Values and Code of Conduct.

All new employees commencing in AHL are provided with a brochure outlining the Values and Code.

The Values and Code are integrated into training and development activities, including induction and hostel manager training workshops. The relevant module contains material on how the Values and Code should operate in practice.

Significant updates are provided through internal staff notes that address employees' responsibilities under the *Public Service Act 1999*.

Investigations

All employees are educated in all aspects of the APS Code of Conduct, including how they can report suspected misconduct and the protections against victimisation or harassment for them should they do so. Reports of suspected breaches of the Code in 2009–10 mostly arose from the observations of managers and/or supervisors and work colleagues.

The total number of investigations finalised in 2009–10 was nine, a slight increase from 2008–09. The employees involved were the subject of formal investigations conducted under AHL procedures into suspected breaches of the Code. Of these investigations, seven found that a breach had occurred and action was taken against the employees concerned.

Results of investigations

- One investigation resulted in termination of employment.
- One investigation resulted in a reduction in salary.
- One investigation resulted in deductions from salary by way of a fine.
- Two investigations resulted in the employee being reprimanded.
- One investigation resulted in no sanction being imposed.
- One investigation resulted in no breach being found.

Types of misconduct

- One breach arose from improper use of resources.
- One breach arose from harassment and bullying.
- Three breaches arose from inappropriate behaviour.
- One breach arose from theft.
- Three breaches arose from improper use of position or status.

Appendix 5: Enforceable Undertaking with Comcare, May 2010

Enforceable undertaking given by:

Aboriginal Hostels Limited (ACN 008 504 587) (AHL)

to Comcare

for the purpose of clause 2 of Schedule 2
of the *Occupational Health and Safety Act 1991 (Act)*

Purpose

1. The commitments articulated in this Undertaking are enforceable undertakings given in accordance with clause 16 of schedule 2 of the Act to Comcare in fulfilment of obligations under the Act. This Undertaking is given as a consequence of and in mitigation of the Alleged Contravention, and as evidence of the remedial action and future safety commitments that are proposed and outlined in this Undertaking.

Background

2. AHL is a Commonwealth Authority within the meaning of section 5 of the Act.
3. AHL was incorporated on 6 June 1973. AHL is funded by the Commonwealth government and operates a network of hostels across Australia that provide temporary accommodation services to Aboriginal and Torres Strait Islander people. AHL currently operates 50 company hostels and 23 Indigenous Youth Mobility Program (IYMP) hostels. AHL employs 520 people to undertake its operations throughout Australia.
4. AHL believes that its Occupational Health and Safety system promotes a risk management approach that includes hazard identification, risk assessment and risk control for the prevention of workplace injuries. AHL's safety, health and environment policies and procedures are an integral component of its occupational health and safety system.

Legal331080745.1

5. AHTL was at all material times the operator of the Iris Clay Hostel located at 261-269 Sturt Street, Townsville, in Queensland. Iris Clay Hostel employs 10 staff.
6. AHTL was at all material times the employer of a night attendant who performed his duties at the Iris Clay Hostel on a non-engaging basis.

Incident

7. On 12 July 2007, the night attendant was performing his duties at the Iris Clay Hostel. These duties included collecting dirty linen and taking it to laundry located on the upper level of the Hostel using the Hostel's service lift. The night attendant was alone at the time. The night attendant noticed that the lift had become stuck on the first floor. He attempted to free the lift by kicking it with his left foot. This action resulted in the lift falling onto his left leg. The night attendant sustained lacerations to his left leg. He attended the Townsville Hospital Emergency Department where the laceration to his leg was sutured, after which he was released from hospital. He returned to work the following day.
8. The incident was reported to Comcare on 23 July 2007 by the Acting Manager of the Iris Clay Hostel.

Alleged contravention

9. The Report of Investigation found that AHTL had breached its duty of care to employees by failing to take all reasonable practicable steps to protect the health and safety of its employees (section 6 of the Act). Evidence collected during the investigation identified what were regarded as being several systemic problems with AHTL's occupational health and safety management system, being:
 - (a) the failure to perform a risk assessment of the service lift;
 - (b) the failure to provide for regular inspections of the lift or to provide any adequate system for repairing and maintaining the lift in safe working condition;
 - (c) the failure to provide an adequate system for the operation of the service lift;
 - (d) the failure to provide adequate instruction on the use of the lift, or to provide the information, instruction, training and supervision necessary to enable AHTL employees to perform their work with the service lift in a manner that was safe and without risk to their health, or in relation to workplace health and safety generally; and
 - (e) the failure to ensure that AHTL employees were fully aware of, and implemented, their OH&S obligations as employees in accordance with s 31 of the Act, and AHTL OH&S policies in place at the time of the incident.

Leg 5961/2007-81

Acknowledgement

10. AHL acknowledges that:
 - (a) it has obligations under section 16(1) of the Act to take all reasonably practicable steps to protect the health and safety at work of its employees and contractors over which it has control;
 - (b) the Report of Investigation identifies alleged breaches of section 16(1) of the Act; and
 - (c) legal proceedings were contemplated by Courtware to enforce alleged breaches of section 16(1) of the Act identified in the Investigation Report.
11. By signing the Undertaking, AHL acknowledges that it failed to provide adequate training or supervision to the lift attendant for the purpose of carrying out his duties as they related to his operation of the service lift.
12. AHL is committed to fulfil its obligation contained in section 16(1) of the Act. AHL has undertaken, and proposes to undertake, a number of actions in response to the Incident and the Investigation Report which are set out in Clauses 14, 15, and 16, and Schedule 1 of this Undertaking.
13. Many initiatives have been undertaken by AHL since the Incident in an integrated, coordinated and whole of company approach to prevent a recurrence of this type of incident, and to address Findings made by the Report of Investigation. These initiatives are aimed at ensuring that the fundamentals of a sound and legislatively compliant Occupational Health and Safety management approach to the prevention of injuries associated with the operation of service lifts, and more generally, were in place and implemented by all AHL staff and management. The initiatives undertaken by AHL since the Incident comprise specific measures implemented at the Iris Clay Hostel to respond to immediate concerns regarding the services lift, and broader initiatives that have been, and will be implemented across each of AHL's hostels and places of business in response to the incident and the investigation report.
14. Specific initiatives implemented at the Iris Clay Hostel include the following:
 - (a) the complete replacement of the services lift at the Iris Clay Hostel, with all staff trained in its use;
 - (b) updating the *Hostel Inspection Checklist* for the Iris Clay Hostel so that the section regarding "Safety of Plant and Equipment", which was aimed to ensuring that all equipment is in good working order and condition, and that all employees are trained in the use of the equipment, includes a specific reference to the goods lift for the Iris Clay Hostel;
 - (c) a five year maintenance contract entered into by AHL with the installer of the new services lift (Lifttronics Pty Limited); and
 - (d) an independent audit on the new services lift undertaken by Cundall Johnson & Partners Pty Limited in Brisbane (who prepared the JLT services report dated December 2008 for the purposes of the Report of Investigation).

15. The Sid Ross Hostel in Alice Springs is the only other AHL facility that has a lift. The following specific initiatives have been implemented at the Sid Ross Hostel:
- (a) establishing a key system for the elevator to ensure that it can only be used when needed;
 - (b) the installation of new lift signage at the entrance and exit of the elevator on each level, in addition to safety warnings inside the lift itself;
 - (c) annual staff training for elevator usage conducted by Qlis Elevator Services as part of ongoing staff training and induction; and
 - (d) continuing to maintain an ongoing maintenance contract in place with Qlis Elevator Services to service and maintain the elevator.
16. In response to the Incident and the Investigation Report, AHL has undertaken a number of actions across each of AHL's hostels and places of business to:
- (a) address any failures in respect of performing adequate hazard identification and risk assessments, and implementing appropriate risk control measures to eliminate risks to health and safety that arise from the systems of work and plant and equipment installed or located in AHL workplaces, including, but not limited to, the Iris Clay Hostel premises;
 - (b) address any failures in respect of the provision of an adequate system for the safe operation of plant and equipment installed or located in AHL workplaces, including but not limited to, the Iris Clay Hostel premises;
 - (c) address any failures in respect of the provision of adequate induction, information, instruction, training and supervisions necessary to enable employees and contractors to perform their work in a manner that is safe and without risks to their health and safety. This includes, but is not limited to, the provision of adequate information, instruction, training and supervision in respect of plant and equipment, including but not limited to, the Iris Clay Hostel premises;
 - (d) address any failures in respect of ensuring adequate maintenance and repair systems for items of plant and equipment installed or located in AHL workplaces, including but not limited to, the Iris Clay Hostel premises; and
 - (e) ensuring that AHL employees are fully aware of their obligations as employees in relation to OHS matters, including those regarding the safe operation of items of plant and equipment installed or located in AHL workplaces, including but not limited to, the Iris Clay Hostel premises.
- (2) These actions and initiatives include:
- (a) developing and implementing a formal induction process for new employees commencing employment with AHL, with appropriate records detailing when and where the formal induction is conducted and

Appendix 6

which AHL employee or contractor was responsible for delivering the induction,

- (b) implementing a wholesale review of current procedures, practices and manuals for items of plant and equipment used by AHL, including the development of a comprehensive Strategic Risk Management Plan;
 - (c) arranging for accredited OH&S training to be delivered to all Hostel Managers, OH&S reps and Regional Office staff;
 - (d) establishing a dedicated toll-free telephone line (800 788 122) and a dedicated e-mail address (oh&s@ahl.gov.au) that can be used by all AHL staff nationwide to raise any OH&S issues of concern;
 - (e) establishing a dedicated OH&S folder on the AHL Intranet containing all OH&S related policies, guidelines, check lists, and which will be available to all AHL workplaces following a computer network re-design which is expected to be completed by 30 June 2010;
 - (f) conducting an audit of the induction of all of its existing employees to ensure that they have all been inducted in accordance with the OH&S Induction Checklist; with copies placed on the employee's personal file maintained in each AHL Regional Office;
 - (g) providing all AHL employees with copies of their OH&S and training records to permit checking and certification to AHL of any incorrect or missing entries, with copies placed on the employee's personal file maintained in each AHL Regional Office and copy sent to National OH&S Officer in Canberra to amend the training database where required;
 - (h) updating AHL's Performance Management System to include a performance indicator of compliance with AHL's OH&S policies and procedures for all its staff nationwide as a means of ensuring that all AHL employees are aware of and comply with their OH&S obligations as employees;
 - (i) updating AHL's Office Inspection Checklist and Hostel Inspection Checklist used by OH&S representatives to check workplaces to include specific reference to all plant and equipment, including any goods lift or passenger lift;
 - (j) continuing to require that OH&S matters are dealt with as a standing item at the Management Committee Meetings (comprises of AHL Senior Executives, all Divisional Managers in Canberra and all Regional Managers) that meets every quarter in Canberra; and
 - (k) establishing and maintaining continuous reporting mechanisms relating to OH&S issues to the AHL Board through the Regional Reports by the Regional Managers and Manager, Human Resources Division in Canberra and other Senior Executive reports to the Directors.
- (3) AHL will continue to implement, maintain and update the actions described in this clause.

Definitions

17. In this Undertaking:

"the Act" means the *Occupational Health And Safety Act 1991* (Cth).

"the Alleged Contravention" means the facts or circumstances which may have caused or contributed to the Incident and any injuries as described in the Report of Investigation and summarised at paragraphs 7 to 8 of this Undertaking.

"Comcare" means the body corporate established by section 68 of the *Safety, Rehabilitation and Compensation Act 1988* (Cth).

"the Employer" means Aboriginal Hostels Limited, ACN 008 304 567, of Banner House, 7 Neptune Street, Woden, Australian Capital Territory, 2506.

"the Incident" means the Incident described in the Report of Investigation and summarised at paragraphs 7 to 8 of this Undertaking.

"the Report of Investigation" means the report of *Investigation 2491 - Serious Personal Injury Sustained by AHL employee at the Iris Clay Hostel on 12 July 2007* issued to the Employer on 17 March 2009 under Section 52 of the Act.

"this Undertaking" means this document.

"the Undertaking Date" means the date the Undertaking is to have effect from; being the date on which it is executed by Comcare.

Interpretation

18. In this Undertaking (including the Purpose, the Definitions, the Background, and the Provisions), unless the context otherwise requires:

(a) headings are for convenience only and do not affect interpretation,

and unless the context indicates a contrary intention:

(b) an obligation or liability assumed by, or a right conferred on, 2 or more persons binds or benefits them jointly and severally;

(c) **person** includes an individual, the estate of an individual, a corporation, an authority, an association or a joint venture (whether incorporated or unincorporated), a partnership and a trust;

(d) a reference to a party includes that party's executors, administrators, successors and permitted assigns, including persons taking by way of novation and, in the case of a trustee, includes a substituted or an additional trustee and further includes any person claiming on behalf of or under or through a party to this deed,

(e) a reference to a document (including this deed) is to that document as varied, amended, modified, nullified or replaced from time to time,

(f) a reference to a statute or statutory provision includes a statutory modification or re-enactment of it or a statutory provision substituted

Legal231050545.1

for it, and each ordinance, by-law, regulation, rule and statutory instrument (however described) issued under it;

- (g) a word importing the singular includes the plural (and vice versa), and a word indicating a gender includes every other gender;
- (h) a reference to a party, clause, schedule, exhibit, attachment or annexure is a reference to a party, clause, schedule, exhibit, attachment or annexure to or of this enforceable undertaking, and a reference to this enforceable undertaking includes all schedules, exhibits, attachments and annexures to this enforceable undertaking;
- (i) if a word or phrase is given a defined meaning, any other part of speech or grammatical form of that word or phrase has a corresponding meaning;
- (j) **includes** in any form is not a word of limitation; and
- (k) a reference to \$ or dollar is to Australian currency.

Legal proceedings

- 19. As a consequence of the Alleged Contravention, Comcare proposed to commence proceedings against AHL under section 77 and Schedule 2 of the Act.
- 20. Despite the Alleged Contravention and any admission of liability expressed in this Undertaking, Comcare has agreed not to pursue legal proceedings on the basis that AHL grant, keep and not breach or propose to breach this Undertaking.

Assurance about future behaviour

- 21. This Undertaking constitutes an Enforceable Undertaking pursuant to Clause 16 of Schedule 2 of the Act.
- 22. This Undertaking is given by the General Manager of AHL as an authorised representative of AHL.
- 23. AHL undertakes to do or cause to be done, all the things listed in clauses 13, 14, 15, and 16 and Schedule 1.
- 24. AHL will:
 - (a) Do and ensure that its officers, agents and employees do all things reasonably necessary to prevent a recurrence of the Incident or the occurrence of any event similar to the Incident across all facilities and workplaces owned or operated by AHL;
 - (b) Abstain, and ensure that its officers, agents and employees abstain, from doing any act, matter or thing which gave rise to, or allegedly gave rise to the Incident or would give rise to the occurrence of any event similar to the Incident; and

- (c) Ensure that it uses its best endeavours to observe and implement industry best practice in respect of occupational health and safety and in compliance with the Act.

Occupational health and safety commitments

- 25. In particular, and without limitation to the generality of the commitments given in this Undertaking, AIL must do or abstain from doing (as the context requires) all things listed in clauses 13, 14, 15, and 16 and Schedule 1 to this Undertaking.
- 26. Unless specifically provided otherwise, all acts, measures, programs, or things required to give effect to the Commitments shall be performed, made, or implemented on or before the expiry of the time-frames listed in Schedule 1 to this Undertaking.

Reporting

- 27. AIL must:
 - (a) Within three months of the commencement of this Undertaking report to Comcare on the development and/or implementation of any measures it has committed to develop and/or implement in accordance with this Undertaking, and provide updates to Comcare every three months thereafter while this Undertaking remains in force;
 - (b) Provide all documents and information requested by Comcare from time to time for the purpose of enabling Comcare to assess compliance with this Undertaking; and
 - (c) Develop and adopt procedures which will ensure that its board and senior management, and any employees, contractors or other persons affected by this Undertaking are regularly informed on the implementation of measures described in or effected in accordance with this Undertaking.

Publicity

- 28. AIL acknowledges that this Undertaking is a public declaration of AIL's commitment to occupational health and safety in response to the Report of Investigation.
- 29. AIL:
 - (a) Agrees and undertakes to publish this Undertaking on AIL's internet and intranet sites, and to circulate it to all AIL staff nationwide; and
 - (b) Acknowledges that Comcare will:
 - (i) Issue a media release on execution of this Undertaking referring to its terms and to the concerns of Comcare which led to its execution;

Legal 661563543.1

- (ii) From time to time publicly refer to this Undertaking; and
- (iii) Make this Undertaking available for public inspection, including by publishing it on Comcare's website.

Costs

30. AHL agrees to pay the following costs of Comcare:

- (a) Legal costs in relation to Comcare's consideration of commencing legal proceedings and the negotiation, preparation and finalisation of this Undertaking with AHL which are agreed at \$33,894.21;
- (b) Costs arising from the investigation into the incident which are agreed at \$17,119.45;
- (c) The costs of implementing, monitoring and facilitating compliance with this Undertaking;
- (d) The costs of investigating any breach (or anticipated breach) of or non-compliance with this Undertaking, including the cost of any expert or technical advice in relation to the control measures which are to be implemented by AHL;
- (e) Costs involved in the publicity programme Comcare will implement under Clause 25 which are agreed at \$9,109.98; and
- (f) The cost of any legal action required to remedy any default or failure to comply with this Undertaking.

31. The costs listed in clause 30 will be payable within 21 days of receipt of an invoice from Comcare. If the parties are unable to agree on the quantification of the costs in Clause 31, then the matter will be referred to a costs specialist of the Paritas, choosing to determine such costs.

Enforceability

32. AHL acknowledges that this Undertaking is enforceable at law and that it will be subject to penalties if it does not comply with this Undertaking.

- (a) Without limiting the generality of this clause, Comcare may, in its absolute discretion, deem any finding by the Auditor that AHL has failed to give full effect to any provisions of this Undertaking to be a breach of this Undertaking.
- (b) AHL acknowledges that if Comcare forms the opinion that AHL had breached or proposes to breach, vary, or withdraw from this Undertaking without written approval from Comcare, and AHL fails to remedy such actual or proposed breach, variation, or withdrawal within 10 working days (or such longer period as Comcare nominates) of receiving written notice from Comcare, Comcare may seek the imposition of appropriate penalties.

- (c) Without limiting any other power, right, authority, or privilege it may enjoy, Comcare may, in proceedings arising from any breach or anticipated breach of this Undertaking, **literatim**:
- (i) Apply for an injunction restraining any such breach;
 - (ii) Apply for an injunction to ensure compliance with this Undertaking;
 - (iii) Pursue legal proceedings against AHL in respect of the Alleged Contravention or any matters dealt with in the Report of Investigator; and
 - (iv) Apply for any further order it considers appropriate.
 - (v) If AHL actually or proposes to breach, vary, or withdraw this Undertaking then Comcare may commence legal proceedings against AHL in respect of the Alleged Contravention resulting from the Incident or any matter dealt with in the Report of Investigation.
- And in any such proceedings AHL may not object to Comcare tendering this Undertaking.
- (d) Any act or omission by AHL which is inconsistent with or in contravention of this Undertaking is and is deemed by Comcare to be a breach of this Undertaking.

Acknowledgements

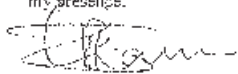
33. AHL acknowledges that

- (a) Comcare's acceptance of this Undertaking does not affect Comcare's:
 - (i) Power to investigate or pursue civil or criminal proceedings in respect of similar or related incidents or injuries which occur after the Undertaking date; or
 - (ii) Authorities, powers, and obligations in respect of any conduct of AHL which is not the conduct which gave rise to the Incident.
- (b) This Undertaking does not in any way derogate from the rights and remedies available to any other person or entity other than AHL and Comcare arising from any conduct described in this Undertaking or arising from future conduct.
- (c) This Undertaking has no operative force until accepted by Comcare.
- (d) This undertaking will be deemed to be formally concluded 12 months¹ from the date of this undertaking, or when Comcare confirms in writing that the undertaking has been fully executed (whichever is sooner).

Legisloc0397-8

This Undertaking is given on behalf of the duty holder, by Keith Clarke OAM, General Manager, Aboriginal Hostels Limited who has the authority of the duty holder to grant this Undertaking on behalf of the duty holder.

I certify that the person(s) signing opposite, with whom I am personally acquainted or as to whose identity I am otherwise satisfied, signed this document in my presence.

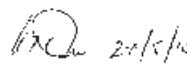
 24/5/10

Signature of Witness

End Bruce Bennett Perth West

3 N. Plains Street, Midland WA 6204

Address of witness

 24/5/10

Signed for by Authorised Officer

 24/5/10

Signing on behalf of Aboriginal Hostels Limited

Accepted by Certificate pursuant to clause 16 of Schedule 2 of the *Occupational Health And Safety Act 1997* by its duly authorised delegate:

 5/5/10

Signature of Deputy Chief Executive Officer

Steve Kibble

Name of Deputy Chief Executive Officer

Name of witness

SARAH HAWKE

Signature of witness



SCHEDULE 1 (CLAUSE 12)

The General Manager of Aboriginal Hostels Limited, Keith Clarke OAM, undertakes that AHTL will ensure that the following things are done within the timeframe specified in this Schedule, or if a timeframe is not specified, upon AHTL signing the Undertaking:

1. Since the Incident, AHTL has reviewed its workplace health and safety arrangements, as detailed most recently in the "*Aboriginal Hostels Limited Health and Safety Management Arrangements 2008-2012*" and the "*Occupational Health and Safety Policy*" statements circulated to AHTL employees by Keith Clarke OAM, General Manager, AHTL. These principles are based on a risk management approach to health and safety. In accordance with this approach, AHTL:
 - (a) identifies hazards, assesses their risk and implements reasonably practicable control measures;
 - (b) takes all reasonably practicable steps to provide and maintain safe and healthy workplaces for all employees;
 - (c) enables employees to carry out their work in a safe manner without detriment to their health, or the health, safety and welfare of their colleagues; and
 - (d) reviews workplaces and work practices to reduce the incidence of workplace injury or illness to employees.
2. AHTL will maintain the procedure outlined in the "*Supervisor's and Managers Checklist for New Employees*" dated May 2007; and the "*AHTL Staff Induction Checklist 2009*" dated 9 July 2009 of ensuring employees and supervisors and/or trainers sign off on all induction documentation at the Iris Clay Hostel, and continue to apply this procedure throughout the balance of AHTL's Workplaces.
3. AHTL will maintain the new safer systems of work articulated in paragraph 1 above in undertaking risk assessment and plant maintenance activities at each of AHTL's Workplaces, including the Iris Clay Hostel.
4. AHTL will continue to implement the new safer systems of work as detailed in paragraph 1 above across each of AHTL's Workplaces within two months of the date of AHTL signing the Undertaking. The new safer systems of work will be adapted to ensure that they can be applied to each of AHTL's Workplaces. Any adaptations shall not depart from the substance of the new safer systems of work as detailed in paragraph 1 above.
5. AHTL will continue to review and prepare written training material describing how to safely undertake any activities at AHTL's Workplaces that are assessed as being high risk activities. This measure will be undertaken by AHTL within twelve months of AHTL signing the Undertaking.
6. AHTL will integrate the written training material referred to in clause 5 of this Schedule into the induction training materials and refresher training materials used at all of AHTL's Workplaces within twelve months of AHTL signing the Undertaking.
7. AHTL will continue to provide training regarding the new safer system of work referred to in clauses 1 and 2 of this Schedule to all AHTL employees on an ongoing basis.

¹Page 150, 286748

8. AHL will audit its central database as at the Undertaking Date (**the Pre-Undertaking Audit**), to confirm its accuracy or identify any inaccuracies in it, in relation to Occupational Health and Safety training that was completed by employees before the Undertaking Date (**the Pre-Undertaking Training**).
 - (a) The Pre-Undertaking Audit will be conducted as follows:
 - (i) AHL will send each employee a copy of their individual training history as recorded in AHL's central database as at the Undertaking Date (**the History**).
 - (ii) The History will be delivered by AHL to each employee no later than 4 (four) weeks after the Undertaking Date (**the Delivery Date**).
 - (iii) AHL will instruct its employees to:
 - A. Read their individual History; and
 - B. Advise a specified representative of AHL no later than 3 weeks after the Delivery Date (**the Reply Date**), of any corrections that AHL should make to the History, including any missing records (**the Corrections**).
 - (b) If AHL does not receive advice about any required Corrections by the Reply Date in respect of an employee(s), then the central database will be deemed to be accurate on the Reply Date in respect of that employee's Pre-Undertaking Training.
 - (c) The central database will be updated by AHL to incorporate any and all Corrections within 3 weeks of the Reply Date.
 - (d) Notwithstanding clause (c) above, AHL will update its central database on each and every occasion that it receives actual knowledge of any Corrections that should be incorporated into its training database in respect of any employee's Pre-Undertaking Training.
9. AHL will amend AHL's central database in respect of any and all training that is completed by its employees after the Undertaking Date within two weeks of an employee completing training.
10. AHL will provide an anonymous suggestion box at each Workplace in which AHL's employees can provide suggestions to AHL about any concerns that they have about occupational health and safety issues, and any additional health and safety training they wish to undertake. This measure will be implemented within two months of AHL signing the Undertaking.
11. AHL will, at its own cost, arrange for an independent third party to conduct two audits of AHL's Workplaces for compliance with the commitments made in this Undertaking.
12. The third party auditor selected must be certified by a certification body accredited by JAS-ANZ to ISO/IEC 17024:2003 General Requirements for bodies operating the certification of persons, and be agreed by Council.

13. The audits will be undertaken at one of AHL's workplaces chosen by Comcare as follows:
- (a) **The first audit** within three months of AHL signing the Undertaking (**First Audit**); and
 - (b) **The second audit** three months prior to the expiration of the Undertaking (**Second Audit**).
14. AHL will provide Comcare with copies of the First Audit report and Second Audit report within seven days of receipt of them or when they become available for inspection by AHL, whichever is the earlier.
15. If AHL becomes aware of any substantial risk to health and safety identified by the auditor at one of AHL's Workplaces during the undertaking of an audit, AHL will immediately advise Comcare of the nature of such risk, and the measures that AHL will take to mitigate that risk.
16. Within thirty days of receipt of each audit report, AHL will advise Comcare of the action it intends to take to address each report recommendation (if any) or reasons for non-action.

Legal:331086718.1



Appendix 6: Commonwealth Disability Strategy

The Commonwealth Disability Strategy is a framework to assist Australian Government agencies to meet their obligations under the *Disability Discrimination Act 1992*. Under the strategy, Australian Government agencies are obliged to remove barriers that prevent people with disabilities from having access to policies, programs and services.

The AHL Disability Strategy aims to ensure that all programs and services are accessible to people with disabilities. AHL continues to improve access for residents and visitors with disabilities. All new AHL facilities and major refurbishment projects address disability requirements under the relevant building codes. AHL's complaints and appeals mechanisms, and the annual resident survey, are other avenues that allow concerns about accessibility to be raised and followed up.

Appendix 7: Hostel addresses

Numbers of hostels may be less than those mentioned in other parts of the report, as some mentioned elsewhere were operational during only part of 2009-10, and/or will not operate during 2010-11. Numbers of beds may be greater or less than reported for 2009-10 due to graduated opening or closing of beds. Bed numbers for some hostels planned to open early in 2010-11 are indicative.

WESTERN AUSTRALIA—REGION 1

Hostel	Address	Phone	Type	No. beds
Perth				

Company-operated hostels

Allawah Grove Hostel	133 Great Eastern Highway South Guildford WA 6055	08 9279 6646	Transitional	39
Derbal Bidjar Hostel	6–8 Harrow Street Maylands WA 6051	08 9371 9090	Medical/transitional	30

CHG hostels

Clontarf Aboriginal Hostel	101A Stirling Highway North Fremantle WA 6159	08 9433 3185	Secondary education	18
----------------------------	--	--------------	---------------------	----

Other centres

Company-operated hostels

Broome Hostel	52 Forrest Street Broome WA 6725	08 9192 6052	Renal	20
Kabayji Booroo Hostel	44–54 Villiers Street Derby WA 6728	08 9191 1867	Transitional	48
Kununurra Secondary Education Hostel	Lot 302 Victoria Hwy Kununurra WA 6743	08 9169 3598	Secondary education	40
Trilby Cooper Hostel	12–14 Hannan Street Kalgoorlie WA 6430	08 9021 5549	Transitional	48

CHG hostels

7 Mile Rehabilitation Centre (Ngnawar Aerwah)	60 Great Northern Highway Wyndham WA 6740	08 9161 1806	Substance use rehabilitation	26
Boomerang Youth Hostel	97 Gregory Street Geraldton WA 6530	08 9921 6843	Transitional	20
Bunara Maya Hostel	9 Hamilton Road South Hedland WA 6722	08 9172 2138	Transitional	20
Coolgardie CAPS Hostel	85–93 Lindsay Street Coolgardie WA 6429	08 9026 6115	Secondary education	42
Karalundi Aboriginal Education Centre	Great Northern Highway via Meekatharra WA 6642	08 9981 2933	Secondary education	60
Milliya Rumurra Hostel	78 Great Northern Highway Broome WA 6725	08 9192 1699	Substance use rehabilitation	22
Wongutha CAPS Hostel	625, Lot 3, East Gibson Road Gibson WA 6448	08 9075 4011	Secondary education	50
Wunan House	167 Coolibah Drive Kununurra WA 6743	08 9168 2436	Tertiary education and training	14

NORTHERN AUSTRALIA—REGION 2

Hostel	Address	Phone	Type	No. beds
Darwin				

Company-operated hostels

Daisy Yarmirr Hostel	37 Glencoe Crescent Tiwi NT 0810	08 8927 3866	Transitional	65
Galawu Hostel	10 Finniss Street Darwin NT 0800	08 8981 4106	Transitional	40
Nagandji Nagandji-Ba	14 Verbena Street Nightcliff NT 0810	08 8985 1548	Renal	18
Silas Roberts Hostel	21 Packard Street Larrakeyah NT 0800	08 8981 5071	Transitional	56

CHG hostels

Dolly Garinyi Hostel	60 Boulter Road Berrimah NT 0820	08 8922 4808	Substance use rehabilitation	30
FORWAARD	33 Charles Street Stuart Park NT 0820	08 8923 6666	Substance use rehabilitation	16
Nungalinya College	72 Dripstone Road, Casuarina NT 0811	08 8920 7500	Tertiary education / training	12

IYMP hostels

Boulter	22/94 Boulter Road Berrimah NT 0828	08 8974 0572	IYMP	10
Lakes	7 Lakes Cres Northlakes NT 0812	08 894 54324	IYMP	6
Tasman	28 Tasman Circ Wagaman NT 0810	08 8945 5082	IYMP	6

Other centres

Company-operated hostels

Corroboree Hostel	11 Kirkpatrick Street Katherine NT 0850	08 8972 2177	Transitional	101
Fordimail Student Hostel	Lot 2041 Zimin Drive Katherine NT 0850	08 8971 1404	Secondary education	32
Nhulunbuy Hostel	Bottlebrush Avenue Nhulunbuy NT 0880	08 8987 2553	Transitional	41
Katherine Women's Medical Hostel	Knotts Crossing Road Katherine NT 0850	08 8972 3040	Medical (antenatal)	10

CHG hostels

Vennedale Rehabilitation	Bruce Road, via Katherine, NT 0851	08 8971 7199	Substance use rehabilitation	10
--------------------------	---------------------------------------	--------------	------------------------------	----

NORTHERN QUEENSLAND—REGION 3

Hostel	Address	Phone	Type	No. beds
Cairns				

Company-operated hostels

Joe McGinness Hostel	234-236 Spence Street Cairns QLD 4870	07 4051 2141	Secondary education	16
Kuiyam Hostel	162 Grafton Street Cairns QLD 4870	07 4051 6466	Transitional	70

CHG hostels

Mookai Rosie Bi-Bayan	15-17 Valda Close, Edmonton, QLD 4868	07 4033 2083	Medical for women	12
-----------------------	--	--------------	-------------------	----

Other centres

Company-operated hostels

Canon Boggo Pilot Hostel	145-147 Douglas Street Thursday Island QLD 4875	07 4090 3246	Secondary education	36
Iris Clay Hostel	261-269 Sturt Street Townsville QLD 4810	07 4772 3649	Transitional	40
Jumula Dubbins Hostel	60 Victoria Parade Thursday Island QLD 4875	07 4069 2122	Transitional	45
Kabalulumana Hostel	37-41 Pamela Street Mount Isa QLD 4825	07 4743 5124	Transitional	40
Mackay Hostel	49-53 Boddington Street Mackay QLD 4740	07 4953 3703	Transitional	30
Tonky Logan Hostel	20 Bernarra St Rasmussen, Townsville QLD 4815	07 4789 1462	Renal	40

CHG hostels

Ferdy's Haven	Coconut Grove Palm Island QLD 4814	07 4770 1152	Substance use rehabilitation	24
Gindaja Rehabilitation Centre	Back Beach Road Yarrabah QLD 4871	07 4056 9156	Substance use rehabilitation	12
Kalkadoon Aboriginal Sobriety House (KASH)	Barkly Highway Spear Creek Mount Isa QLD 4825	07 4743 2370	Substance use rehabilitation	50
Stagpole Street Hostel	7-9 Stagpole Street West End Townsville QLD 4810	07 4771 5655	Substance use rehabilitation	30
Western Cape Secondary Hostel	8-12 Yileen Court Weipa QLD 4874	07 4069 7209	Secondary education	20
Woodleigh Residential College	40-44 Broadway Lane Herberton QLD 4872	07 4096 2256	Secondary education	64

SOUTHERN QUEENSLAND—REGION 4

Hostel	Address	Phone	Type	No. beds
Brisbane				

Company-operated hostels

Elley Bennett Hostel	501 Brunswick Street New Farm QLD 4005	07 3358 1175	Transitional	27
Jane Arnold Hostel	155 Moray Street New Farm QLD 4005	07 3358 2694	Transitional	30
Musgrave Park Hostel	196 Boundary Road West End QLD 4101	07 3846 5160	Homeless	15
Yumba Hostel	55 Gray Road Hill End QLD 4101	07 3844 3721	Tertiary education and training / transitional	54

CHG hostels

Born Free Hostel	27 Brooke St Highgate Hill QLD 4101	07 3846 5733	Homeless	13
Bowman Johnson Hostel	5 Oxford Street South Brisbane QLD 4101	07 3891 2822	Homeless	20
Jesse Buddy Healing Centre	27 Llewellyn Street New Farm QLD 4005	07 3358 8588	Substance use rehabilitation	28
Joyce Wilding Hostel	2371 Logan Road 8 Mile Plane QLD 4113	07 3391 4966	Transitional	27

Other centres

Company-operated hostels

Neville Bonner Hostel	5 Bridge Street Nth Rockhampton QLD 4701	07 4927 3656	Transitional	48
-----------------------	---	--------------	--------------	----

CHG hostels

Bidjara Hostel	51 Willis Street Charleville QLD 4470	07 4654 2599	Transitional	10
Gamba Lodge	91 Nicholson Street Dalby QLD 4405	07 4662 5883	Transitional	10
Milbi Farm	65 Lindleys Road Etna Creek QLD 4702	07 4934 2828	Transitional	13
Wunjuada Hostel	15 Brambah Avenue Cherbourg QLD 4605	07 4168 1225	Substance use rehabilitation	12
YAAMBA Men's Hostel	14 Palm Springs Drive Bundaberg QLD 4670	07 4159 7535	Substance use rehabilitation	12

IYMP

Arthur	19 Arthur Street Coffs Harbour NSW 2450	02 6650 0106	IYMP	20
--------	--	--------------	------	----

NEW SOUTH WALES AND ACT—REGION 5

Hostel	Address	Phone	Type	No. beds
Sydney				

Company-operated hostels

Biala Hostel	38 Lyly Road Allambie Heights NSW 2100	02 9905 2200	Secondary education for girls	21
Chicka Dixon Hostel	90 Liverpool Road Enfield NSW 2136	02 9747 4198	Transitional	12
Kirinari Hostel	340 Box Road Sylvania Heights NSW 2224	02 9522 8958	Secondary education	30
Ngadu Hostel	321 Livingstone Road Marrickville NSW 2204	02 9554 7956	Transitional	12
Tony Mundine Hostel	203 Catherine Street Leichhardt NSW 2040	02 9550 0178	Tertiary education and training	27

Other centres

Company-operated hostels

Durungaling Hostel	19 Spruce Street PO Box 4, Lambton NSW 2299	02 4952 4062	Tertiary education and training	14
Ee-Kee-Na Hostel	52 Rockvale Road Armidale NSW 2350	02 6772 1500	Tertiary education and training	14
Kirinari Hostel	15 Myall Road, Garden Suburb Newcastle NSW 2289	02 4943 4362	Secondary education	14
Tamworth Hostel	179 Johnston Street Tamworth NSW 2340	02 6761 3859	Transitional	30
Warrina Hostel	20L Chapmans Road Dubbo NSW 2830	02 6884 1624	Secondary education	36

CHG hostels

Benelong's Haven	2054 South West Rocks Road Kinchela Creek NSW 2440	02 6567 4856	Substance use rehabilitation	50
Gu-Dgodah Hostel	270 or Lot 5 Talga Road Rothbury NSW 2320	02 4930 7760	Substance use rehabilitation	16
Mayaroo Hostel	113 Wine Country Drive Cessnock NSW 2325	02 4990 9797	Transitional (weekend)	10
Namatjira Haven	108 Whites Lane Alstonville NSW 2477	02 6628 1098	Substance use rehabilitation	14
Orana Haven Hostel	1 Byrock Road Gongolgan NSW 2839	02 6874 4983	Substance use rehabilitation	20
Roy Thorne Centre	180 Greenbah Road Moree NSW 2400	02 6752 2248	Substance use rehabilitation	12
Sheraton House	87 Cherry St Ballina NSW 2478	02 6681 6648	Homeless for men	7
The Glen Centre	50 Church Road Chittaway Point NSW 2261	02 4388 6360	Substance use rehabilitation	20

IYMP

Grey	2 Grey Street, Dubbo NSW	02 6885 1794	IYMP	7
Oxley	70 Oxley Circle, Dubbo NSW, 2830	02 6881 8459	IYMP	9

VICTORIA AND TASMANIA—REGION 6

Hostel	Address	Phone	Type	No. beds
Melbourne				
Company-operated hostels				
George Wright Hostel	66 George Street Fitzroy VIC 3065	03 9419 8648	Homeless for men	12
Kevin Coombs Hostel	155 Flemington Road North Melbourne VIC 3051	03 9329 7374	Medical	10
William T Onus Hostel	75 Westgarth Street Northcote VIC 3070	03 9489 6701	Transitional	27
CHG hostels				
Galiamble Half Way House	66 Grey Street St Kilda VIC 3182	03 5831 7310	Substance use rehabilitation for men	20
Lady Gladys Nicholls Hostel	56 Cunningham Street Northcote VIC 3070	03 9489 0032	Tertiary education and training / transitional	14
Winja Ulupna Hostel	14 Charnwood Crescent St Kilda VIC 3182	03 9525 5442	Substance use rehabilitation for women	7
Other centres				
Company-operated hostels				
Geraldine Briggs Hostel	17-19 Wyndham Street Shepparton VIC 3630	03 5831 7258	Transitional	20
Harry Nanya Hostel	362 Deakin Avenue Mildura VIC 3500	03 5022 2272	Transitional	13
CHG hostels				
Percy Green Memorial Hostel	Mooroopna-Murchison Road Toolamba VIC 3614	03 5826 5217	Substance use rehabilitation for men	7
Ronald Cameron Hostel	1416 Sturt Street Ballarat VIC 3350	03 5331 1415	Transitional	14
Worawa Aboriginal College	60-80 Barak Lane Healesville VIC 3777	03 5962 4344	Secondary education	50
IYMP				
New Town	44 New Town Road Newtown TAS 7008	03 6228 7568	IYMP	7

SOUTH AUSTRALIA—REGION 7

Hostel	Address	Phone	Type	No. beds
Adelaide				

Company-operated hostels

Gladys Elphick Hostel	29 Second Avenue Klemzig SA 5087	08 8261 6188	Transitional	11
Luprina Hostel	2 Clements Street Dudley Park SA 5008	08 8269 5254	Transitional	20
Mulgunya Hostel	55 Dew Street Thebarton SA 5031	08 8234 2488	Medical	9
Nindee Hostel	2 Oban Street Beulah Park SA 5067	08 8332 2352	Transitional	20

IYMP

Allan Bell House	7 Palmyra Avenue Torrensville SA 5031	08 8352 6158	IYMP	11
Karinga	430 Payneham Road Glynde SA 5070	08 8336 2525	IYMP	9

Other centres

Company-operated hostel

Lois O'Donoghue Hostel	34 Johnson Street Port Augusta SA 5700	08 8642 6658	Transitional	10
------------------------	---	--------------	--------------	----

IYMP

Johnson	34 Johnson Street, Port Augusta SA 5700	08 8642 6658	IYMP	8
Russell	Unit 1, 2 Russell Street, Whyalla SA 5068	08 8642 2081	IYMP	6

CENTRAL AUSTRALIA—REGION 8

Hostel	Address	Phone	Type	No. beds
Alice Springs				

Company-operated hostels

Apmere Mwerre Visitor Park	15 Len Kittle Drive Alice Springs NT 0870		Transitional	150
Ayiparinya Hostel	Lot 8139 Larapinta Drive Alice Springs NT 0870	08 8952 4981	Transitional	94
Hetti Perkins Home for the Aged	9 Percy Court Alice Springs NT 0870	08 8952 5811	Aged care	40
Mount Gillen	34 South Terrace The Gap NT 0870		Transitional	60
Sid Ross Hostel	15 Gap Road Alice Springs NT 0870	08 8952 5781	Medical	40
Topsy Smith Hostel	14-18 Renner Street Alice Springs NT 0870	08 8952 7815	Renal	40

CHG hostels

CAAAPU	Lot 290 Ragonesi Road Alice Springs NT 0870	08 8955 5336	Substance use rehabilitation	20
--------	--	--------------	------------------------------	----

IYMP

Forrest	6 Forrest Crescent Gillen NT 0870	08 8953 2369	IYMP	5
Raggatt	3 Raggatt Street East Side, Alice Springs NT 0871	08 8953 1997	IYMP	7

Other centres

Company-operated hostels

Wangkana-Kari Hostel	Lot 782 Patterson Street Tennant Creek NT 0860	08 8962 2511	Secondary education	30
----------------------	---	--------------	---------------------	----

CHG hostels

Nyangatjatjara College	Mala Road Yulara NT 0872	08 8956 2555	Secondary education	30
------------------------	-----------------------------	--------------	---------------------	----

Appendix 8: Abbreviations and acronyms

AASB	Australian Accounting Standards Board
AHL	Aboriginal Hostels Limited
AEIFRS	Australian Equivalents to International Financial Reporting Standards
APS	Australian Public Service
ASIC	Australian Securities and Investments Commission
CAC Act	<i>Commonwealth Authorities and Companies Act 1997</i>
CHG	Community Hostels Grants
DEEWR	Department of Education, Employment and Workplace Relations (Commonwealth)
DoHA	Department of Health and Ageing (Commonwealth)
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs (Commonwealth)
FOI	freedom of information
FTE	full-time equivalent
IYMP	Indigenous Youth Mobility Program
NAIDOC	National Aborigines and Islanders Day Observance Committee. This committee was once responsible for organising national activities during NAIDOC Week and its acronym has become the name of the week itself.
OECD	Organisation for Economic Cooperation and Development
OH&S	occupational health and safety
SES	Senior Executive Service
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WAN	wide area network



Index

A

- abbreviations and acronyms, 201
- Aboriginal and Torres Strait Islander Act 2005*, 8
- Aboriginal Hostels Limited Aged Care Enterprise Agreement 2009–2011, 110
 - see also enterprise agreements
- Aboriginal Hostels Limited Enterprise Agreement 2009–2011, 110
 - see also enterprise agreements
- Aborigines and Islanders Alcohol Relief Service Ltd, 70
- Accommodation Guide*, AHL, 66, 71, 76, 82, 87, 92
- accommodation services, iii, iv, 17, 28–42, 51
 - performance summary, 52
 - resident satisfaction surveys (see resident satisfaction surveys)
- tariff policy, 9, 12 (see also ‘No Pay, No Stay’ policy)
 - see also Accommodation Services Division; community-operated hostels; company-operated hostels; hostels; hostels, by region; occupancy rates
- Accommodation Services Division, 54–58, 100
- accounting system, 66, 100, 123
- accreditation standards
 - aged care services, 45, 96, 97
 - homelessness services, 86
- accredited training courses, staff, 109
- acronyms and abbreviations, 201
- addresses
 - hostels, 193–200
 - office locations, 213
- Advisory Committees, 21, 80
- after balance date events, 121
- Aged Care Act 1997*, 110
- aged care hostels, 14, 70, 96, 97, 100, 107, 110, 119
 - case study, 45–46
 - cessation of AHL funding, 21, 70
 - enterprise agreement for, 6, 110
- Aged Care Standards and Accreditation Agency, 45, 96
- AHL Accommodation Guide*, 66, 71, 76, 82, 87, 92
- AHL fraud awareness guide*, 112
- alcohol abuse rehabilitation
 - see substance use rehabilitation hostels
- Alice Springs Transformation Plan, 5, 95
- Alice Springs Visitor Park
 - see Apmere Mwerre Visitor Park, Alice Springs
- Allen Bell House, Adelaide, 91
- Annual Report 2008–09, 65, 75, 86
- awards for, iii, 117
- antenatal hostels
 - see Indigenous Mothers Accommodation Facility, Darwin; Katherine Women’s Medical Hostel; mothers and children, services for; Royal Darwin Hospital
- Apmere Mwerre Visitor Park, Alice Springs, iii, iv, 4, 5–6, 95, 96
- appeals and complaints mechanism, 10
- appendices, 167–201
- Archives Act 1983*, 8
- Ashley Cooper Trust Fund, 100
- attendance rates, staff, 107
- Audit Committee (Board), 8, 115–116, 117, 127
- Auditor-General Act 1997*, 8
- audits
 - Australian National Audit Office, 112, 128, 133–135
 - internal, 112
- Australia Day Awards Medallion for Achievement, 108
- Australian Capital Territory
 - see New South Wales and the Australian Capital Territory: Region 5
- Australian Defence Force
 - Indigenous training courses, 38–40, 80, 86
- Australian Defence Force Indigenous Pre-Recruitment Course, 38, 86
 - case study, 38–40
- Australian National Audit Office
 - audits, 112
 - independent audit report, 128, 133–135
- Australian Public Service Values and Code of Conduct, 10, 115
- awards, 108
 - 2008–09 Annual Report, iii, 117
- Ayiparinya Hostel, Alice Springs, 96, 97

B

- bed capacity
 - see guest capacity
- Better practice guide on public sector governance*, 10
- BHP Billiton Iron Ore's Training and Indigenous Employment Strategy, 60
- Bidjara Hostel, Charleville, 75
- Board
 - committees, 8, 115–116, 117, 127
 - Directors, 115, 124–129 (see also Directors' report)
 - meetings, 115, 127
 - performance evaluation, 116
 - remuneration, 118, 128–129
 - training, 117
- Boomerang Hostel, Geraldton, 60
- 'Breakfast in the Park' celebrations, 64
- Budget, Federal, 7, 122
- budgets, hostel, 58
- Building Capability Strategy, 105
- Bundaberg community, proposed hostel, 75
- Business Continuity Plan, 103, 117
- business management and leadership
 - as key activity, 51
 - performance summary, 53
 - see also corporate governance; leadership development program, AHL
- business model, revision of, 3, 4, 118

C

- capacity, guests
 - see guest capacity
- capital works
 - see construction works
- case studies
 - Fordimail Student Hostel, Katherine, 42–43
 - Glen Centre, Chittaway Point, 46–47
 - Gu-Dgodah Hostel, Rothbury, 46–47
 - Hetti Perkins Home, Alice Springs, 45–46
 - Indigenous Youth Mobility Program, 38–40

- Kununurra Secondary Education Hostel, 44
- mothers and children, services for, 29–31
- Musgrave Park Hostel, Brisbane, 33
- Nhulunbuy Hostel, NT, 31–33
- secondary education hostels, 42–44
- substance use rehabilitation hostels, 46–47
- Tonky Logan Hostel, Townsville, 36–37
- cash balances, 120
- Central Australia: Region 8, 95–99
 - hostel addresses, 204
- Centrelink, 56, 67, 77, 97
 - benefits recipients, 9, 12
- Chairperson, AHL Board, overview, 3–4
- Chicka Dixon Hostel, Sydney, 81
- Closing the Gap, 3, 4, 12, 40, 54, 55, 57, 82, 106
 - see also Indigenous Australians, disadvantages of (the gap)
- COAG
 - see Council of Australian Governments
- Coastal Sydney Homelessness Action Plan, 81
- code of conduct, 10, 115, 177
 - see also ethical standards; values
- Coffs Harbour Indigenous Youth Mobility Program facilities, 74, 75–76, 77
- Comcare, 104, 110, 112, 122
 - enforceable undertaking with, 123, 178–191
 - see also workers compensation
- Comcover, 102–103
- committee structure, 8
 - see also Advisory Committees; Audit Committee (Board); Community Hostels Grants Committee; Management Committee; National OH&S Committee; occupational health and safety committees; Property Review Committee; Senior Managers Committee
- Commonwealth Authorities and Companies Act 1997*, 8
- Commonwealth Disability Strategy report, 192
- Commonwealth Electoral Act 1918*, 8
- community consultations, 6, 9, 55
- community facilitators, Indigenous, 56, 95
- Community Hostels Grants Committee, 8, 9



- Community Hostels Grants Program, 10, 21, 75, 93, 120
 - expenditure, 17, 121
 - funds for community hostels, 12, 46, 58, 60, 69, 70
 - hostels operated under, 14, 29, 33, 59, 70, 74, 80, 86, 90, 95, 98
 - management of, 54, 104
 - performance indicators for, 55
 - see also community-operated hostels
 - community-operated hostels, 29, 60, 74, 75, 77, 86, 90, 95
 - case studies, 46–47
 - cessation of funding for, 21, 70
 - financial performance summary, 17, 22–23
 - funding contributions to, 62–63, 68–69, 72–73, 78–79, 84–85, 88–89, 95–96, 98–99
 - locations map, 24
 - see also Community Hostels Grants Program
 - company overview, 3–4
 - see also Directors' report
 - Company Secretary, 127
 - company structure, 16
 - company-operated hostels, 6, 12, 29, 58, 59, 64, 74, 95
 - case studies, 29, 30, 31–32, 33, 36–37, 40–41
 - financial performance summary, 17, 22–23
 - internal audits of, 112
 - locations map, 24
 - competitive tendering and contracting, 11
 - complaints mechanism, 10
 - conference attendance, staff, 87, 109
 - Constitution, company, 116
 - Construction standards manual*, 122
 - construction works, iii, 59
 - new hostels, 31, 59, 99, 100, 102, 119, 120, 122
 - program, 8, 59, 100, 101–102
 - standards manual, 122
 - see also repairs and maintenance
 - contacts
 - freedom of information, 176
 - hostels, 193–200
 - offices, 213
 - contracts, competitive tendering, 11
 - Coolgardie CAPS School, WA, 59
 - corporate framework, 51
 - see also corporate governance
 - corporate governance, 6, 8–11, 115–129
 - see also internal audit
 - Corporate Plan, 51, 56, 91
 - Corporations Act 2001*, 8
 - Corroboree Hostel, Katherine, 30, 65
 - Council of Australian Governments, 9, 54, 55, 56, 82
 - see also Closing the Gap
 - Customer Service Charter, 9–10, 51
- ## D
- debt levels in hostels, 78, 83, 88, 98
 - demographics, staff, 106
 - Department of Education, Employment and Workplace Relations, iii, iv, 14, 38, 65, 104
 - partnership with, 4, 6, 39, 54, 67, 93, 100, 104
 - Department of Families, Housing, Community Services and Indigenous Affairs, 3, 5, 12, 54, 80, 82, 83, 93, 117, 118, 126
 - funding grants from, 20, 29, 54
 - working relationship with, iv, 7, 64, 67, 81, 94, 97, 100, 103
 - Department of Health and Ageing, 70
 - Department of Human Services Homelessness Assistance Service Standard, 86
 - depreciation, provision for, 121
 - see also financial statements
 - Development of partnerships with both government and the private sector (theme), iii, 3
 - see also partnerships
 - development plans, individual staff, 109
 - Dija Meta Aged Care and Disabled Home, 70
 - Directors, 124–129
 - insurance premium, 128
 - meetings, 127
 - remuneration, 118, 128–129
 - see also Board; Directors' report
 - Directors' report, 119–123

Disability Discrimination Act 1993, 196
 Disability Strategy report, 196
 diversity, workplace, 106
 Douglas House, Cairns, 70
 drug abuse rehabilitation
 see substance use rehabilitation hostels

E

education hostels
 see secondary education hostels; tertiary education and training hostels
 education, training and employment
 opportunities, iii, 13, 56, 60
 as key priority, 3, 4, 6, 12, 38
 see also employment and training hostels;
 Indigenous Youth Mobility Program;
 secondary education hostels; tertiary education and training hostels
 Employee Assistance Program, staff, 111
 employment and training hostels, iii, 6, 13, 119
 see also Indigenous Youth Mobility Program; tertiary education and training hostels
 employment opportunities
 see education, training and employment opportunities
 enforceable undertaking with Comcare, 123, 178–191
 enterprise agreements, 6–7, 104, 110, 118
 Environmental Management System, 102, 122
 environmental sustainability, company, 102, 122
 equity and social justice, 9
 Ernst & Young review, 3, 57, 90, 107, 118
 ethical standards, 10, 114, 115
 see also code of conduct; values
 expenditure
 Community Hostels Grants Program, 17, 121
 training, staff, 108
 see also Directors' report; financial statements; financial summary

F

Fair Work Act 2009, 110
 figures and tables list, 166–167
 Finance and Property Division, 99–104
 financial management systems, 8, 66, 100, 123
 financial statements, 133–163
 financial summary, 17–23, 119–121
 regional, 62, 67, 71, 78, 83, 89, 93, 98–99
 see also financial statements
 fire safety and monitoring, 102, 123
 training, 61, 67, 71, 75, 76, 77, 78, 92, 97, 99, 111
 food safety and hygiene training, staff, 70, 76, 92, 111
 Fordimail Student Hostel, Katherine, 65
 case study, 42–43
 Foundations in Leadership program, 107
 see also leadership development program, AHL
 framework reviews, 118
Fraud awareness guide, AHL, 112
 fraud control, 10, 112
 Fraud Control Plan, 112
 see also Internal Audit Strategic and Fraud Control Plan
Freedom of Information Act 1982, 8, 175
 freedom of information report, 175–176
 contact officer, 176
 funding contributions to community-operated hostels
 see Community Hostels Grants Program; community-operated hostels

G

Galawu Hostel, Darwin, 64
 General Manager, message from, 5–7
 general rates, exemption from, 67, 100, 103–104
 Gladstone community, proposed hostel, 75
 Glen Centre, Chittaway Point
 case study, 46–47

goals (key activity areas), iv, 51
 see *also* vision, AHL

governance, corporate, 6, 8–11, 115–129
 see *also* internal audit

Governance Framework, 118

government agencies, collaboration with
 see partnerships

Gu-Dgodah Hostel, Rothbury
 case study, 46–47

guest capacity, 6, 21

- Central Australia: Region 8, 96, 98–99
- by hostel type, 15–16
- New South Wales & ACT: Region 5, 83, 84–85
- Northern Australia: Region 2, 67, 68–69
- Northern Queensland: Region 3, 71, 72–73
- South Australia: Region 7, 94
- Southern Queensland: Region 4, 76, 78–79
- Victoria and Tasmania: Region 6, 88–89
- Western Australia: Region 1, 62–63

see *also* occupancy rates

H

health and safety training, staff, 66, 71, 75, 76, 82, 87, 97, 104, 111

Hetti Perkins Home for the Aged, Alice Springs, 96, 97, 107, 110
 case study, 45–46

highlights for 2009–10, iii, 54–58, 99–100, 104

- Central Australia: Region 8, 95
- New South Wales & ACT: Region 5, 80–81
- Northern Australia: Region 2, 64–65
- Northern Queensland: Region 3, 69–70
- South Australia: Region 7, 90
- Southern Queensland: Region 4, 74–75
- Victoria and Tasmania: Region 6, 86
- Western Australia: Region 1, 59

Hobart Indigenous Youth Mobility Program facilities, 86

homelessness and homeless, iv, 13, 31, 33, 60, 65, 77, 81, 119
 accreditation of services for, 86
 see *also* transitional hostels

Hopevale Aged Persons Home, 70

Hostel Management System, 66, 100, 101, 123

Hostel News (magazine), 56, 76, 87, 92, 111

hostels

- addresses, 193–200
- budgets, 58
- categories of, 13–16, 119
- construction and maintenance (see construction works; repairs and maintenance)
- debt levels in, 78, 83, 88, 98
- financial performance summary, 17, 22–23
- guest capacity (see guest capacity)
- location of, 24, 193–200
- occupancy rates (see occupancy rates)
- see *also* community-operated hostels; company-operated hostels; hostels, by region

hostels, by region, 24

- Central Australia: Region 8, 95–99, 200
- New South Wales & ACT: Region 5, 80–85, 197
- Northern Australia: Region 2, 6, 29, 54, 64–69, 194
- Northern Queensland: Region 3, 69–73, 195
- South Australia: Region 7, 90–94, 199
- Southern Queensland: Region 4, 74–79, 196
- Victoria and Tasmania: Region 6, 86–89, 198
- Western Australia: Region 1, iii, 6, 54, 59–63, 193

hostels, community-operated hostels
 see community-operated hostels

hostels, company-operated
 see company-operated hostels

houseparents, 42, 59, 65
 training of, 21, 58, 82, 97, 108
 see *also* Houseparents Workshop

Houseparents Workshop, 67, 108

Human Resource Strategic Policy and Operational Framework, 105

Human Resources Division, 104–112

human resources information system, 104, 105

incident reports, OH&S, 111-112

income
 see financial statements; financial summary

indemnifying officers or auditors, 128

independent living, iii, 3, 33, 38, 75, 81
 building capacity for, 47, 59, 74, 77
 options for IYMP participants, 14, 38

Indigenous Affairs Forum, 83

Indigenous Australians
 AHL staff, 67, 71, 78, 83, 88, 93, 97, 105, 106
 disadvantages of (the gap), iii, iv, 3, 5, 9, 29, 40, 54, 55, 104 (*see also* Closing the Gap)
 employment programs for, 80, 104, 105 (*see also* Indigenous Youth Mobility Program)

Indigenous Australians: Opportunity and responsibility (Government commitment), 38

Indigenous community facilitators, 56, 95

Indigenous Community Liaison Officer Forum, 109

Indigenous Employment and Capability Strategy, 104

Indigenous Employment Development Course, 80

Indigenous Employment Program (DEEWR), 104

Indigenous Mothers Accommodation Facility, Darwin, iv, 120
 see also mothers and children, services for; Royal Darwin Hospital

Indigenous Mothers Accommodation Facility, Katherine, 20
 see also Katherine Women's Medical Hostel; mothers and children, services for

Indigenous Mothers Accommodation Fund, 29, 31, 54, 65

Indigenous Traineeships, 101
 see also Indigenous Youth Mobility Program

Indigenous Youth Mobility Program, iii, 6, 12, 14, 46, 55-56, 58, 64, 65-66, 97

accommodation services, iii, 56, 64, 74, 75, 80, 81, 90, 95, 121
 cessation of some operations, 69, 104
 internal audits of, 112
 new facilities, 56, 64, 74, 86, 95, 104, 121 (*see also* Coffs Harbour Indigenous Youth Mobility Program facilities; Hobart Indigenous Youth Mobility Program facilities)
 occupancy rate, 67, 81, 83, 96

case study, 38-40

induction program, staff, 105, 108

Information Security Policy, 118

information technology management, 99, 101, 123
 see also Information Security Policy

Interim Statement of Intent, 4, 51, 169-171
 see also Statement of Intent

Internal Audit, 10, 112

Internal audit manual, 112

Internal Audit Strategic and Fraud Control Plan, 117
 see also Fraud Control Plan; Strategic Audit Plan 2010-12

internal processes, 7, 58
 regional operations, 62, 66, 67, 71, 77-78, 83, 88, 93, 97-98

Iris Clay Hostel, Townsville, 36, 69

J

Jane Arnold Hostel, New Farm, 77

Jesse Budby Healing Centre, Brisbane, 33

Joe McGinness Hostel, Cairns, 69

Jumula Dubbins Hostel, Thursday Island, 69, 71

K

Kabalulumana Hostel, Mount Isa, iii, 69, 71, 100, 119, 122
 Katherine Women's Medical Hostel, iii, 5, 20, 29, 30–31, 54, 65, 100
 Kevin Coombs Hostel, Melbourne, iii, 86, 88
 Kuba Natha (aged care facility), Mornington Island, 70
 Kununurra Secondary Education Hostel, iii, 6, 59, 100, 120, 122
 case study, 44

L

leadership development program, AHL, 105, 107
 learning and development, staff
 see leadership development program, AHL;
 training, staff
 leave liabilities, 121
 legislative framework, 8
 letter of transmittal, v
 liabilities, outstanding, 121
 see also financial statements
 Luprina Hostel, Adelaide, 90

M

Mackay Hostel, 69, 71
 Management Committee, 8
 marketing and promotional activities, iii, iv, 9, 21, 25, 51, 56, 83
 performance summary, 52–53
 Maryborough community, proposed hostel, 75
 May Ames Trust Fund, 100
 medical hostels, 14, 35, 71, 86, 88, 97, 119
 see also Katherine Women's Medical Hostel;
 mothers and children, services for; renal
 hostels; substance use rehabilitation
 hostels
 memorandums of understanding, 34, 35, 64, 82, 95, 97
 mergers, regional, 86, 90, 121

Merri Outreach Housing Support, 86
 Mission Australia, 67, 93
 Mookai Rosie Bi-Bayan hostel, Cairns, 29, 71
 mothers and children, services for, 4, 5, 9, 14, 20, 29–31, 34, 54, 55, 100, 120
 see also Indigenous Mothers
 Accommodation Facility, Darwin;
 Indigenous Mothers Accommodation
 Fund; Katherine Women's Medical Hostel;
 Royal Darwin Hospital
 Mount Gillen, Alice Springs, 5, 95
 Musgrave Park Hostel, Brisbane, 74, 77, 100
 case study, 33

N

NAIDOC week celebrations, 9, 64
 National Association for Rural Student
 Accommodation Conference, 87
 National Coordinator for Tackling Indigenous
 Smoking, 4, 56, 105, 111
 National Indigenous Education Agenda, 80
 National OH&S Committee, 8, 9
 see also occupational health and safety
 committees
 National Partnership Agreement on Remote
 Indigenous Housing, 62
 Neville Bonner Hostel, Rockhampton, 77
 New South Wales and the Australian Capital
 Territory: Region 5, 80–85
 hostel addresses, 197
 New South Wales Police Force, 80
 Ngadu Hostel, Sydney, 81
 Nhulunbuy Hostel, NT, 64
 case study, 31–33
 'No Pay, No Stay' policy, 12, 78, 83, 98
 Noongar Elders Home, Perth, 100, 120
 North East Housing Service, 86
 Northern Australia: Region 2, 6, 29, 54, 64–69
 hostel addresses, 194
 Northern Queensland: Region 3, 69–73
 hostel addresses, 195
 Northern Territory
 see Northern Australia: Region 2

O

objectives, strategic, iii, 3
 see also goals (key activity areas);
 vision, AHL

occupancy rates, 4, 6
 Central Australia: Region 8, 98–99
 by hostel category, 21
 Indigenous Youth Mobility Program
 accommodation, 67, 81, 83, 86
 New South Wales and ACT: Region 5,
 83, 84–85
 Northern Australia: Region 2, 64, 65, 66,
 67, 68–69
 Northern Queensland: Region 3, 69, 70,
 71, 72–73
 secondary education hostels, 21, 80, 81,
 83
 South Australia: Region 7, 93, 94, 95–96
 Southern Queensland: Region 4, 74, 76,
 78–79
 Victoria and Tasmania: Region 6, 88–89
 Western Australia: Region 1, 62–63
 see also guest capacity

Occupational Health and Safety Act 1991, 8,
 110, 122

occupational health and safety committees,
 8, 9, 71, 77, 78, 88, 111, 122

occupational health and safety
 management, AHL, 110–111, 122
 see also enforceable undertaking with
 Comcare; health and safety training,
 staff; occupational health and safety
 committees

occupational health and safety training
 see health and safety training, staff

office locations, 213

Office of Aboriginal and Torres Strait
 Islander Health, 71, 77, 82, 83

one provider model, 14, 38, 56, 104, 121

operating results, 119
 see also financial statements

organisational structure, 11
 see also program structure

Outcome 1, 16, 17

resources, 18

Outcome and output structure, 16, 17

outlook for 2010–11, iv, 100, 105, 121
 regional operations, 59–60, 65–66, 70, 75,
 81, 86, 91, 96

P

partnerships, iv, 3, 4, 5, 6, 34, 38, 46, 54, 56,
 60, 100
 Central Australia: Region 8, 95, 97
 development of, iii, 3, 59, 60, 66, 86, 91
 New South Wales and ACT: Region 5, 80,
 81, 82, 83
 Northern Australia: Region 2, 62, 64, 65,
 66, 67
 Northern Queensland: Region 3, 71
 South Australia: Region 7, 93
 Southern Queensland: Region 4, 74, 77
 Victoria and Tasmania: Region 6, 86, 88
 Western Australia Region 1, 60, 61

Pathways to independent living (theme), iii, 3
 see also independent living

Patient Assisted Travel Scheme, 25, 66, 67

performance indicators, 52, 55, 58, 93, 119

Performance Management Framework, 118,
 119, 123

performance management, staff, 108

performance summary, 17–23, 51–53

Personal Information Digests, 10

plans and planning, corporate, 9
 Business Continuity Plan, 103
 Corporate Plan, 51, 56, 91
 Fraud Control Plan, 112
 Internal Audit Strategic and Fraud
 Control Plan, 117
 Strategic Audit Plan 2010–12, 112
 Strategic Planning Day, iv, 3, 9, 51, 56–57
 Strategic Risk Management Plan, 117
 Workforce Planning Strategy, 105

Portfolio Budget Statements, 17

postnatal care
 see Indigenous Mothers Accommodation
 Facility, Darwin; Katherine Women's
 Medical Hostel; mothers and children,



- services for; Royal Darwin Hospital
- post-paid beds, 34, 35
 - see *also* prepaid beds
- prenatal and postnatal care
 - see Indigenous Mothers Accommodation Facility, Darwin; Katherine Women's Medical Hostel; mothers and children, services for; Royal Darwin Hospital
- prepaid beds, 34, 35, 64, 97
- Priority to facilitating access to education, training and employment opportunities (theme), iii, 3
- Privacy Act 1988*, 8, 10
- private sector, collaboration with
 - see partnerships
- proceedings on behalf of the company, 128
- program structure, 16, 17
- promotional activities
 - see marketing and promotional activities
- property management, 101
 - see *also* construction works; Property Review Committee; repairs and maintenance
- property, plant and equipment, 120
 - see *also* construction works
- Property Review Committee, 8, 9
- Public Service Act 1999*, 8, 118

R

- Reconciliation Action Plan, 105
- records management, 99
- redeployment and redundancies, 104
- redundancies
 - see redeployment and redundancies
- refurbishments, hostel
 - see construction works; repairs and maintenance
- regional managers, 7, 9, 10, 25, 27, 31, 58, 60, 97, 112
 - meeting, 8
- regional operations
 - see Central Australia: Region 8; mergers, regional; New South Wales and the Australian Capital Territory: Region 5; Northern Australia: Region 2; Northern Queensland: Region 3; South Australia: Region 7; Southern Queensland: Region 4; Victoria and Tasmania: Region 6; Western Australia: Region 1
- related party disclosures, 121
- remuneration
 - Directors, 118, 128
 - policies, 118, 128
 - senior executives, 128
 - staff, 6–7, 118
- Remuneration Tribunal, 118, 129
- renal hostels, iii, 14, 35, 36–37, 59, 61, 69, 99, 119
- repairs and maintenance, 7, 78, 93, 98, 101–102, 120, 122
- research and evaluation capabilities, 54, 55, 104, 107
- resident satisfaction surveys, iii, 7, 25–26, 55
 - Central Australia: Region 8, 96–97
 - New South Wales & ACT: Region 5, 81–82
 - Northern Australia: Region 2, 66, 67
 - Northern Queensland: Region 3, 70–71
 - South Australia: Region 7, 92
 - Southern Queensland: Region 4, 75–76
 - Victoria and Tasmania: Region 6, 87
 - Western Australia: Region 1, 60–61
- Residential Youth Workers, 39, 56, 77, 83
- residents, 29, 31, 34, 38, 40, 42, 45, 46, 119
 - categories of, 13–14, 119
 - regional hostels, 60–61, 66, 70–71, 75–76, 81–82, 87, 91–92, 96–97
 - see *also* hostels; resident satisfaction surveys
- retention
 - staff (see staff recruitment and retention)
 - students, 21, 80
- reunion, of former residents, 90
- Review and Evaluation Framework, 118
- risk management strategy, 10, 99, 102–103
 - Board, 117
- Rose Colless Haven, Emerald Creek, 70
- rounding of amounts, 128
- Royal Darwin Hospital, iii, iv, 9, 29, 54, 55, 61, 65, 66, 67
 - see *also* Indigenous Mothers Accommodation Facility, Darwin

S

Safety Rehabilitation and Compensation Act 1991, 110

secondary education hostels, 14, 56, 58, 65, 80, 81, 96, 119

- case study, 42–44, 54
- new facilities, iii, iv, 4, 6, 54–55, 59, 100, 120
- occupancy rates, 21, 58, 80, 81, 83
- review of services, iii, iv, 21, 58, 80

Secondary education houseparents manual, 58

Secondary Education Review, iv

secondary students, review of services for, iii, iv, 21, 58, 80

- see also secondary education hostels

senior executives

- committees, 8
- performance evaluation, 128
- remuneration, 118, 128–129

Senior Managers Committee, 8

service standards

- see Customer Service Charter

Sid Ross Medical Hostel, Alice Springs, 97

significant changes in state of affairs, 121

- see also mergers, regional

Silas Roberts Hostel, Larrakeyah, 67

smoking, Indigenous, 4, 56, 105, 111

social justice and equity, 9

South Australia: Region 7, 90–94, 121

- hostel addresses, 199

South Hedland Renal Dialysis Hostel, iii, 59, 61, 99, 120

Southern Queensland: Region 4, 74–79

- hostel addresses, 196

staff orientation program, 105, 108

staff performance, recognition of, 108

staff recruitment and retention, 7, 56, 59, 104, 105, 106–107

- regional offices, 62, 69–70, 81, 83, 88, 93, 96, 97–98

staff remuneration policies, 7, 118

- see also enterprise agreements

staffing profile, 106

Stakeholder Management Strategy, iii, 103, 118

Statement of Expectations, 4, 51, 118

Statement of Intent, 51, 118, 171–175

- see also Interim Statement of Intent

Strategic Audit Plan 2010–12, 112

- see also Internal Audit Strategic and Fraud Control Plan

strategic objective, new, iii, 3

- see also goals (key activity areas); vision, AHL

Strategic Planning Day, iv, 3, 9, 51, 56–57

Strategic Risk Management Plan, 117

- see also risk management strategy

students, retention of, 21, 80

Studybank Scheme, 109

substance use rehabilitation hostels, 14, 33, 70, 77, 119

- case study, 46–47

surveys

- Comcover, 102–103
- resident satisfaction (see resident satisfaction surveys)
- staff, 110

T

Tackling Indigenous Smoking, National Coordinator, 4, 56, 105, 111

tariff policy, 9, 12

- see also 'No Pay, No Stay' policy

Tasmania

- see Victoria and Tasmania: Region 6

telecommunications system, 100, 101

- see also information technology management

tertiary education and training hostels, 14, 40–41, 59, 119

themes, iii, 3

Tonky Logan Hostel, Townsville, iii, 6, 69, 70, 71, 119, 122

- case study, 36–37

Tony Mundine Hostel, Sydney, 81

- case study, 40–41

Topsy Smith Hostel, Alice Springs, 96, 97

trade and other creditors, 121

training and employment opportunities



see education, training and employment opportunities

Training and Indigenous Employment Strategy, BHP Billiton Iron Ore, 60

training, staff, 21, 58, 102, 104, 105, 108–109, 112 expenditure, 108

regional offices, 61, 62, 67, 71, 75, 76–77, 82, 87, 92, 97

see *also* fire safety and monitoring;

food safety and hygiene training,

staff; health and safety training, staff;

leadership development program, AHL

transitional hostels, iii, 13, 31–33, 34, 65, 66, 69, 81, 87, 119

2008–09 Annual Report, 65, 75, 86

awards for, iii, 117

2009–10 Portfolio Budget Statements, 17

2010–11 Budget, 7, 122

‘Two ways together,’ 83

U

unscheduled leave rates, staff, 107

V

vaccination program, staff, 111

values, 10, 12, 115

see *also* code of conduct; ethical standards

Victoria and Tasmania: Region 6, 86–89, 121

hostel addresses, 198

vision, AHL, 12, 58, 91, 119

see *also* goals (key activity areas);

strategic objective, new

W

Wadeye Secondary Boarding Hostel, NT, iii, iv, 4, 6, 65, 67, 100

Wangkana-Kari Hostel, Tennant Creek, 96

Warrina Secondary Education Hostel, Dubbo, 81

Western Australia: Region 1, 6, 59–63

gaps in services in remote regions, iii, 6, 54, 62

hostel addresses, 195

William T Onus Hostel, Northcote, 86

workers compensation

claims, 105, 111

premium, 111

see *also* Comcare

Workforce Planning Strategy, 105

workplace diversity profile, 106

workplace relations, 110

see *also* enterprise agreements

Workplace Relations Act 1996, 8

wraparound services, 3, 81, 95, 123

Wunan Tertiary Education and Training Hostel, 59

Y

Yarrabah Aged Persons Home, 70

youths, services for

see Indigenous Youth Mobility Program;

secondary education hostels; tertiary

education and training hostels

Yumba Hostel, Hill End, 77

Aboriginal Hostels Limited offices

Central Office

Level 2
Bonner House West
7 Neptune Street
Woden ACT 2606
Tel: 02 6212 2001
Fax: 02 6212 2022
Email: ahlmarketing@ahl.gov.au

Western Australia

Unit 2, 47 Cedric Street
Stirling WA 6021
Tel: 08 9349 2548
Fax: 08 9349 3864
Email: perth@ahl.gov.au

Northern Australia

Suite 6, CML Bldg, 1st Floor
59 Smith Street
Darwin NT 0800
Tel: 08 8981 4388
Fax: 08 8981 1577
Email: darwin@ahl.gov.au

Northern Queensland

110 McLeod Street
Cairns QLD 4870
Tel: 07 4051 4588
Fax: 07 4051 8839
Email: cairns@ahl.gov.au

Southern Queensland

Level 4, 231 North Quay
Brisbane, QLD 4000
Tel: 07 3221 3866
Fax: 07 3221 4212
Email: brisbane@ahl.gov.au

New South Wales and Australian Capital Territory

5th Floor
128-134 Chalmers Street
Surry Hills NSW 2010
Tel: 02 9310 2777
Fax: 02 9310 3044
Email: sydney@ahl.gov.au

Victoria and Tasmania

Level 11
167-169 Queen Street
Melbourne VIC 3000
Tel: 03 9642 2775
Fax: 03 9670 7657
Email: melbourne@ahl.gov.au

South Australia

2 Clements Street
Dudley Park SA 5008
Tel: 08 8342 6950
Fax: 08 8342 4049
Email: adelaide@ahl.gov.au

Central Australia

Suite 2 Ground Floor
Lindsay Place Building
15 Leichhardt Terrace
Alice Springs NT 0870
Tel: 08 8952 6544
Fax: 08 8953 0422
Email: alice.springs@ahl.gov.au

For more information about this annual report, contact AHL's Central Office.

For more information about AHL's services, contact the Central Office or any of the regional offices.



© **Aboriginal Hostels Limited 2010**

This work is copyright. Apart from any use permitted under the *Copyright Act 1968*, no part may be reproduced in any form without permission from the General Manager, AHL, PO Box 30, Woden ACT 2606

ISSN: 0313-2129

Design and layout by CouchCreative
Editing and indexing by WordsWorth Writing
Printing by BlueStar Print, Canberra

