



... a place to stay



Australian Government
Aboriginal Hostels Limited



Aboriginal Hostels Limited — Annual Report 2004–05

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Hostels
Limited
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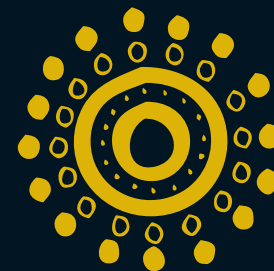
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Aboriginal Hostels Limited
Annual Report 2004–2005

... a place to stay

Highlights ●

AHL highlights 2004–05



Access to services

- page 9 ▶ Overall service rated **good or very good** by 87 per cent of hostel residents surveyed

Addressing market gaps

- pages 47, 49, 52 ▶ Three hostels – Allawah Grove Hostel (Perth), Galawu Hostel (Darwin) and Iris Clay Hostel (Townsville) – **redeveloped**
- page 22 ▶ **Refurbishment** of Aboriginal Elders Village, South Australia (\$0.597 million)
- pages 43, 47 ▶ **Partnerships with the WA Government** to acquire land for a secondary education hostel at Kununurra and to establish the Noongar Elders Home in Perth
- pages 82–83 ▶ Approval for **two new community-operated hostels** for homeless girls
- page 41 ▶ AHL identified in **government election commitment** to provide accommodation element for the new Indigenous Youth Mobility Program (IYMP)
- page 43 ▶ Department of Health and Ageing provided \$1.85m for **residential aged care services**

Internal processes

- page 26 ▶ Review of our **corporate plan** and **Balanced Scorecard** (BSC) Strategy Map completed
- page 41 ▶ **New budgetary process** for Community Hostels Grants Program successfully implemented
- pages 38–39 ▶ Review and development of **duty of care policy for secondary students** in our hostels
- page 28 ▶ A review of AHL operations by the Department of Finance and Administration's Office of Evaluation and Audit found our performance satisfactory

Challenges and opportunities

page 17 ▶ Forge **'new' and closer links with other Australian Government agencies** because of the transfer of administration of ATSIC and ATSIIS appropriations and programs to mainstream government departments and the government's whole-of-government platform

▶ Implement—

page 41 | IYMP – first intake of students January 2006

| Corporate Plan 2006–2008 and BSC Implementation Strategy

pages 38–39

| Duty of care for children and young people staying at our hostels

▶ Seek **alternative sources of funds**

▶ **Diversify** types of accommodation to deliver value for money

▶ Promote **research** into temporary and special purpose accommodation needs for Indigenous people

▶ **Attract and retain staff** develop a workforce succession planning strategy in 2005–06

▶ Initiate **Certified Agreement** consultative process

▶ Redevelop our website www.ahl.gov.au

page 34 SEE ALSO TARGETS FOR 2005–06



Valuing our long-term staff



For over 32 years Aboriginal Hostels Limited (AHL) has delivered affordable, short-term accommodation and created thousands of employment opportunities for Aboriginal and Torres Strait Islander people.

The large numbers of staff who have received 10, 20 and even 30 year service certificates represent years of corporate knowledge. Pictured below are some of the award recipients who attained their certificates in the reporting period.

AHL's Chairperson, Elaine McKeon presenting, Payroll Team Member, Lynette Goodwin with her 10 year certificate.



Allan Liddle, Regional Manager Victoria/Tasmania receiving his 30 year award from General Manager, Keith Clarke.



Northern Queensland celebrated two 20 year service award recipients, Regional Office Finance Officer, Ayako Webb and Joe McGinness Hostel Night Attendant John McGinness.



Human Resources Division Manager, Margaret Moore and Project Officer, Geoff Ross with their 10 year certificates.



Southern Queensland Regional Manager, David Collins presenting Regional Administration Officer Peter Hassell with his 10 year service certificate.



Diane Gordon, Relief Hostel Manager at Durungaling Hostel, Newcastle, celebrates her 20 years of service with AHL.

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Senator the Hon. Kay Patterson
Minister for Family and Community Services
Parliament House
Canberra ACT 2600

Dear Minister

I am proud to submit the Aboriginal Hostels Limited Annual Report 2004–05.

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 25 June 2005.

Yours sincerely

A handwritten signature in black ink that reads "Elaine McKeon".

Elaine McKeon, AO
Chairperson
16 September 2005

Company overview ● 1

Who we are and what we do



Aboriginal Hostels Limited (AHL) was established in 1973 to provide a national network of hostels that makes affordable, temporary accommodation and meals available for Aboriginal and Torres Strait Islander peoples, particularly where there are no other suitable accommodation options.

Since 1990, AHL has been structured as a company wholly owned by the Australian Government. It is within the Family and Community Services portfolio. We have an independent Board comprising eight non-executive Directors.

Our Central Office is in Canberra; we have regional offices in mainland states and the Northern Territory.

We operate some hostels directly and also fund other organisations to operate hostels through our Community Hostels Grants (CHG) Program. In 2004–05 we operated 47 hostels and funded another 72 community hostels, making almost 3,000 beds available across the country each night and serving more than 5,500 meals a day.

We collect tariffs from hostel residents, most of whom are recipients of Centrelink benefits, and we are funded by the Australian Government to cover the gap between tariff income and the costs of providing hostel services.

AHL is one of the largest employers of Aboriginal and Torres Strait Islander people in Australia. At 25 June 2005, the company had 461 employees of whom 81 per cent were Indigenous Australians.

Our services

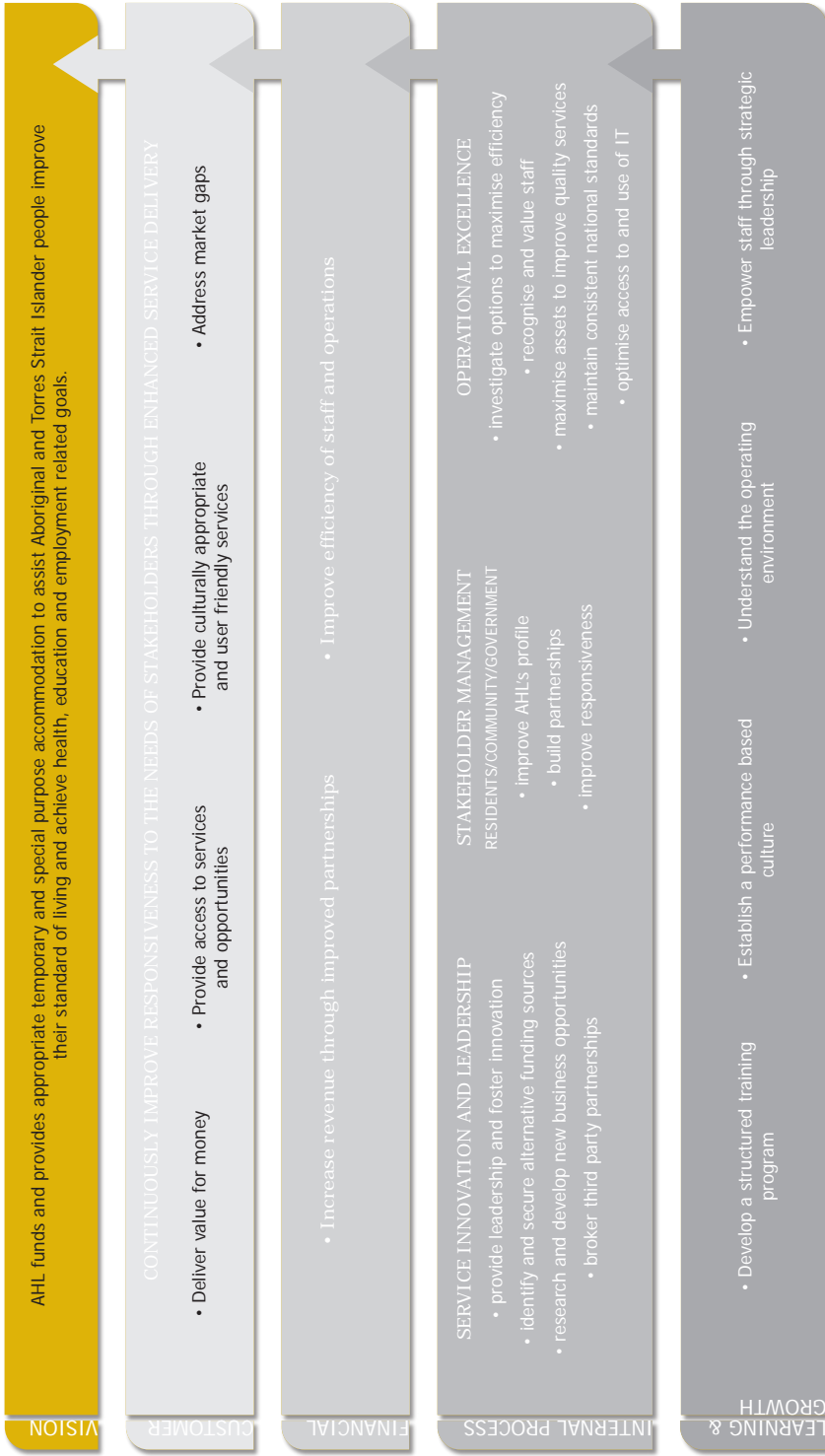
We provide hostel services to meet the diverse needs of Indigenous communities in the following categories:

TRANSIENT

Short-term accommodation in towns and cities for people and families seeking permanent housing and employment, and meeting general business and other commitments away from their homes.



FIGURE 1: ABORIGINAL HOSTELS LIMITED STRATEGY MAP





MEDICAL TRANSIENT

Accommodation and care for patients and families who must leave their home communities to access medical treatment.¹ This category includes accommodation for people requiring renal dialysis treatment, a major problem for Indigenous people (see page 10).

AGED CARE

Accommodation for the aged to enable them to live independent lives with dignity.

HOMELESS

Accommodation to assist homeless youth and adults to live with varying degrees of support within the community.¹

SECONDARY EDUCATION

Accommodation for secondary students to enable them to have access to secondary education and to support them to complete high school and achieve to their full potential.²

TERTIARY EDUCATION AND TRAINING

Accommodation to facilitate students' access to tertiary education and training.

SUBSTANCE USE REHABILITATION

Accommodation for substance use rehabilitation and education programs for youth and adults.

PRISON RELEASE AND DIVERSION

Accommodation and services for people who:

- ▶ have been released from prison and require supported accommodation while they re-establish themselves in society, or
- ▶ have been referred by courts to non-custodial accommodation as an alternative to prison or youth detention centres.

Notes:

1. Medical transient facilities are limited and some medical transients may be accommodated in transient hostels. Also, although only a few hostels are specifically designated for homeless people, many homeless people, including young people, use transient hostels.

2. Our policy is to support primary education through hostel accommodation only under special circumstances. In 2004–05, only one such hostel was funded.

FIGURE 2: GUEST CAPACITY (BEDS PER NIGHT) BY CATEGORY

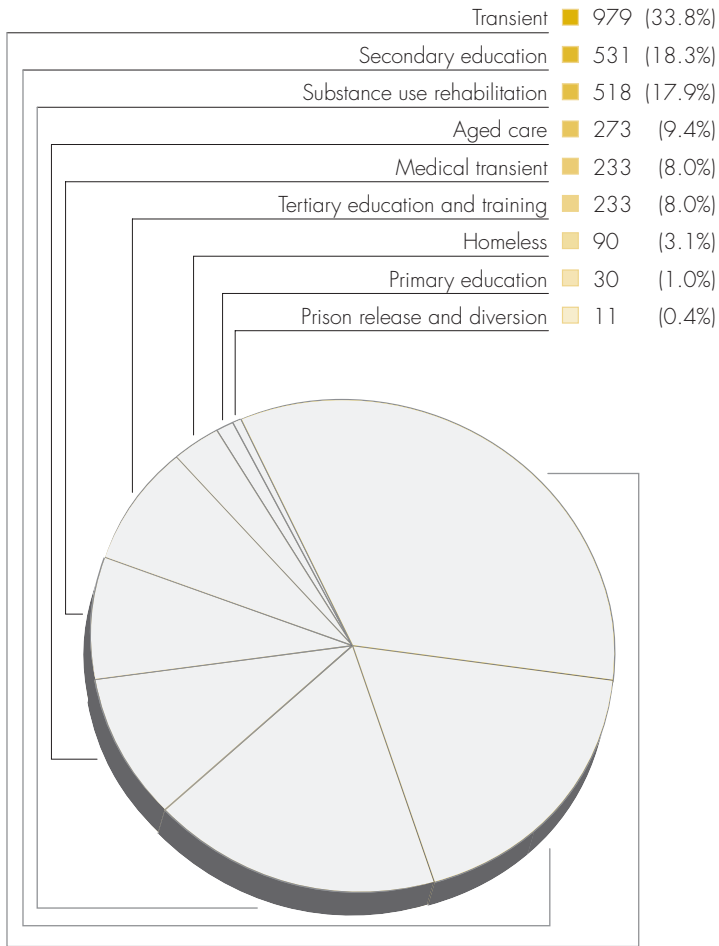




FIGURE 3: COMPANY STRUCTURE

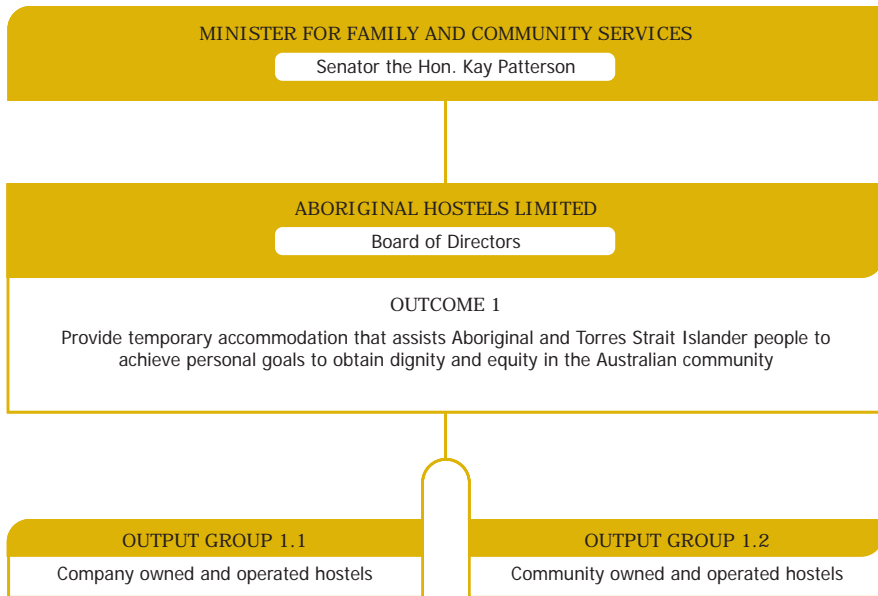


TABLE 1: STAFF PROFILE

APS level	Total staff	Female	Male	Full-time	Part-time	Ongoing	Non-ongoing	Indigenous	Non-Indigenous
Agency Head	1	–	1	1	–	1	–	1	–
SES 1	2	–	2	2	–	2	–	1	1
EXEC 2	4	2	2	4	–	4	–	3	1
EXEC 1	13	2	11	12	1	11	2	8	5
APS 6	9	4	5	9	–	9	–	6	3
APS 5	20	14	6	18	2	20	–	17	3
APS 4	16	8	8	14	2	12	4	9	7
APS 3	84	48	36	80	4	74	10	74	10
APS 2	56	33	23	39	17	37	19	49	7
APS 1	256	162	94	128	128	159	97	206	50
Trainee	–	–	–	–	–	–	–	–	–
TOTAL	461	273	188	307	154	329	132	374	87
%		59%	41%	67%	33%	71%	29%	81%	19%

Sources and application of funding

FIGURE 4: SOURCES OF FUNDING (\$43,375,000)

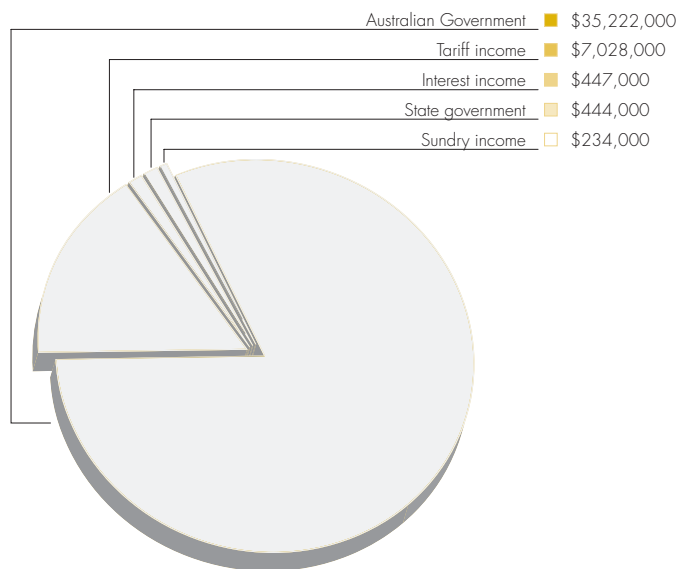
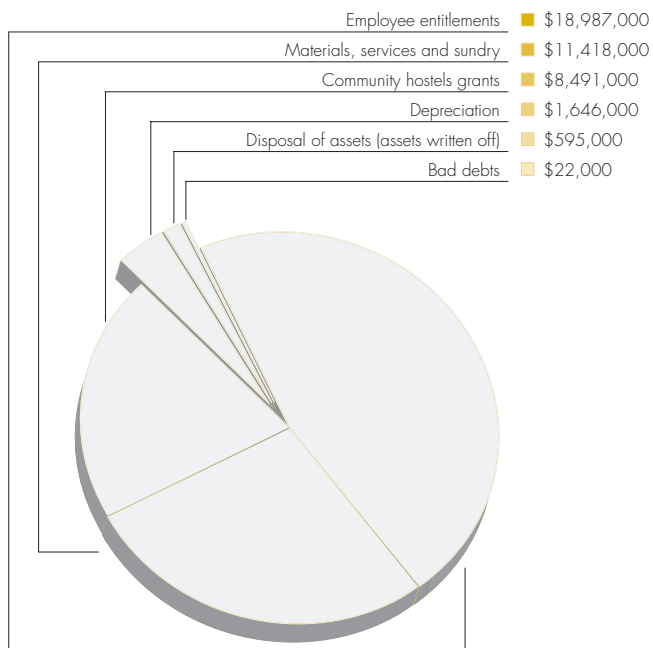


FIGURE 5: APPLICATION OF FUNDING (\$41,159,000)





Performance at a glance

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TABLE 2: GUEST CAPACITY, OCCUPANCY AND OCCUPANCY RATES

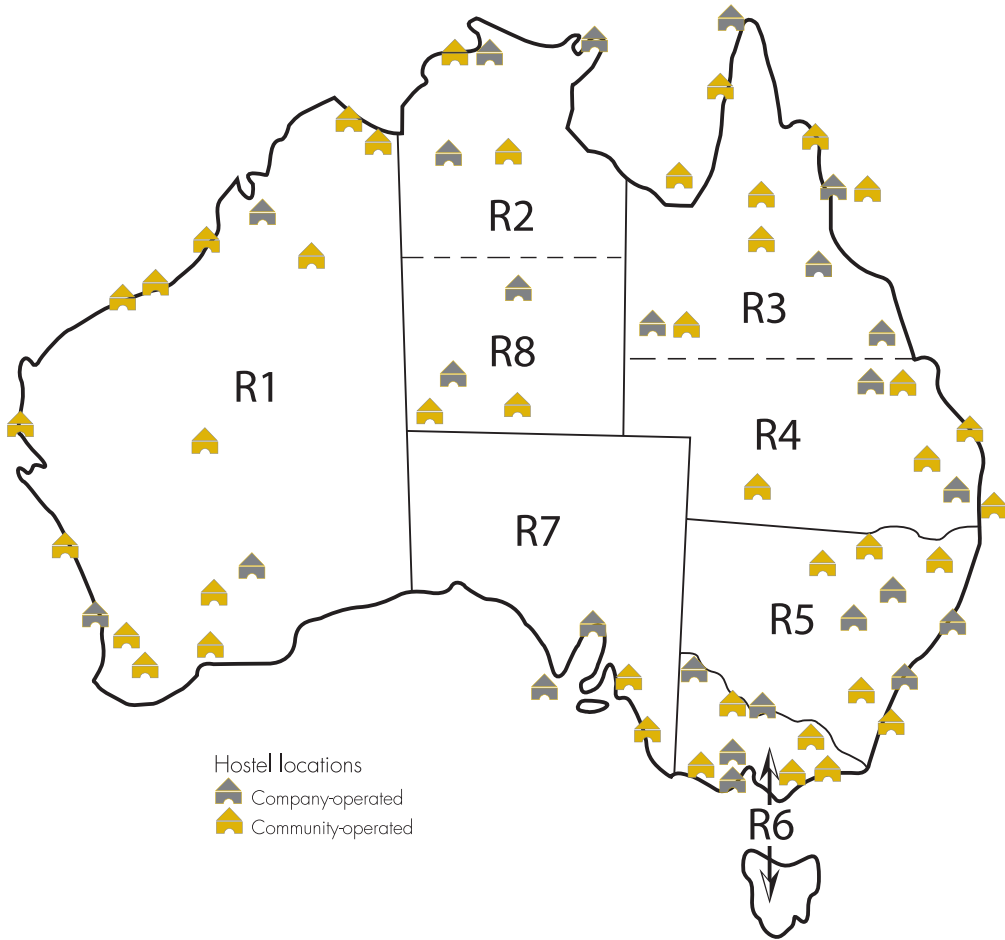
	2000-01	2001-02	2002-03	2003-04	2004-05
Number of company-operated hostels	48	50	50	48	47
Number of community-operated hostels	86	78	82	79	72*
Total hostels	134	128	132	127	119*
Guest capacity – company-operated hostels (beds per night)	1,373	1,444	1,517	1,516	1,467
Guest capacity – community-operated hostels (beds per night)	1,986	1,876	1,754	1,569	1,431*
Total guest capacity (beds per night)	3,359	3,320	3,217	3,085	2,898*
Average actual beds occupied per night – company operated hostels	1,043	1,025	1,047	1,076	1,086
Average actual beds occupied per night – community operated hostels	1,470	1,407	1,263	1,130	1,037
Average actual beds occupied per night – all hostels	2513	2432	2310	2206	2123
Average occupancy, company-operated hostels	76%	71%	69%	71%	74%
Average occupancy, community-operated hostels	72%	78%	73%	73%	72%
Average occupancy, all hostels	74%	75%	72%	72%	73%

* These figures are not directly comparable with previous years because hostels receiving one-off capital grants are not included for 2004-05 (see page 23 for more detail)

TABLE 3: OCCUPANCY RATE BY CATEGORY

	TOTAL
Transient	88%
Medical transient	81%
Aged care	92%
Homeless	78%
Primary education	67%
Secondary education	62%
Tertiary education and training	70%
Substance use rehabilitation	71%
Prison release and diversion	55%
TOTAL	73%

FIGURE 6: HOSTELS BY REGION





AHL – what our residents think



We asked a cross-section of people staying in our hostels on a single day in September 2004 to participate in a survey about their hostel experiences, how they knew about the hostel, and how they felt about recommending it to others. In all, 718 people from 96 hostels responded to the survey.

Overwhelmingly, residents were positive about their hostel experience. The following proportion of respondents answered 'yes' to these questions:

Did you get value for money?	89%
Did you feel safe?	96%
Would you stay at the hostel again?	96%
Would you recommend the hostel to others?	94%

Most residents found out about the hostel through family or friends (52 per cent) or through a referral agency (22 per cent). Less than 2 per cent found out about AHL accommodation through Regional Offices, the AHL website or the quarterly Hostel News. While the level of personal referral is valuable, there is plenty of scope to raise awareness through other means, and this will be a priority in the coming year.

The following shows the percentage of respondents who rated specific services as 'good to very good'.

Standard of accommodation	81%
Food	68%
Staff service	81%
Cultural environment	76%
Overall standard of service	87%

The rating for food service, with 68 per cent finding the service 'good to very good', indicated an area on which to focus in the future.

Strength through partnerships

1. Renal dialysis

PROBLEM

End-stage renal disease (ESRD) is a debilitating condition, in which dialysis or kidney transplantation is necessary to maintain life. Indigenous people have a much higher rate of ESRD than do other Australians. The problem is most acute in remote regions, where ESRD occurs up to 30 times more frequently than for all Australians. The number of Aboriginal patients requiring dialysis in the Northern Territory doubles every two years. Unfortunately, people living in remote areas have reduced access to treatment. Generally they must move to an urban centre to receive dialysis, and need suitable (often long-term) accommodation where special dietary requirements can be met.

PARTNERSHIP

Partnerships across all levels of government and with communities are needed to address the increasing incidence of ESRD. AHL is currently working towards improving its linkages with other Australian Government agencies working in this area, as part of a whole-of-government approach.

Following a successful pilot program, AHL is currently finalising arrangements with the Northern Territory Government that will increase the number of hostel beds for renal patients in Alice Springs.



Resident of the Broome Hostel, Western Australia

With the involvement of a number of agencies, a renal unit has been established in Broome, Western Australia. This means people living in Kimberley communities and requiring dialysis no longer need to go to Perth to obtain treatment. Patients of this facility need suitable accommodation, so the Western Australian State Housing Commission has purchased the Broome Hostel, a 26-bedroom property. AHL operates this facility, which opened in April 2004 and achieved an occupancy rate of 78 per cent in 2004–05.

HOW AHL IS HELPING

AHL provides accommodation and non-medical care in towns and cities for patients and their carers who must leave their home communities to access medical treatment. People receiving renal dialysis often need this accommodation indefinitely, and need a homely, comfortable and culturally appropriate environment to go 'home' to.

In 2004–05, the company provided a total of 56 beds at three renal-specific medical transient hostels located in Alice Springs, Darwin and Broome.

One resident from a remote community with no renal dialysis facilities, who needs dialysis every second day, describes Broome Hostel as *'A place to stay, where I can get medical help, and which is clean, quiet and friendly'*.



AHL Board member, Kevin Coombs (centre) with guests at the opening of the Broome Hostel

Message from the Chairperson



Elaine McKeon

This year our role of making temporary and special-purpose accommodation available to Aboriginal and Torres Strait Islander people has begun to operate in a different policy environment. The machinery of government changes that saw us become part of the Family and Community Services portfolio also brought a responsibility to change how we report to government on our performance as a government-owned company. Our reporting will be developed further in the near future.

AHL's role and purpose, however, remain unchanged—to assist Aboriginal and Torres Strait Islander peoples to achieve their personal goals by providing affordable accommodation services to enable them to access services that would otherwise be inaccessible.

In terms of our policies, we are aware of the increased emphasis that governments are placing on protecting the interests and welfare of children and young people. This is particularly relevant to those of our hostels that accommodate school students. We have begun to review our secondary education hostels policy and to develop a policy for duty of care at secondary education hostels. The Board will consider these policies in August 2005.

The abolition of the Aboriginal and Torres Strait Islander Commission (ATSIC) and the transfer of responsibility for delivering Indigenous-specific services and programs to mainstream agencies changed the service landscape. Together with the commitment to a whole-of-government approach to service delivery, it has increased the importance of developing and nurturing partnerships with other Australian Government agencies and with state and territory governments. There are now more opportunities for better coordination with other service providers and the development of partnerships with government agencies that have an increased role in services for Aboriginal and Torres Strait Islander peoples.

At the same time we must continue to maintain our relationships at the local and regional level, with communities and community organisations—with other bodies such as schools, hospitals, housing organisations and employers. The change in Australian Government policy means we can look to Australian Government support in forging partnerships at local, state and federal levels. This will work to the benefit of those Indigenous people and communities who need temporary accommodation services to assist them to access, for example, education, employment, health, aged care or rehabilitation services.

This year we introduced our Balanced Scorecard Strategy Map and we report against its four tiers: learning and growth, internal processes, financial processes and customer focus. The Balanced Scorecard is a dynamic process and we support ongoing review and update of our strategies, targets and performance indicators. In addition, our experiences this year will be of great benefit as we review and refine our strategic approach and further develop our corporate planning. We began the process of review and refinement in the second half of 2004–05, including consultations with AHL staff at all levels. The Board strongly supports the company's aim for all staff to have a meaningful role in our development.

The Board of Directors of AHL is committed to achieving excellence in the provision of accommodation services that meet the greatest identified needs of our communities. We are honoured to have such an important role in the lives of Aboriginal and Torres Strait Islander peoples. We look forward to working in partnership with our staff, community organisations, other service providers and governments to achieve the best possible outcomes through effective targeting of resources, better coordination with other services, and most importantly through seeking and forging partnerships for delivering temporary accommodation services that address our clients' needs.



Elaine McKeon

Elaine McKeon, AO

AHL Board of Directors



Elaine McKeon, AO



Chairperson of the AHL Board of Directors

Mrs McKeon has been Chairperson of the AHL Board of Directors since 18 December 2000 and an AHL Director since October 1997. She is also the Chairperson of the AHL Audit Committee.

Shirley Bennell, BSc, MA



Director

Ms Bennell has been an AHL Director since September 1999 and has a Master of Arts degree in Indigenous Research and Development. She has a wealth of experience in Indigenous health issues combined with a passion for aged care health issues.

Helen McLaughlin, Grad Dip Soc Studies



Director

Ms McLaughlin has been an AHL Director since December 2000 and is also a member of the AHL Audit Committee. She has worked as a consultant in the Indigenous Peoples Mandate with the United Nations in Geneva.

Kevin Coombs, OAM



Director

Mr Coombs has been an AHL Director since March 1990 and is also a member of the AHL Audit Committee. He was awarded an Order of Australia Medal in 1983 for his contribution to wheelchair sports and to Aboriginal welfare. In March 2000, he was named as an Ambassador for the National Indigenous Literacy and Numeracy Strategy. In 2003, he was invited to chair the Indigenous Taskforce for the 2006 Commonwealth Games, Melbourne.

John Hartigan, BCom, FCPA, FCIS, FAICD, ANZIIF



Director

Mr Hartigan has been an AHL Director since March 2002 and is currently the Chief Financial Officer and Company Secretary of eServGlobal Limited, a listed public company with its head office in Sydney. He is also the Principal of Astute Corporate Services of Australia.





Margaret Valadian, AO, MBE



Director

Dr Valadian has been an AHL Director since December 2002 and has extensive experience in working with Aboriginal communities across Australia for 35 years.

Jim Ramsay, BEd, MPA



Director

Mr Ramsay has been an AHL Director since December 2003 and has extensive public sector experience both at state and federal level. He is also the former Deputy Principal of the Australian Institute of Aboriginal and Torres Strait Islander Studies.

Karmi Sceney



Director

Mrs Sceney has been an AHL Director since August 2004 and has extensive experience in Indigenous Affairs within areas such as education, housing and commerce. She is currently employed as the General Manager, Indigenous Education in the Northern Territory Department of Employment, Education and Training.

See also: Directors' report, pages 88–92

Strength through partnerships

2. Secondary education

PROBLEM

Significant numbers of Indigenous children and young people of school age live in places where they do not have access to secondary education facilities unless they live away from home. However, there are other factors that influence young people to leave their home community to access education—they may be at risk of domestic violence, have a chronic illness or disability or may have been expelled from their local high school.

PARTNERSHIP

Aboriginal Hostels Limited has a Deed of Agreement with Centrelink to streamline the process for Indigenous children to access education services while staying at company-operated secondary education hostels.

HOW AHL IS HELPING

AHL subsidises accommodation for secondary education students receiving ABSTUDY living allowances. In 2004–05, the company allocated \$2.38 million to operate seven company secondary education hostels to assist 98 children and young people. Through the Community Hostels Grants Program AHL also assists other providers of secondary education hostels. Overall this year, the secondary education program provided accommodation for 327 students at a cost of \$3.35 million.



Larka Cutmore of the Biala Hostel, Sydney, receives the Belinda Leigh Marks Honours Award

Larka Cutmore, a resident at the Biala Student Hostel in Sydney since 2001, is in the process of completing Year 12. She knows that staying at the hostel is helping her to get a quality education at McKellar High School.

'The hostel provides a comfortable place to stay and meals. I can focus on my studies at school. The residents are like family and the hostel has a homely environment. The friendships that I have made will last a lifetime.

'My ambition is to go to Charles Sturt University next year and study a double degree in Nursing – Midwifery. I don't think I would graduate Year 12 without the support of hostel staff, my family and friends', says Larka.

Company report ● 2

Message from General Manager



Keith Clarke was appointed General Manager of AHL in 1996. Prior to this he was the Assistant General Manager – Operations and the Regional Manager in Victoria, having joined the company in 1985. He is Aboriginal and was born in Alice Springs, going on to complete his tertiary education in Adelaide before a two-year period of national service with the Army. This was followed by primary teaching roles in both Darwin and Alice Springs, after which he began a career in Aboriginal Affairs with the Aboriginal Development Commission in Melbourne. He has been a member of the ACT Parole Board, the ACT Indigenous Education Consultative Body, the Aborigines Advancement League Victoria, the Town Planning Committee Victoria, and the St Kilda Substance Misuse Rehabilitation Committee. His current professional interests include improving the delivery of services to Indigenous aged people and health service provision in rural and remote areas. He also takes a keen interest in the provision of aged care services.

This has been a year of change in Australian Government Indigenous affairs policy, with associated alterations to administrative arrangements for the delivery of Indigenous-specific services. I am pleased to say that we have maintained our focus and delivered quality services to our residents at the same time as we adjusted to the changes as they affect AHL.

In 2004–05 we placed greater emphasis on forging partnerships and relationships with Australian Government agencies. This became important because of the transfer of responsibility for Indigenous-specific programs from ATSIC and Aboriginal and Torres Strait Islander Service (ATSIS) to mainstream agencies.

With our move to the Family and Community Services (FaCS) portfolio on 1 July 2004, we became aligned with a department that shares a similar client base with AHL. We have taken the opportunity to develop closer links through quarterly catch-ups with the Deputy Secretary, Group Manager and relevant Branch Managers of FaCS. I gave a presentation in March 2005 to FaCS state and territory offices to acquaint them with AHL. In addition, we are also working to establish closer liaison with the Office of Indigenous Policy Coordination.

AHL continued its long-standing partnership with the Department of Health and Ageing (DHA) through a Deed of Agreement for 2004–05 that provided funding for aged care hostels through the National Aboriginal and Torres Strait Islander Assistance Package.

We are also currently negotiating with the Department of Education, Science and Training (DEST) to provide the accommodation component of the Indigenous Youth Mobility

Program (IYMP), which aims to increase the participation of young Indigenous people in trade apprenticeships, traineeships and tertiary studies. This will add to our existing commitment to providing accommodation for education through 11 secondary education hostels and 13 tertiary education/training hostels.

While we emphasised relationships with Australian Government agencies, we also continued to work with other potential partners. We have made good progress in discussions with the Melbourne Royal Children's Hospital and the Victorian Government on operating a medical transient hostel on the hospital grounds. We expect to sign a memorandum of understanding with the Royal Children's Hospital early in the next financial year.

Progress in discussions with other parties has been slower than we anticipated last year. However, we still expect positive outcomes. Negotiations continue with the Northern Territory Government for the operation of the 50-bed Stuart Lodge Hostel and the redevelopment of the Topsy Smith Renal Dialysis Hostel (both in Alice Springs) to increase capacity from 12 to 40 beds. We are also negotiating with the Western Australian Government a 99-year lease for a site for the development of the Noongar Elders Home in Perth. This follows a similar successful partnership that saw the opening of the new Broome Hostel for medical transients. In 2004–05, its first full year of operation, Broome Hostel achieved an occupancy rate of 78 per cent.

While there have been significant machinery of government changes to which we are adapting our operations, it is important to recognise the continuity of our partnerships with local community organisations through our Community Hostels Grants Program. Our contributions through this program enable the Government to leverage an amount and quality of appropriate, affordable accommodation well beyond the input costs.

At the same time, we consult with communities to assist us to identify unmet need, and where no alternatives are available, we endeavour to meet needs through establishing company-operated hostels. Increasingly, we are looking to enter into partnership arrangements to do this. For example, at the beginning of the year I attended the opening of the Karinga Prison Diversion Hostel in Adelaide. The development of this hostel involved the South Australian Government, the courts and prisoner support groups.

In addition to these activities, I envisage that we will also look to diversify the type of temporary or special-purpose accommodation options we make available. For example, in the discussions with DEST to provide accommodation support for the IYMP, we would make use of group homes.

This year we introduced a Balanced Scorecard Strategy Map to guide our operations (see page 2). We found it to be a useful strategic planning tool, and also learned a great





deal more about using it from the practical experience of implementation. We began to review our corporate plan and consequently began a review of the Strategy Map and how it linked to other tools during the year. We are now revising the Strategy Map.

In terms of our existing strategies, I believe that we performed most satisfactorily. In 2004–05 we averaged almost 3,000 beds per night and improved our occupancy rates over the previous year. We were delighted that we had the confidence of our clients, with 87 per cent of residents surveyed rating our overall service as ‘good or very good’.

As well as our focus on partnership building, we have also improved the efficiency of our internal processes, such as streamlining the budgetary process for our Community Hostels Grants Program, tightening end-of-month processes to improve the quality and presentation of monthly financial data, and installing anti-spam software to improve IT security and reduce server workload.

We are one of the largest employers of Aboriginal and Torres Strait Islander people in Australia. At the end of the year, we had 374 Indigenous staff in a total staff of 461. This year we also participated in two programs that assist Indigenous people into employment, with good results. In addition, we continue to emphasise learning and growth, with over half of all staff participating in training in 2004–05.

Looking ahead, in 2005–06 our major tasks will include the continuing focus on partnerships, policy review, the development and training of our staff, initiating the process leading to a new Certified Agreement in December 2006, and succession planning, particularly for our remoter locations. I have every confidence our staff are equal to the job ahead.

Keith Clarke

Financial summary



(Further detail in Section 5, Financial statements, see pp. 98–123).

Income

AHL's total income of \$43.375 million in 2004–05 was down \$0.684 million from the previous year. The difference was primarily due to the inclusion of one-off income from the sale of a hostel in 2003–04.

Income from the Australian Government of \$31.944 million was an increase of \$0.509 million from the previous year, and takes into account indexation and the efficiency dividend. Tariff income increased by \$0.143 million to \$7.028 million in 2004–05. This increase was due to an increase in the number of beds occupied and to tariff increases in line with Centrelink benefit increases.

Expenditure

AHL's total expenditure was \$41.159 million. A \$2.75 million decrease was achieved from the previous year. AHL managed and contained costs through operational efficiencies. In particular, cost savings were realised from a reduction in staff numbers, increase in part-time positions and delay in major maintenance works.

Of the total, \$8.491 million was expended through the Community Hostels Grants (CHG) Program, of which \$0.7 million was for capital grants and the balance for recurrent funding.

Hostels

Compared with the previous year, company-operated hostels averaged a lower guest capacity (beds available), primarily due to the temporary closure of two hostels for redevelopment this year. Significant maintenance and repair work caused short-term reductions in capacity at several other hostels. Hostels funded through the CHG Program also averaged a lower guest capacity due primarily to some providers being unable to meet funding conditions and so being excluded or being withdrawn from the program.





Staff

As at 30 June 2005, there were 31 more staff than in 2003–04. The reason for this increase was that a number of positions vacant at 30 June 2004 were filled during the year (see page 5 for staff profile).

TABLE 4: FINANCIAL SUMMARY, 2000–01 TO 2004–05

	2000–01	2001–02	2002–03	2003–04	2004–05
	\$'000	\$'000	\$'000	\$'000	\$'000
Government operating subsidy provided	32,637	34,857	32,996	34,913	35,446
Government capital grant provided	2,262	-	-	-	220
Capital user charge	6,306	6,062	6,359	-	-
Tariff income	5,445	6,333	6,513	6,885	7,028
Other income	1,424	1,296	1,544	2,261	681
Total income	48,074	48,548	47,412	44,059	43,375
Payment to community hostel grants	7,511	8,071	8,605	8,358	8,491
Wages and salaries payments	14,800	15,702	15,740	21,927	18,987
Other company expenditure	16,494	17,288	18,746	13,628	13,681
Total expenditure	38,805	41,061	43,091	43,913	41,159
Capital available	54,442	54,442	54,442	54,454	54,454
Cost/valuation of assets held	56,128	62,211	60,366	64,921	71,091

	2000–01	2001–02	2002–03	2003–04	2004–05
Number of company hostels	48	50	50	48	47
Number of community hostels	86	78	82	79	72*
Total hostels	134	128	132	127	119*
Number of company hostels beds	1,373	1,444	1,517	1,516	1,467
Number of community hostels beds	1,986	1,876	1,754	1,569	1,431*
Total beds	3,359	3,320	3,217	3,085	2,898*
Subsidy per bed per night (total)	\$36.25	\$38.48	\$38.97	\$43.69	\$46.02
Cost per bed per night (total)	\$43.10	\$45.33	\$50.87	\$54.95	\$53.44
Average occupancy (company)	76%	71%	69%	71%	74%
Average occupancy (community)	72%	78%	73%	73%	72%
Number of staff	498	513	519	430	461
Percentage of Indigenous staff	82%	80%	80%	80%	81%
Percentage of female staff	63%	61%	61%	61%	59%

* These figures are not directly comparable with previous years because hostels receiving one-off capital grants are not included for 2004–05 (see page 23 for more detail).

TABLE 5. CAPITAL FUNDING PROVIDED THROUGH THE COMMUNITY HOSTELS GRANTS PROGRAM

Recipient	Funding \$'000	Purpose
CAPS Coolgardie Secondary Education Hostel	45	Hostel fit-out and furniture acquisition
Kimberley Student Accommodation (secondary education)	9	Hostel fit-out and new accommodation service
North Queensland Aboriginal and Torres Strait Islander Corporation (aged care)	27	Bathroom renovations and access upgrades
Gumbi Gumbi Aboriginal and Torres Strait Islander Hostel (substance use rehabilitation)	11	Minor equipment replacement
Aboriginal Elders Village, Aboriginal Elders and Community Care Service Inc. (aged care)	597	Major capital works
National Association for Rural Student Accommodation	11	Sponsorship, 2005 Conference and minor equipment
TOTAL	700	



AHL staff at the official opening of the Karinga Hostel: (left to right) Keith Clarke, General Manager; Glen Layt, cook; Roslyn Groves, domestic; Avis Gale, Hostel Manager; Michael Coughlan, a/g Regional Manager and Olivia Kropinyeri, weekend cook





Portfolio Budget Statement



The requirements of the 2004–05 Portfolio Budget Statement were to report against the following outcome and outputs.

Outcome

Provide temporary accommodation that assists Aboriginal and Torres Strait Islander people to achieve personal goals to obtain dignity and equity in the Australian community.

Output Group 1

Provide temporary accommodation services to Aboriginal and Torres Strait Islander people.

OUTPUT 1.1 COMPANY-OPERATED HOSTELS

	Target	Actual
Average nightly occupancy rate	70%	74%
2003–04 occupancy rate		71%
Guest capacity (beds per night)	1,400	1,467
Quality of service, proportion of residents satisfied (survey)	75%	85%
	Projected	Actual
Expenditure	\$33,224,000	\$32,668,000

OUTPUT 1.2 COMMUNITY-OPERATED HOSTELS

	Target	Actual
Average nightly occupancy rate	70%	72%
2003–04 occupancy rate		73%
Guest capacity (beds per night)	1,700	1,431 *
Quality of service, proportion of residents satisfied (survey)	75%	90%
	Projected	Actual
Expenditure	\$8,300,000	\$8,491,000 [†]

*There was a shortfall in guest capacity for community-operated hostels, with bed numbers 16 per cent below target. The shortfall was due to two factors. In 2004–05, five hostels had their funding removed due to their inability to comply with their service level agreements and were thus lost to the program. In addition, the actual average bed capacity this year was for hostels receiving recurrent funding through the Community Hostels Grants Program based on a benchmarked occupancy rate. There is also a variable number of hostels that receive one-off capital grants, which are determined on factors other than guest capacity. In previous years their guest capacity was included in the bed total (but excluded from occupancy rate calculations). However, these hostels are not required to provide capacity or occupancy data and in 2004–05 most did not do so. Consequently, we did not include them this year.

[†] This includes \$0.7 million capital expenditure.

Resources for outcomes

Outcome 1 – Provide temporary accommodation that assists Aboriginal and Torres Strait Islander people to achieve personal goals to obtain dignity and equity in the Australian community.

TABLE 6: RESOURCES FOR OUTCOMES

	(1) Revised budget 2004–05 \$'000	(2) Actual expenses 2004–05 \$'000	(2–1) Variation \$'000	Budget 2005–06 \$'000
Administered expenses* (including third party outputs)	Nil	Nil	–	–
Total administered expenses	Nil	Nil	–	–
Price of departmental outputs. Output Group 1 —Provide temporary accommodation services to Aboriginal and Torres Strait Islander people				
Output 1.1—company operated hostels	33,224	32,668	(556)	33,889
Output 1.2—community operated hostels	8,300	8,491	191	8,400
Subtotal Output Group 1	41,524	41,159	(365)	42,289
Revenue from government (appropriation) for departmental outputs	31,944	31,944	–	32,641
†Revenue from other sources	9,720	11,431	1,711	9,820
Total for outcome	41,664	43,375	1,711	42,461
	2004–05	2004–05		2005–06
‡ Staff numbers	405	386		385

* Aboriginal Hostels Limited has no administered expenses

† Increase in funding from other sources: Increase in tariff income and WA government capital grant of \$220,000

‡ Average staff levels based on full-time positions



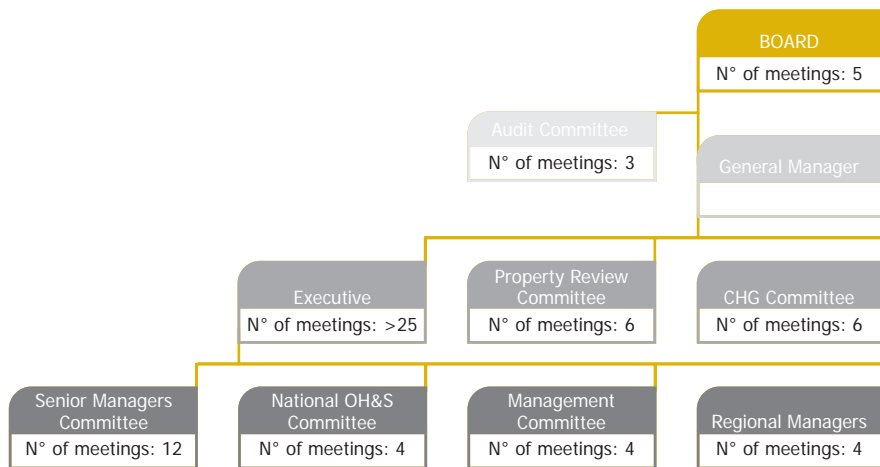


Governance summary



The company operates within a governance framework following the best practice guide on corporate governance principles published by the Australian National Audit Office. Figure 7 shows our Board and committee structure.

FIGURE 7: AHL BOARD AND COMMITTEE STRUCTURE



Board/Audit committees

See pages 84–87

Internal committees

See Appendix 2

Community consultations

The Board of Directors held a community event at each Board meeting, including the openings at five hostels in 2004–05.

AHL encourages a model of two-way communication with Indigenous communities which allows the company to deliver an accommodation service that fulfils community needs. This approach at the central, regional and hostel level of the company has developed

strong relationships with Indigenous communities and provided them with a voice in the decision-making process.

The company's Research and Evaluation (R&E) area is responsible for researching the emerging needs of communities and evaluating existing company services. R&E works with Indigenous communities to collect valuable information to inform the Board of Directors and assist in setting policy and service directions.

In Perth, AHL developed a design steering committee with community representatives to create an avenue for the community to share their opinions. Their feedback will help inform the development of an aged care facility that is tailored to community needs.

Hostel managers constantly consult various communities represented by the residents who stay at their hostel. In some instances they will visit communities to raise awareness about the hostel. For example, Carol Hodgson, former houseparent of the Fordimail Hostel in Katherine, visited the Borroloola, Weemol and Urapunga Homestead communities to inform them of the student hostel's services.

Corporate planning

PURCHASER/PROVIDER ARRANGEMENTS

This year, a Balanced Scorecard (BSC) Strategy Map was introduced to guide our operations. The corporate plan was reviewed and, as a result, the BSC Strategy Map was revised to better align with the new corporate plan. Both the corporate plan and BSC Strategy Map were to be presented at the August 2005 Board meeting for approval.

At the company's annual planning day in February 2005, the Board of Directors, regional managers, central office executive and senior managers workshopped the new corporate plan and BSC implementation strategy.

Social justice and equity impact

AHL's vision is to fund and provide appropriate temporary and special purpose accommodation to assist Indigenous people improve their standard of living and achieve health, education and employment-related goals. The company tariff policy is set to be affordable to recipients of Centrelink benefits and those on a Community Development Employment Projects (CDEP) scheme salary; a higher rate is charged for full-time employed people.





Customer service charter

AHL's service charter sets out the standard of service that people can expect and the ways in which they can help AHL improve service to its customers. A review of the charter is planned for 2005–06.

Complaints and appeals mechanism

Complementing the service charter is the complaints and appeals system for customers who wish to complain about the level of service or a decision made on funding from the CHG program. A review of this mechanism is planned for 2005–06. (See Appendix 6 – Complaints and appeals.)

Management of ethical standards

AHL has adopted the APS Values and Code of Conduct. Staff commencing work at AHL are provided with a brochure outlining what these involve (see Appendix 9 – Code of conduct actions). Privacy training has been arranged for central office staff in the early part of 2005–06. For further information refer to www.ahl.gov.au

Internal audit and fraud

AHL has highly effective fraud prevention, detection, investigation and reporting procedures and processes in place (see page 28).

Risk management

A Business Continuity Plan has been developed; and a comprehensive risk management strategy will be developed in 2005–06 (see page 85).

Competitive tendering and contracting

The company adheres to the Australian Government's policy in seeking value for money in service delivery. AHL's strategy of sourcing services considers both internal and external service providers. AHL has a preference for 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 or as a result of factional disharmony.

Internal Audit



The Internal Audit Unit reports directly to the General Manager.



John Higgins, Manager—
Internal Audit

In 2004–05, Internal Audit reviewed 28 of the company-operated hostels and six of the eight regional offices. All regional offices and hostels reviewed were operating satisfactorily. Issues identified through the reviews were referred to regional management for appropriate remedial action.

The Australian National Audit Office (ANAO) visited the NSW and Victoria/Tasmania regions as part of the 2004–05 financial statement audit. In addition to the Sydney and Melbourne regional offices, they visited four hostels in New South Wales and three hostels in Victoria. The results were satisfactory and consistent with the findings of Internal Audit's reviews in other regions.

AHL's Fraud Control Plan (FCP) 2002–04 is currently being reviewed. The review was to have been completed by the end of the 2004–05 financial year, but was delayed due to unforeseen workloads. A revised FCP, drafted in accordance with the Australian Government's Fraud Control Guidelines, is planned for completion by the end of November 2005.

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

The General Manager is satisfied that AHL has appropriate fraud control mechanisms in place and complies with the Fraud Control Guidelines.

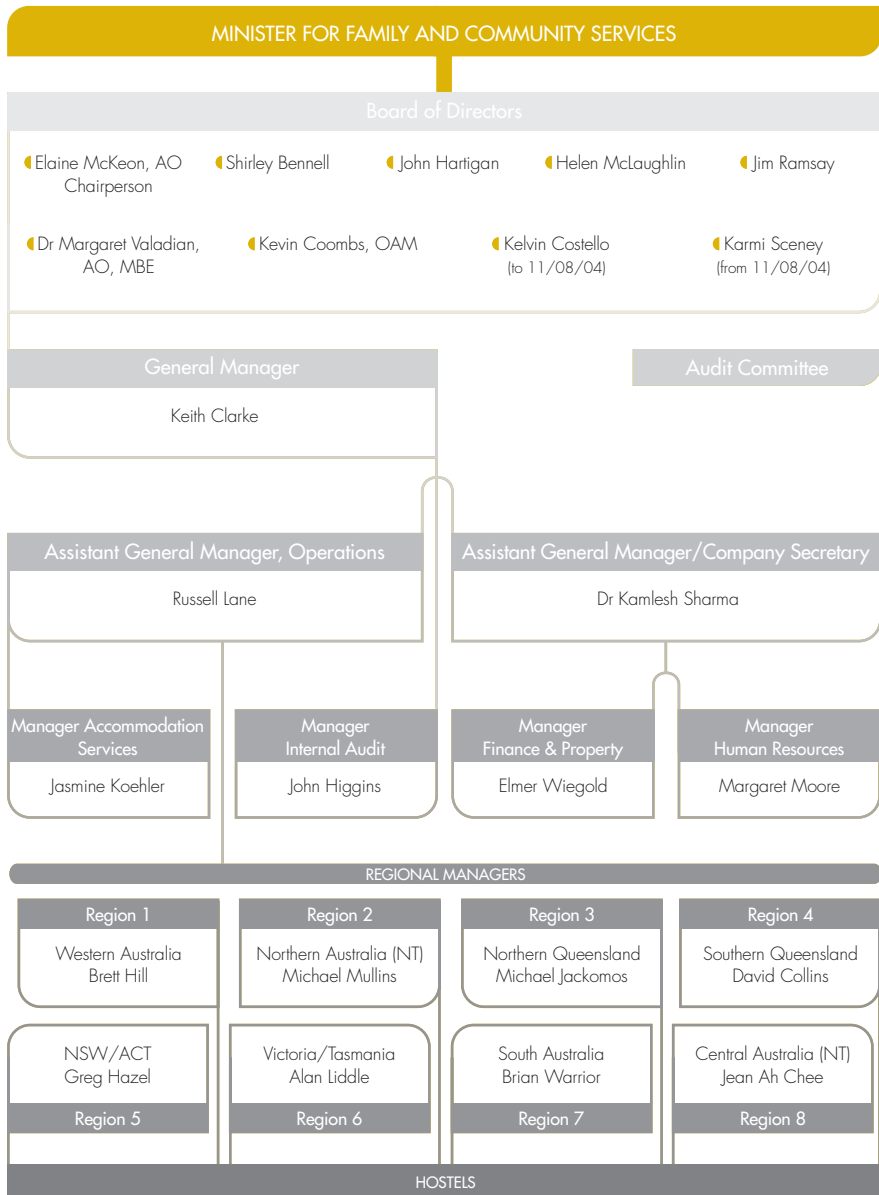
The AHL Fraud Awareness Guide is widely distributed, and forms part of the induction kit for all new staff. The Fraud Awareness Guide is a quick reference guide to fraud control, fraud control policy, reporting responsibilities, the code of conduct and contact details for the reporting of fraud or suspicions 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 2004–05, 15 investigations were either undertaken or coordinated by Internal Audit, of which 10 were fraud-related, with a total amount of \$62,391 involved. This includes \$1,329 that was recovered, \$2,201 that was not paid (invoice scams) and \$299 that is non-recoverable. The investigations covering the outstanding \$58,562 are proceeding.





FIGURE 8: ORGANISATIONAL CHART



Strength through partnerships

3. STEP Program and Indigenous Entry Level Pilot Program

PROBLEM

Indigenous people have much lower rates of participation in the workforce than other Australians, experience higher levels of unemployment, and face many additional barriers to finding work. The Government's Indigenous Employment Policy (IEP), administered by the Department of Employment and Workplace Relations (DEWR), aims to improve the employment prospects of Indigenous Australians.

One component of the IEP is the Structured Training and Employment Projects (STEP) Program. STEP aims to increase employment opportunities for Indigenous Australians, by providing funding for packages of assistance tailored to individual needs. Packages include structured and accredited training (preferably leading to formal qualifications), which enable employers (in the private, community or public sectors) to provide long-term jobs.

Over recent years, there has been a decline in the numbers of Indigenous Australians employed in the Australian Public Service (APS), and it is harder for the APS to retain Indigenous staff than non-Indigenous staff. More can be done to ensure that the APS is an attractive employment option for Indigenous people. Recruiting, developing and retaining talented Indigenous people is an important issue across the APS, and AHL wants to play its part.

PARTNERSHIPS

AHL is working with DEWR to increase employment opportunities for Indigenous Australians by using the flexible assistance available through STEP to attract and develop Indigenous staff with a strong potential to contribute to AHL's work.

AHL also participated in the Australian Public Service Commission Indigenous Entry Level Pilot Program for trainees. This program aimed to increase the recruitment of Indigenous Australians into the Australian Public Service.

HOW AHL IS HELPING

In 2004–05 DEWR allocated \$85,000 through STEP to enable AHL to build on its Indigenous employment initiative by providing 45 ongoing placements for Indigenous employees, some in each region and three in central office.

AHL staff members Michael Pollard and Bobby Verrent successfully completed a Certificate III in Government under the APS Indigenous Entry Level Pilot Program.

Michael said, 'The program provided the training and AHL provided me with the opportunity to practise the training to develop my skill base. It was especially beneficial to be able to complete the program while working at AHL. I had the added benefit of the support of mentors and supervisors at work'.



AHL trainees Michael Pollard (left) and Bobby Verrent complete a Certificate III in Government under the Indigenous Entry Level Pilot Program

3 ● AHL operations

TABLE 7: BALANCED SCORECARD PERFORMANCE SUMMARY, 2004–05

OBJECTIVE	TARGET	OUTCOME
Customer perspective		
Deliver value for money	Tariff not more than 60% of pension benefit or 25% of national average weekly wage	Target achieved
Provide access to services and opportunities	>3000 beds available for guests(average per night)	2898 beds (97% of target minimum)
Provide culturally appropriate and user friendly services	75% of residents surveyed satisfied with overall service	87% satisfied
Address market gaps	3 research projects per year	1 project—not achieved due to changed priorities
Financial perspective		
Increase revenue through improved partnerships	1% increase in partnership income	Target achieved
Improve efficiency of staff and operations	Operations within 10% of budget	Target achieved
Internal process perspective		
Provide leadership and foster innovation	2 new initiatives for the year	Target achieved
Identify and secure alternative funding sources	1 new source for the year	Target achieved
Research and develop new business opportunities	1 new opportunity researched	Target achieved
Broker third party partnerships	2 new partnership programs brokered	Target achieved
Improve AHL's profile	50 relevant forums attended	Unable to measure—new performance management program being developed in conjunction with new corporate plan
Build partnerships	80 working relationships	Not measurable—new corporate plan and Balanced Scorecard being developed
Improve responsiveness	Meet performance requirements of the Statement of Corporate Intent	Target achieved
	—continually improving client satisfaction with AHL services	Achieved improvement
	—continually improving the efficiency of AHL.	Achieved improvement



TABLE 7: BALANCED SCORECARD PERFORMANCE SUMMARY (CONT.)

Internal process perspective (cont.)		
Improve responsiveness	—continued progress towards the best practice of the purchaser/provider functions within AHL	Achieved improvement
	—sound management of AHL's assets, liabilities and balance sheet, to maximise the outcomes achieved with Australian Government investment and funding.	Achieved sound management
Optimise access to and use of IT	50% of transactions e-enabled	Not measurable—new corporate plan and Balanced Scorecard being developed
Investigate options to maximise efficiency	5 of AHL functions reviewed for efficiency	Not measurable—new corporate plan and Balanced Scorecard being developed
Recognise and value staff	5 staff incentive programs	3 programs—new performance management program being developed in conjunction with new corporate plan
Maximise assets to improve quality services	20 research recommendations actioned	Target achieved
Maintain consistent national standards	50% of providers compliant with operations	Unable to measure—assessment processes to be reviewed
Learning & growth perspective		
Develop a structured training program	80% of employees with career plans	Unable to measure—new performance management program being developed in conjunction with new corporate plan
Establish a performance based culture	80% of performance appraisals completed	41%—new performance management program being developed in conjunction with new corporate plan
Understand the operating environment	100% of staff have induction	Unable to measure—comprehensive induction procedures being developed
Empower staff through strategic leadership	100% of employees with personal objectives linked to the Balanced Scorecard	Unable to measure—new performance management program being developed in conjunction with new corporate plan

The year ahead – targets for 2005–06



Perspective 1: Our customers

- ▶ Include the requirement to meet AHL and legal standards/benchmarks and report regularly on compliance in all service level agreements
- ▶ Review tariff-setting processes that support AHL's affordability policy and seek Board endorsement for changes
- ▶ Increase research/information links with other agencies through participation in at least 10 meetings/committees from 1 January 2006
- ▶ All completed applications for funding from community organisations for 1 January – 30 June 2006 assessed and reported within three months.

Perspective 2: Learning and growth

- ▶ Develop a revised trainee program for Aboriginal and Torres Strait Islander people to target functional areas and locations where it is difficult to find suitably skilled/qualified staff
- ▶ Develop and implement an effective induction program for all new staff (face-to-face and/or online and/or audiovisual)
- ▶ As part of workforce planning, conduct and analyse the results of a survey to identify staff perceptions of workplace factors that encourage or discourage staff retention
- ▶ Develop a revised nomination process for the reward and recognition program
- ▶ Develop procedures to improve retention of qualified and well-performed staff
- ▶ Establish improved procedures to share information and communicate corporate strategy to staff consistent with good management practice (including electronic means)
- ▶ Determine suitable leadership skills training program(s) for AHL staff
- ▶ AHL occupational health and safety (OH&S) commitments and the requirement to report on compliance incorporated into all service level agreements
- ▶ Develop a revised performance management program, consistent with the Certified Agreement, for all staff that includes regular feedback on performance and assessments of training and development needs and also identifies high-performing staff
- ▶ As part of workforce planning, develop a program to recognise high-performing individuals and utilise their skills to train others and share best practice.





Perspective 3: Internal processes

- ▶ Revise the Statement of Corporate Intent to reflect machinery of government and other changes since December 2003, consistent with Department of Finance and Administration guidelines
- ▶ Consistent with the Statement of Corporate Intent, implement annual update of corporate goals, strategies and targets to be completed, and results, to be available not later than 31 October 2006
- ▶ Consistent with the Statement of Corporate Intent, develop and implement a risk management plan using the methodology described in the risk management standard AS/NZS 4360: 2004
- ▶ Develop a revised recognition scheme for outstanding hostel performance
- ▶ Develop a revised, comprehensive marketing program that is designed to reach residents, potential residents, communities and community organisations, government agencies, other service providers and potential service providers or partners
- ▶ All company hostels to conduct Open Days that target communities and service delivery organisations
- ▶ Determine suitable representational skills training program(s) for AHL staff
- ▶ Benchmark the level of feedback from regional managers on potential partnerships and other opportunities to improve service delivery
- ▶ Set up on the AHL website an indexed list of the titles of all relevant files in compliance with government requirements
- ▶ Make Crystal Reports available to all regional managers and others identified as requiring access.

Perspective 4: Financial

- ▶ Put a training procedure in place for Crystal Report users to improve financial management
- ▶ Ensure quarterly reporting and annual report meet required standards and deadlines
- ▶ Reduce the debt ratio (accounts receivable as a proportion of accommodation charges) by 1% from 2004–05.

Assistant General Manager – Operations



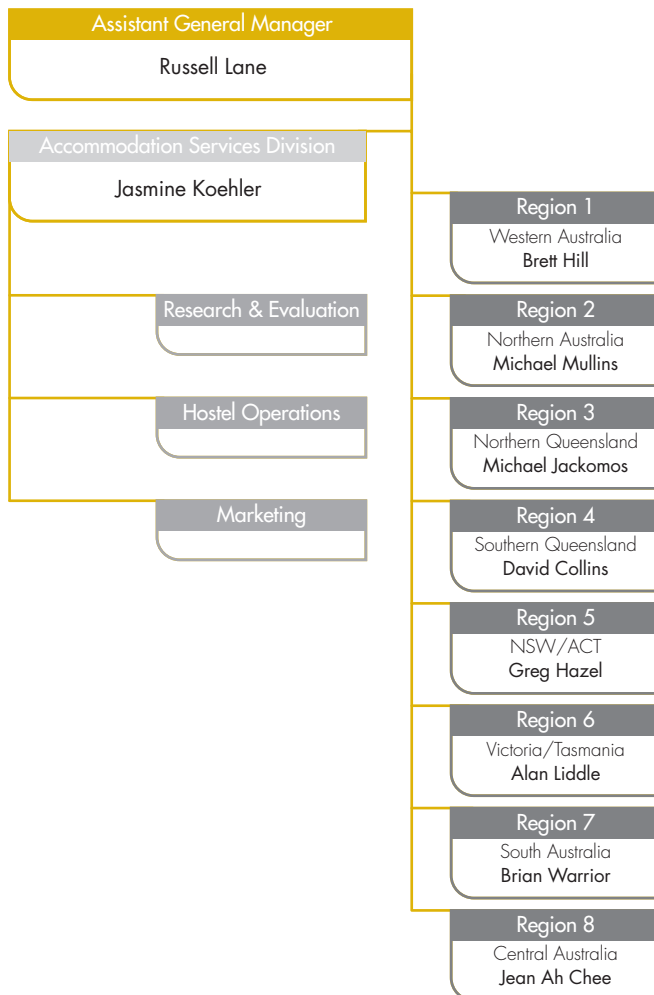
RUSSELL LANE

Russell Lane is the Assistant General Manager – Operations. He is responsible for the general operational management of the company through our eight regional offices and the Accommodation Services Division. He has a Bachelor of Arts in Business and Administration from the University of South Australia and 17 years experience in managerial positions in the public sector.



Russell Lane, Assistant General Manager – Operations

FIGURE 9 - ORGANISATIONAL CHART – OPERATIONS





Accommodation Services Division



Jasmine Koehler,
Manager – Accommodation
Services Division

Accommodation Services Division (ASD) is responsible for the development, review and implementation of the company's accommodation policy and procedures; research and evaluation programs; and the coordination and formulation of the company's corporate plan and related functions. The Division comprises the Hostel Operations Section, Research and Evaluation Section and the Marketing Unit. The Division is central to the company's overall planning, performance monitoring and public awareness of its core business—accommodation services.

Priorities and outcomes

FOSTERING PARTNERSHIPS AND NETWORKS

During 2004–05, there was a greater emphasis on forging partnerships and relationships with Australian Government, state and territory agencies, in response to the machinery of government changes and the new whole-of-government arrangements for Indigenous programs in 2004.

- ▶ *Department of Family and Community Services (FaCS):* Following AHL's transfer to the FaCS portfolio, ASD established networks with relevant branches, in particular the Indigenous Policy Branch. ASD is now participating in the National Consultation on Indigenous Homelessness and the Indigenous Policy Reference Group, and provides back-up for AHL attendance on the Longitudinal Study of Indigenous Children Steering Committee.
- ▶ *Indigenous Coordination Centres (ICCs):* ASD established networks with the Office of Indigenous Policy Coordination and arranged for an ICC presentation for AHL's regional managers in order for them to establish links with their local ICCs as a matter of priority.
- ▶ *Department of Education, Science and Training (DEST):* ASD forged new links as a result of a government election commitment and policy changes in DEST relating to the Indigenous Youth Mobility Program, homework centres and the Non-government School Term Hostels (NGSTH) Program.

- ▶ *Department of Health and Ageing (DoHA):* Consensus is continuing between the Indigenous Ageing Division and ASD in relation to aged care funding under the memorandum of understanding between DoHA and AHL.
- ▶ *Office of Aboriginal and Torres Strait Islander Health (OATSIH):* The review of the memorandum of understanding between OATSIH (within DoHA) and AHL, which establishes the basis and effectiveness for continuing collaboration between the two agencies to improve the health outcomes of Aboriginal and Torres Strait Islander peoples in relation to substance use, was extended to the end of August 2005.
- ▶ *Department of Local Government, Western Australia:* ASD submitted in June 2005 an expression of interest for \$500,000 in additional funding to assist with the Kununurra secondary education hostel construction project. The result of the submission will not be known until later in 2005.

RESEARCH AND EVALUATION PROGRAM

ASD uses research and evaluation to help AHL's senior managers make effective decisions about hostel services. Research and evaluation are useful tools in reporting on whether the company is meeting its vision and objective, which is to achieve excellence in the delivery of hostel accommodation in areas of greatest need for Aboriginal and Torres Strait Islander peoples.

The scope of AHL's research and evaluation program is detailed in the AHL Constitution and the Statement of Corporate Intent. In 2004, the Research and Evaluation Policy was revised to shift the focus onto the needs of Aboriginal and Torres Strait Islander peoples and to assess whether outputs are consistent with current policy. The Research and Evaluation Guidelines and Evaluations Manual complement this policy. A research and evaluation work plan is formulated annually and reports are provided to the Audit Committee meetings.

The research and evaluation work plan was amended throughout the year to reflect staff resources and priority changes.

- ▶ *Evaluation of the Secondary Education Hostels Program:* Commencing in 2004, this evaluation considered why AHL owned and/or operated secondary education hostels; how and why secondary education hostels were funded; and remoteness issues. A definitive secondary education policy and the review report was to be presented at the August 2005 Board meeting.
- ▶ *Review policy for duty of care at the secondary education hostels:* AHL promotes a safe, healthy, secure and supportive work and living environment for the children and young people in our care; for our staff and for those with whom we come into contact. In 2005, ASD is reviewing its policy for duty of care of children and young people staying at our hostels. Initially, a policy focusing on our duty of care at secondary





education hostels was to be presented at the August Board meeting and form the basis for a policy to cover children and young people residing at all categories of AHL hostels.

- ▶ *Review demand for renal dialysis accommodation in Alice Springs:* ASD conducted a desktop assessment to establish an estimate of the medium to long-term demand for accommodation services at Topsy Smith Hostel. AHL's Board of Directors approved ASD's research, which indicated a demand for over 40 beds for dialysis patient/carer or patient/partner in Alice Springs.
- ▶ *Review of the policy for homelessness:* The review of this policy was rescheduled to take into account the Australian Government's Advisory Committee on Homelessness response identifying issues around Indigenous homelessness and developing models to assist Indigenous people who are vulnerable to homelessness.

MARKETING AHL SERVICES

- ▶ *Hostel openings:* ASD coordinated three hostel openings. The new Tamworth Hostel in New South Wales was officially opened on 18 August 2004 by the AHL chairperson, Elaine McKeon, AO. The Chairperson also officially opened the redeveloped Allawah Grove Hostel in Perth on 24 November 2004. The General Manager, Keith Clarke, attended the opening in Adelaide on 7 July 2004 of the Karinga Hostel for Indigenous women in the justice system. ASD is responsible for coordinating these events. Tasks include ministerial notification, drafting of speeches, media liaison and the design of invitations.
- ▶ *Annual NAIDOC luncheon:* The AHL luncheon, considered the premier event during the NAIDOC week in Canberra, attracted 700 people in 2004. It was the 28th year that AHL had hosted this luncheon. The singer Christine Anu provided entertainment. ACT Chief Minister Jon Stanhope and Senator Gary Humphries gave keynote addresses.
- ▶ *Hostel News:* Five thousand copies of this publication were distributed around Australia each quarter.
- ▶ *Accommodation guide:* AHL's accommodation guide 2005–06 was updated and distributed to relevant stakeholders, including company and CHG hostels around Australia.
- ▶ *Student success stories:* Work began on a booklet about the success stories of former secondary education and tertiary education/training students residing at our secondary education hostels. The publication is to be distributed throughout communities and government agencies to improve awareness of AHL's contribution to the achievements of Aboriginal and Torres Strait Islander people for more than 32 years.
- ▶ *Redevelopment of AHL's website:* Quotes were received for redeveloping our website. The project stalled due to staff resource constraints but will be a priority in 2005–06.

RESOURCES AND EFFICIENCIES

- ▶ *Staff movements:* ASD experienced significant staff movements with former Divisional Manager Paul Goggin retiring after many years in AHL and the managers of the Marketing Unit and Hostel Operations Section transferring permanently at level to other Australian Government agencies.
- ▶ *Planning and training:* All ASD staff participated in a divisional planning day on 11 May 2005, which included a discussion of future directions for AHL and the division, as well as formal training sessions covering personal efficiency (work habits), planning and prioritising tools. A training officer in the Department of Defence facilitated a motivational session based on the 'fish' principles.
- ▶ *Future divisional restructure:* A restructure of ASD is planned to give a higher priority to strategic planning, policy and performance monitoring, analysis of company hostel operations and an increased public awareness strategy.
- ▶ *Participation in FaCS Compass Program:* In September 2005, ASD is to submit a bid to FaCS to become a possible placement for people on the FaCS Compass Program in order to increase its staff resources. The program is for graduates, trainees and some internal participants.

ADVERTISING

- ▶ AHL has a policy of advertising in the Koori Mail to expand its reach to Aboriginal and Torres Strait Islander peoples. Expenditure on advertising this year totalled \$11,117, down from \$22,000 in 2003–04.

KEY ACHIEVEMENTS AND MILESTONES

- ▶ *Non-government School Term Hostels (NGSTH):* ASD successfully negotiated with DEST to amend its proposed NGSTH Program to restrict eligibility to those Indigenous students residing at AHL hostels and hostels receiving CHG funding, rather than all Aboriginal and Torres Strait Islander students in any hostel accommodation. CHG-funded hostels can opt to access NGSTH funds but cannot also access CHG funds. ASD will hold consultations with certain CHG hostels that may be financially better off applying for NGSTH funds.
- ▶ *Annual strategic planning day:* AHL Board of Directors, senior managers in central office, and regional managers workshopped a review of the company's corporate plan, including the Balanced Scorecard Map and Implementation Strategy. Guest presenters included Stephen Hunter, Deputy Secretary of FaCS, and Jenny Callen of the Cabinet Implementation Unit of the Department of the Prime Minister and Cabinet.
- ▶ *Corporate documents:* Consultations with staff on the details of the corporate plan and implementation strategies were completed, and a draft corporate plan, including the revised Balanced Scorecard Strategy and Map, are to be tabled at the August 2005 Board meeting.





- ▶ *CHG budget process*: The trial of a new 2005–06 budgetary process for the CHG program was successful, resulting in a more streamlined approach for community organisations, and regional and central office staff.
- ▶ *Resident survey*: The trial of a redesigned survey to measure resident satisfaction was conducted across company and CHG hostels in March to May 2005. The survey produced 718 responses from 96 hostels.
- ▶ *Secondary Education Hostels Program*: A draft revised Evaluation of the Secondary Education Hostels Program report and policy was developed.
- ▶ *Hostel operations manual*: A revised hostel operations manual was distributed to company hostels.
- ▶ *Hostel staff training*:
 - ▶ ASD arranged for 20 houseparents from company and CHG hostels and ASD staff to participate in national leadership forums through the National Association of Rural Secondary Accommodation (NARSA) and the Indigenous Boarding in Secondary Schools (IBISS) networks. The forums continued to provide a valuable training and professional development opportunity for houseparents, allowing them to further their skills and network with their peers Australia-wide.
 - ▶ ASD arranged for AHL houseparents to participate in accredited training workshops for a Certificate in Residential Care in Darwin and Sydney. Both workshops were facilitated by NARSA. The Darwin workshop was conducted in conjunction with a non-government boarding college.
 - ▶ ASD staff delivered modules at hostel managers' training in Adelaide and Melbourne in May and June 2005.

FUTURE CHALLENGES

- ▶ Coordinate the implementation of the accommodation element of the Indigenous Youth Mobility Program (IYMP), which includes the provision of up to 250 beds a night across 10 locations around Australia (to cater for 600 young people over four years to end June 2009).
- ▶ Develop and coordinate the implementation of a strategy for the duty of care towards children and young people at AHL's secondary education hostels, to include policy; a risk management strategy; guidelines and procedures; and a staff training program including attainment of a Certificate in Residential Care for all houseparents.
- ▶ Coordinate and implement recommendations in relation to the Evaluation of the Secondary Education Hostels Program report.
- ▶ Coordinate the implementation of the 2006–08 Corporate Plan including the Balanced Scorecard implementation strategy.
- ▶ In conjunction with the Western Australia Region, progress the establishment of the Noongar aged care service in Perth.

- ▶ Increase partnerships with FaCS, with whom we share a similar customer base. In relation to homeless issues, ASD will seek closer liaison with FaCS regarding its Community Housing and Infrastructure Program and the Family Violence Program.
- ▶ Conduct research into accommodation needs in the Pilbara/Gascoyne Region, Western Australia and Western New South Wales region.
- ▶ Actively seek options for other funding sources to improve AHL's capacity to increase its accommodation services to Aboriginal and Torres Strait Islander peoples.
- ▶ Revise manuals – such as the Houseparents manual and the CHG guidelines – to take account of the increased duty of care obligations and new corporate plan and Balanced Scorecard.
- ▶ Revise AHL's Marketing Strategy to increase public awareness of AHL services. This could involve greater use of media releases; redesign of promotional material such as advertisements including recruitment literature, posters and brochures; and redevelopment of AHL's website.
- ▶ Increase the capacity and capability of ASD staff to meet the increasing demand for AHL input into submissions and policies from the government and non-government sector. The increased demand may partly be a result of the demise of the former Indigenous agencies, ATSIC and ATSIIS. For example, AHL's contribution to the 2005 *Access and Equity Annual Report* is being sought for the first time; ASD is responsible for coordinating the response.



Hostel managers at a training session held in November 2004



Strength through partnerships

4. Aged care

PROBLEM

Older Indigenous people represent a precious resource, but are much more likely to suffer from disabilities and chronic health problems than other older Australians. They often need ageing-related services at an earlier age than non-Indigenous people, a fact recognised in funding and eligibility criteria for these services. While overall the Indigenous population is a young population, by 2006 there could be around 40,000 Indigenous people aged over 55.

Indigenous people often prefer to stay at home as they age, but residential care is sometimes the best option. It can be hard to access suitable and affordable mainstream residential care. And older Indigenous people often prefer to continue living in the company of other Indigenous people.

PARTNERSHIP

AHL and the Department of Health and Ageing (DoHA) have worked together since 1994 to provide financial assistance to Indigenous aged care services across Australia. Under a Deed of Agreement, Indigenous Aged Care Assistance Program (IACAP) funds totalling \$1,853,929 were provided. These funds provided recurrent or one-off assistance to 16 aged care services.

Most of our aged care hostels are operated by community or church groups. The involvement of community groups helps ensure that residents are not isolated from the rest of the community. Church groups have a long record of delivering aged care services. We also work with community service providers, for instance to deliver 'meals on wheels'. AHL also works with state and territory governments to help meet the demand for culturally appropriate aged care. We have worked together with the WA Government to secure land in Kenwick and to brief architects to design the Noongar Elders Home. This hostel will provide 30 high-care beds for Indigenous elders in Perth. AHL has also applied to DoHA for an additional 15 high-care places.

HOW AHL IS HELPING

Hetti Perkins Home for the Aged in Alice Springs, operated by AHL, provides culturally appropriate accommodation for 40 people. The occupancy rate continues to be one of AHL's highest, averaging 99 per cent. Improvements during 2004–05 included provision of safer interior and exterior areas for residents with dementia, an extension to the laundry, and upgrades to residents' rooms. The Department of Health and Ageing has renewed accreditation of the Hetti Perkins Home until April 2006. AHL has applied to DoHA for funding for 10 additional beds and a capital grant of \$1.4 million.

A resident says: 'Before I came to Hetti Perkins I was sick and going between Alice Springs Hospital and Hermannsburg. I've been here for many years now.'

'It's a good place to stay.'

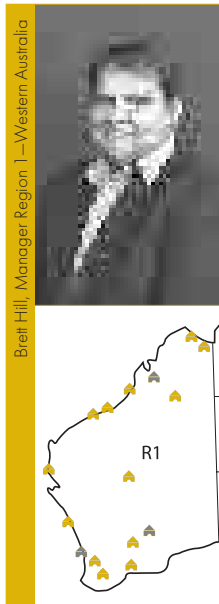
AHL also funds a number of community-operated hostels specialising in this area. In all a total of 286 aged care beds were provided in 2004–05, 246 through community-operated hostels. Most hostels achieve excellent occupancy rates—indeed, demand often exceeds supply.



Aunty Jeannie Burns and Aunty Lynette Shipway officially opening the Nareeba Moopi Moopi-Pa Aged Care Hostel on Stradbroke Island



Western Australia – Region 1



The company operates five hostels in Western Australia, offering affordable accommodation to Indigenous people temporarily away from home, including for medical reasons.

The company also funds 12 community-operated hostels in Western Australia. These hostels provide a range of low-cost accommodation services to a diverse range of clients, including students, those participating in substance use rehabilitation, homeless people and the elderly.

In 2004–05 the 17 hostels had a combined guest capacity of 439 beds per night. The average nightly occupancy rate was 82 per cent (76 per cent for the five company-operated hostels and 86 per cent for the 12 operated by other providers).

A snapshot of Western Australia's hostels by category, capacity, operator, funding and occupancy is at Table 8.

Priorities and outcomes

Improving hostel occupancy levels

- ▶ We achieved marked improvements in occupancy levels at company-operated hostels, from 70 per cent in 2003–04 to 76 per cent in 2004–05. Occupancy levels at community-operated hostels were relatively stable at 86 per cent (87 per cent the year before).
- ▶ Trilby Cooper Hostel continues to experience high staff turnover and lower than average occupancy levels within the region – 62 per cent being reported this financial year. The manager, Glen Dimah, is working closely with other service providers and community groups to encourage improved occupancy at the hostel.

Developing and strengthening partnerships, and maintaining relationships with other Australian Government agencies and with community groups. The focus for 2004–05 was on strengthening partnerships with the WA Government.

- ▶ With the assistance of the WA Government, a parcel of land has been secured and architects engaged to design the Noongar Elders Home. This facility will, when completed, provide 30 high-care beds for Indigenous elders in the metropolitan area. It will be the first facility of this type in the state and will provide culturally appropriate care for our Indigenous elders.

TABLE 8: REGION 1 — FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy	
					2003-04	2004-05
Broome						
Milliya Rumurra	SUR	22	Milliya Aboriginal Corp. Inc.	235,097	63%	65%
Broome Hostel	MT	18	AHL	AHL	54%	78%
Derby						
Kabayji-Booroo	T	48	AHL	AHL	81%	71%
Ngamang Bawoona	AC	11	Uniting Church Frontier Services	48,428	107%	142%
Fitzroy Crossing						
Guwardi Ngadu	AC	14	Ninddilingarri Cultural Health Group	57,835	94%	115%
Geraldton						
Yanay Yenma (Boomerang)	T	20	Yanay Yenma Aboriginal Corp. Inc	205,125	80%	74%
Gibson						
Wongutha CAPS	SE	58	Christian Aboriginal Parents Direct Schools	182,140	72%	70%
Kalgoorlie						
Trilby Cooper	T	48	AHL	AHL	58%	62%
Kununurra						
Wunan House	TET	14	Wunan Foundation Inc.	55,233	42%	69%
Meekatharra						
Karalundi	SE	60	Karalundi Aboriginal Education Centre Inc.	212,757	96%	105%
Nannup						
Lake Jasper	H	9	Lake Jasper Project Aboriginal Corp. Inc.	126,380	97%	88%
Perth						
Allawah Grove	T	40	AHL	AHL	—*	94%
Derbal Bidjar	MT/T	30	AHL	AHL	79%	88%
Clontarf Aboriginal Football Academy	SE	18	Clontarf Aboriginal College	84,457	109%	95%
Port Hedland						
Bunara Maya Hostel	T	20	Bloodwood Tree Assoc. Inc.	200,840	69%	62%
Roebourne						
Yaandina Frail Aged	AC	7	Yaandina Family Centre	139,203	85%	98%
Wyndham						
7 Mile	SUR	14	Ngonwar-Aerwah Aboriginal Corp.	137,926	79%	66%

KEY				
SE	SUR	T	TET	
Secondary Education	Substance Use Rehabilitation	Transient	Tertiary Education/Training	
Aged Care	Homeless	Medical	Transient	Primary Education
AC	H	MT	PE	

* Closed for redevelopment





- ▶ With the assistance of the WA Government, a parcel of land in Kununurra was secured for the establishment of a student hostel. The hostel will be company-operated and will provide low-cost accommodation for 54 people (eight staff, six parents and 40 students).
- ▶ Company hostels within the region have developed independent partnerships with local stakeholders including medical services, Centrelink, Indigenous employment agencies, the Salvation Army, the WA Department of Community Development and the WA Justice Department.
- ▶ The Regional Manager is a member of the State Homelessness Taskforce and a member of the Royal Perth Hospital Aboriginal Health Advisory Council. In addition, he has quarterly meetings with representatives from the Australian Government Department of Health and Ageing.

Stabilising staffing for company-operated hostels

- ▶ Securing long-term efficient employees has been a challenge.
- ▶ Appropriate staffing has been achieved in four of the five company-operated hostels. We are working hard to achieve this objective at Trilby Cooper Hostel.

Key achievements and milestones

With the exception of Trilby Cooper Hostel, company-operated hostels achieved good to very high occupancy rates over the year, and delivered accommodation and service of a high standard to residents.

- ▶ Derbal Bidjar Hostel for medical transients in Perth maintained high occupancy levels of 88 per cent. Equally pleasing to report is that this hostel continued to provide a high level of service at very low cost. It provides accommodation to Indigenous people from remote communities who need to access services at Royal Perth Hospital and other medical service providers. The average weekly subsidy for this hostel, which raises extra revenue by providing meeting facilities, is reduced.
- ▶ Allawah Grove Hostel provides a high standard of service and has a very high occupancy rate of 94 per cent. This hostel reports that it is working closely with other service providers to improve the delivery of services to clients. Staff from Centrelink and the WA Department of Community Development now visit the hostel on a regular basis to assist residents with access to services.

During the year, community-operated hostels continued to deliver targeted services to key client groups. Key milestones included:

- ▶ Provision of emergency accommodation at Wunan Hostel, Kununurra (which usually houses TAFE students) for elderly people seeking refuge from Cyclone Ingrid.

- ▶ A significant works upgrade at the 7 Mile Rehabilitation Centre, providing two single units; an ablutions block, a new two-bedroom house for the manager; a laundry; a training and recreation room; and a new counselling room. The centre now meets OH&S requirements and has put a new OH&S plan in place. It also has a new fire safety management plan and conducts fire evacuation drills every 13 weeks to coincide with new resident intakes.

Future challenges

During 2005–06 the region will continue to strengthen its networks with the WA Government to ensure the smooth development of the Noongar Elders Home and the new student hostel at Kununurra. The region will also focus efforts on strengthening its joint working arrangements with the WA Department of Housing and Works to develop a medical transient hostel in the Fremantle area.

The major challenges in 2005–06 will be the stabilisation of staffing at Trilby Cooper Hostel and more effective debt management procedures. There will also be investigation and consultation about the need for temporary accommodation for people released from prisons in Western Australia.



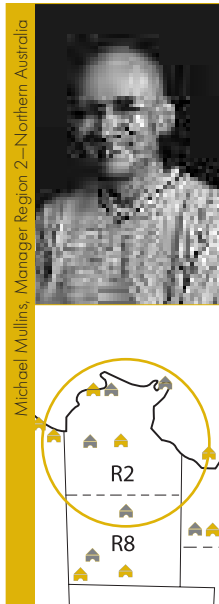
AHL Board of Directors, executive and staff at the official opening of the Allawah Grove Hostel in Perth, WA





Northern Australia – Region 2

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The company operated seven hostels in the region (one company-operated hostel, Galawu, was closed for redevelopment), providing affordable accommodation for Indigenous people temporarily away from home for a range of reasons including medical treatment and secondary education. We also funded five community-operated hostels for aged care residents, people participating in substance use rehabilitation, and tertiary students.

In 2004–05 the combined guest capacity of the 12 hostels was 447 beds per night. The average nightly occupancy rate was 68 per cent (68 per cent for the seven operating company-operated hostels and 67 per cent for the five operated by other providers).

A snapshot of Northern Australia's hostels by category, capacity, operator, funding and occupancy is at Table 9.

Priorities and outcomes

Improving financial management

- ▶ The ability to use EFTPOS assisted many residents to pay their tariffs on time.
- ▶ Considerable effort was made by hostel managers to follow up outstanding corporate debtors for former residents, and some hostels reduced their debts by 50 per cent. Overall, the outstanding debt for Region 2 decreased considerably during 2004–05.

Key achievements and milestones

In June 2005, the rebuilding of Galawu Hostel was completed. The hostel was scheduled to start taking residents from 15 July, with an official opening planned for 24 July 2005.

As part of NAIDOC Celebrations in 2004, Darwin-based company hostels held a breakfast before the start of the Darwin march on the Friday morning. Hostels made up and donated toasted sandwiches and provided cordial and cool water as well as balloons, flyers and promotional keys and rulers.

TABLE 9: REGION 2 — FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy																		
					2003-04	2004-05																	
Darwin																							
Daisy Yarmirr	T	65	AHL	AHL	78%	82%	<table border="1"> <thead> <tr> <th colspan="4">KEY</th> </tr> <tr> <td>SE</td> <td>SUR</td> <td>T</td> <td>TET</td> </tr> </thead> <tbody> <tr> <td>Aged Care</td> <td>Homeless</td> <td>Medical</td> <td>Primary Education</td> </tr> <tr> <td>Secondary Education</td> <td>Substance Use Rehabilitation</td> <td>Transient</td> <td>Tertiary Education/Training</td> </tr> </tbody> </table>	KEY				SE	SUR	T	TET	Aged Care	Homeless	Medical	Primary Education	Secondary Education	Substance Use Rehabilitation	Transient	Tertiary Education/Training
KEY																							
SE	SUR	T	TET																				
Aged Care	Homeless	Medical	Primary Education																				
Secondary Education	Substance Use Rehabilitation	Transient	Tertiary Education/Training																				
Dolly Garinyi CAAPS Inc.	SUR	30	Council for Aboriginal Alcohol Program Services Inc.	77,898	74%	55%																	
FORWAARD	SUR	16	Foundation of Rehabilitation with Aboriginal Alcohol Related Difficulties	162,460	65%	60%																	
Galawu	T	-	AHL	AHL	73%	—*																	
Juninga Centre	AC	36	Frontier Services Inc.	134,190	89%	90%																	
Nagandji Nagandji-Ba	MT	18	AHL	AHL	60%	59%																	
Nungalinya College	TET	44	Nungalinya College Inc.	68,393	42%	55%																	
Silas Roberts	T	56	AHL	AHL	72%	84%																	
Katherine																							
Corroboree	T	101	AHL	AHL	60%	60%																	
Fordimail	SE	32	AHL	AHL	40%	39%																	
Kalano Rehabilitation	SUR	10	Kalano Community Assoc. Inc.	54,659	83%	87%																	
Womans Medical	MT	10	AHL	AHL	61%	56%																	
Nhulunbuy																							
Nhulunbuy	T	41	AHL	AHL	75%	67%																	

* Closed for redevelopment

Future challenges

Bearing in mind that there are still many corporate debts owing for former residents, we plan to place even more emphasis on recovering outstanding debts as early as possible in 2005–06. We will also encourage hostels to prepare invoices as residents depart, to improve cash flow, and to actively send out follow-up letters to improve debt management.

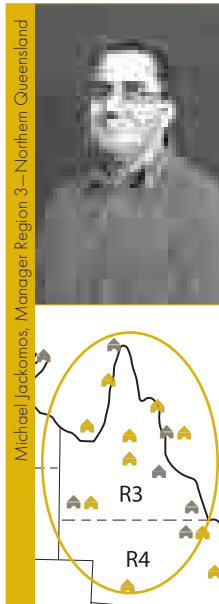


Regional Manager Michael Mullins left AHL on 30 June 2005. Lenore Dembski (above) has been selected as new Regional Manager, commencing in July 2005





Northern Queensland – Region 3



The company operated six hostels in Northern Queensland in 2004–05; the company also funded 15 community-operated hostels. These hostels provide a range of low-cost accommodation services to a diverse range of clients, including elders, people participating in substance use rehabilitation programs, and students.

AHL is a stakeholder in the Cape York COAG Indigenous coordination trial. AHL funds the secondary student hostel at Weipa and may eventually be taking over the management of the hostel once a number of building improvements have been completed.

In 2004–05 the 21 hostels had a combined guest capacity of 610 beds per night. The average nightly occupancy rate was 68 per cent (73 per cent for the six company-operated hostels and 65 per cent for the 15 hostels operated by other providers).

A snapshot of Northern Queensland’s hostels by category, capacity, operator, funding and occupancy is at Table 10.

Priorities and outcomes

Building on the improved occupancy levels of 2003–04, particularly at Mackay Hostel

- The region improved overall occupancy levels of company-operated hostels to 73 per cent. This was despite the temporary closure due to redevelopment of one of the better-performing hostels in this region, Iris Clay Hostel, for over 12 months.
- Mackay Hostel achieved a dramatic turnaround from the very poor occupancy levels of its first two-and-a-half years of operation. An increase in occupancy from 43 per cent in 2003–04 to 96 per cent in 2004–05 was an outstanding achievement, and can be attributed to the excellent work of hostel manager Charles Rosas and his staff, as well as the continued support of the Mackay community.
- Occupancy rates of some community-operated hostels caused concern. Regional office management worked with the operators concerned to seek improvements.

TABLE 10: REGION 3 — FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy	
					2003-04	2004-05
Cairns						
Dija Meta	AC	20	Aborigines & Islander Alcohol Service Ltd.	165,882	93%	91%
Douglas House	SUR	17	Aborigines & Islander Alcohol Service Ltd.	189,431	47%	86%
Joe McGinness	SE	17	AHL	AHL	91%	88%
Kuiyam	T	70	AHL	AHL	77%	75%
Mookai Rosie	MT	12	Aboriginal & Torres Strait Islander Corp.	102,345	93%	82%
Herberton						
Woodleigh College	SE	64	Uniting Church	132,320	63%	52%
Hopevale						
Hopevale Aged Care	AC	15	Hopevale Aboriginal Community Council	99,747	55%	42%
Mackay						
Mackay	T	30	AHL	AHL	43%	96%
Mareeba						
Fred Leftwich Rest Home	AC	15	Aborigines & Islander Alcohol Service Ltd.	66,103	59%	84%
Rose Colless Haven	SUR	16	Aborigines & Islander Alcohol Service Ltd.	150,668	81%	74%
Mornington Island						
Kuba Natha	AC	15	Mornington Shire Council	-	76%	79%
Mount Isa						
Kabalulumana	T	29	AHL	AHL	69%	68%
Kalkadoon Aboriginal Sobriety House (KASH)	SUR	50	Kalkadoon Aboriginal Sobriety House Aboriginal Corp.	138,953	71%	86%
Palm Island						
Ferdy's Haven	SUR	24	Palm Island Alcohol & Drug Rehabilitation Aboriginal Corp.	49,647	41%	41%
Thursday Island						
Canon Bogo	TET	40	AHL	AHL	71%	64%
Jumula Dubbins	T	45	AHL	AHL	68%	60%
Townsville						
Iris Clay	T	0	AHL	AHL	75%	-*
Stagpole Street	SUR	30	Congress Community Development & Education Unit Ltd.	120,507	52%	53%

KEY			
SE	SUR	T	TET
Secondary Education	Substance Use Rehabilitation	Transient	Tertiary Education/Training
Aged Care	Homeless	Medical	Primary Education
AC	H	MT	PE

* Closed for redevelopment





TABLE 10: REGION 3 — CONTINUED

Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy	
					2003-04	2004-05
Wangetti						
Wangetti Education Centre	SE	80	Wangetti Education Centre Ltd.	106,149	40%	47%
Weipa						
Western Cape	SE	10	Cape York Community Campus Assoc. Ltd.	121,246	117%	123%
Yarrabah						
Yarrabah Rehabilitation	SUR	12	Gindaja Substance Misuse Aboriginal Corp.	88,447	69%	61%
Yarrabah Aged Persons	AC	15	Yarrabah Aboriginal Council	22,661	92%	76%

Ensuring a high level of financial management

- The region maintained operating subsidies within its budget.
- Trade debt decreased across the region by 24 per cent.

Strengthening staff capacity to deliver a quality service to residents

- The Indigenous staffing proportion of company hostels and the regional office averaged between 98 and 100 per cent over the year.
- Staff training and development targets were exceeded.

Key achievements and milestones

As well as the outstanding improvements in occupancy at Mackay Hostel, four of the region's community-operated hostels achieved overall occupancy levels of 85 per cent. Dija Meta, with 91 per cent, was the most impressive.

Future challenges

An overall challenge, which will be a high priority for action in 2005-06, is to lower debt levels, particularly debts owed by Queensland Department of Health and to the TAFE sector.

Other areas for improvement include:

- occupancy rates and the overall efficiency of the hostels on Thursday Island – this will require improvements at the hostel management level, including cooperation between hostels, greater focus on customer service and improved promotion of the hostels to potential customers
- levels of staff turnover at the region’s hostels – these need to be reduced
- overall skill levels of staff and their understanding of OH&S, including food hygiene, compliance with fire standards and risk management systems.



Construction of the new Iris Clay Hostel in Townsville, Qld is under way and it is due to be officially opened in November 2005



Resident of the Joe McGinness Hostel, Josephine Harry celebrates her year 12 graduation

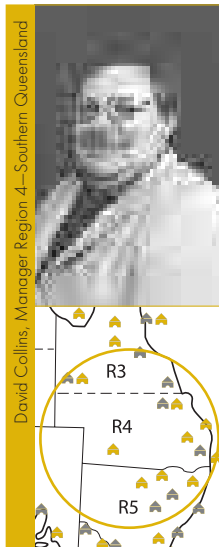


Roberta Gaidan and Ayesha Kepa, residents of the Joe McGinness Hostel, celebrate their year 12 graduation





Southern Queensland – Region 4



The company operates four hostels in Southern Queensland, providing accommodation to Aboriginal and Torres Strait Islander people and families temporarily away from home, people receiving medical treatment, students, and homeless people.

The company also funds 13 community-operated hostels in this region. These hostels provide a range of low-cost accommodation services to a diverse range of Indigenous clients, including those temporarily away from home, elders, people participating in substance use rehabilitation programs, the homeless, people receiving medical treatment, and students.

In 2004–05 the hostels had a combined guest capacity of 357 beds per night. The average nightly occupancy rate was 79 per cent (76 per cent for the four company-operated hostels, up 8 per cent from last year and 81 per cent for the 13 hostels operated by other providers).

A snapshot of Southern Queensland's hostels by category, capacity, operator, funding and occupancy is at Table 11.

Priorities and outcomes

Initiating and maintaining partnerships

- ▶ We maintained effective networks with Australian Government agencies including the Office of Aboriginal and Torres Strait Islander Health (OATSIH), the Department of Health and Ageing and the Department of Family and Community Services.
- ▶ A workshop on substance use rehabilitation was organised by OATSIH and held in Brisbane. AHL information was distributed at this workshop. The rehabilitation organisations also formed a representative body to speak and negotiate on their behalf.
- ▶ We developed new partnerships with the new Indigenous Coordination Centres and the Office of Indigenous Policy Coordination, and maintained or developed relationships with a range of state government departments such as the Department of Aboriginal and Torres Strait Islander Policy, the Department of Communities and the Department of Employment and Training.

TABLE 11: REGION 4 — FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy		KEY	
					2003-04	2004-05		
Brisbane								
Born Free	H	13	Born Free Club Ltd	140,766	57%	60%	SE SUR T TET Secondary Education Substance Use Rehabilitation Transient Tertiary Education/Training	
Bowman Johnson	H	22	Born Free Club Ltd	157,913	102%	93%		
Elley Bennett	T	27	AHL	AHL	77%	80%		
Jane Arnold	T	30	AHL	AHL	79%	74%		
Jesse Budby	SUR	28	Qld Aboriginal & Torres Strait Islander Corp. for Alcohol and Drug Dependence Service	141,799	64%	86%		
Joyce Wilding	T	27	One People of Australia League Ltd.	191,306	84%	83%		
Musgrave Park	H	17	Born Free Club Ltd	66,226	90%	88%		
Yumba	TET/T	54	AHL	AHL	63%	80%		
Bundaberg								
Yaamba	SUR	12	Yaamba Aboriginal & Torres Strait Islander Corp. for Men	114,196	78%	71%		
Charleville								
Bidjara	MT	12	Bidjara Aboriginal Housing & Land Company Ltd.	78,412	39%	48%		
Cherbourg								
Ny-Ku-Byun	AC	20	Cherbourg Community Council	119,210	79%	90%		
Wunjuada	SUR	16	Wunjuada Aboriginal Corp. for Alcohol & Drug Dependence	85,727	68%	52%		
Dalby								
Gamba Lodge	T	10	Murrumba Aboriginal Housing Corp. Service	75,332	67%	65%		
North Stradbroke Island								
Nareeba Moopi Moopi-Pa	AC	8	North Stradbroke Island Aboriginal & Islander Housing Coop Society	97,007	93%	137%		
Rockhampton								
Milbi Farm	T	13	Milbi Inc.	96,854	79%	106%		
Neville Bonner	T	48	AHL	AHL	55%	69%		





- ▶ We worked in partnership with other community organisations, such as Boystown Enterprises and various welfare organisations, who refer their clients to our services. Ongoing meetings and negotiations with these networks ensure a professional service to our clientele.
- ▶ As a result of these collaborations we were able to secure funding to renovate the Born Free Hostel in Brookes Street, Highgate Hill. The funding for the project consists of:
 - ▶ a \$50,000 capital grant from Jupiters Casino community fund
 - ▶ \$20,000 from AHL capital funds
 - ▶ \$5,000 from Thiess mining company
 - ▶ funds from the Queensland Department of Employment and Training for a community jobs project to train young Indigenous workers
 - ▶ a contribution in kind from Boystown Enterprises to do the work and training.
- ▶ This year we had discussions with four organisations seeking information about our funding programs.

Enhancing the already good service provided by staff to residents

- ▶ Overall resident and staff satisfaction is very good.
- ▶ Staff training, particularly in the areas of food safety and fire safety, is high on our agenda and we provide continuous training in these areas.
- ▶ Regular staff and resident meetings keep us informed of continuing needs and give us the opportunity to address those needs in our hostels.

Key achievements and milestones

We spent \$125,000 on upgrading company-owned hostels in the region, helping to improve amenity and safety for residents and staff. Major maintenance works, including landscaping, battening and installation of a gazebo, were completed at Yumba Hostel. At Jane Arnold Hostel, an asbestos roof was removed, air conditioning was repaired, and ceiling fans were replaced. Major maintenance undertaken at the Neville Bonner Hostel included installation of cold-water fountains, repairs to exhaust fans and electrical works. A further \$95,000 was granted to community hostels to improve the hostels and their services.

We strengthened our partnerships with the Australian Government departments of Health and Ageing and Family and Community Services, and showcased our services to the wider community by hosting two NAIDOC week functions. We provided an information stall at the opening of NAIDOC at King George Square. We also hosted a cultural performance by Aboriginal and Torres Strait Islander dancers and a display of traditional basket weaving in our building in Adelaide Street.

Highlights of the year in the region were the 10th anniversary celebrations and the opening of the additional 10 beds at the Nareeba Moopi Moopi-Pa aged care hostel on Stradbroke Island. Jimbelunga community-operated aged care hostel also celebrated 10 years of operations. All four aged care hostels in the region are fully accredited by the Department of Health and Ageing.

During the year we congratulated Tony Hunt, previously a hostel manager and now the region's finance officer, who received the AHL Australia Day Medallion for his service to AHL. Tony Hunt, Peter Hassell, Maxine Munns and Doreen Asse achieved 10 years service with AHL.

The Company Chairperson, Ms Elaine McKeon, AO, presented Graeme McDonald, the region's CHG liaison officer, with a certificate and watch for 20 years service with AHL, at a community function at Jane Arnold Hostel.

Future challenges

Our challenge for the upcoming year is to maintain our current standards of operation and service. We will continue to focus on our very good occupancy levels and try to maintain that level. Operationally, we will endeavour to continue working to budget and providing good service to our clients as well as safe and secure workplaces for our staff.

We will provide hospitality training to our staff, and are planning to provide management training as well.

We will also research and review the need for accommodation services in the South East Queensland community and seek ways of addressing the needs identified.

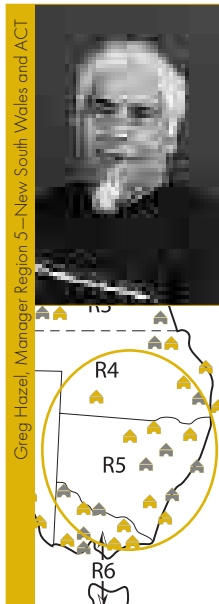


Jimbelunga Nursing Centre celebrated its 10-year anniversary on 19 November 2004: Yumba Hostel Manager and Jimbelunga Board member Billy Gorham (left) and centre manager Pamela Mam presiding over the cutting of the cake





New South Wales/ACT – Region 5



The company operates 10 hostels in this region, and also assists 11 hostels in the ACT and New South Wales operated by community groups, harnessing the benefits of working closely with these groups to meet local and individual needs.

In 2004–05 the 21 hostels operating in this region had a combined guest capacity of 392 beds per night. The average nightly occupancy rate was 71 per cent (63 per cent for the 10 company-operated hostels and 80 per cent for the 11 community-operated hostels).

A snapshot of NSW and the ACT hostels by category, capacity, operator, funding and occupancy is at Table 12.

Priorities and outcomes

Achieving or exceeding target occupancy rates

- ▶ Annual average occupancy in the region has moved from 62 per cent (company-operated) and 87 per cent (community-operated) in 2003–04 to 63 per cent (company-operated) and 80 per cent (community-operated) in 2004–05. The marginal increase in company-operated hostels is because of increased efforts by hostel managers to be involved with Indigenous communities. Construction and refurbishment work at Namatjira Haven and Orana Haven accounted for the decreased occupancy rates at community-operated hostels.

Development and strengthening of relationships with other current and potential partners in service provision

- ▶ Both regional officers and hostel staff have been proactive in building up and maintaining effective relationships with other Australian Government and state and territory government agencies, service providers, community groups, and community members.
- ▶ We provide accommodation for the first-year students of the National Aboriginal and Islander Skills Development Association (NAISDA), which provides a professional dance training course to Indigenous dance students.

TABLE 12: REGION 5 – FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy		KEY
					2003-04	2004-05	
Armidale							
Ee Kee Na	TET	14	AHL	AHL	104%	71%	
Alstonville							
Namatjira Haven	SUR	14	Bundjalung Tribal Society	65,079	46%	53%	
Brewarrina							
Orana Haven	SUR	20	Orana Haven Aboriginal Corp.	70,884	73%	51%	
Canberra							
Dyirmal Migay Hostel (Monash House)	H	6	Winnunga Nimmyyah Aboriginal Health Clinic/Health Service	122,276	not funded	n/a	
Cessnock							
Gu-Dgodah	SUR	16	Ngiampe Aboriginal Corp.	72,815	88%	90%	
Mayaroo	TET	10	Black Creek Aboriginal Corp.	40,967	80%	71%	
Dubbo							
Warrina	SE	36	AHL	AHL	37%	39%	
Kempsey							
Benelong's Haven	SUR	50	Benelong's Haven Ltd.	179,250	113%	95%	
Moree							
Roy Thorne	SUR	12	Roy Thorne Substance Misuse Rehabilitation Centre Inc.	89,976	69%	71%	
Newcastle							
Durungaling	TET/T	14	AHL	AHL	61%	76%	
Kirinari	SE	14	AHL	AHL	76%	69%	
Nowra							
Rose Mumbler Village	AC	21	Illaroo Aboriginal Corp.	145,885	91%	94%	
Tamworth							
Tamworth	MT/T	30	AHL	AHL	23%	41%	
Sydney							
Biala	SE	21	AHL	AHL	60%	74%	
Chicka Dixon	T	12	AHL	AHL	99%	100%	
Kirinari (Sylvania)	SE	30	AHL	AHL	57%	64%	
Mac Silva Centre	H	8	Aboriginal Corp. for the Homeless Services	113,038	77%	92%	
Mark Ella	T	12	Lloyd McDermott Rugby Development Team	93,218	71%	58%	
Ngadu	MT/T	12	AHL	AHL	71%	46%	
Tony Mundine	TET	27	AHL	AHL	71%	83%	
Wyong							
The Glen	SUR	21	Ngiampe Aboriginal Corp.	135,627	85%	88%	

KEY			
Secondary Education	Substance Use Rehabilitation	Transient	Tertiary Education/Training
SE	SUR	T	TET
Aged Care	Homeless	Medical	Primary Education
AC	H	MT	PE





Ensuring good governance and accountability, supported by skilled staff

- ▶ We have maintained a strong focus throughout the region on equipping our staff to meet their responsibilities, with particular emphasis on upgrading their financial management and reporting skills.
- ▶ Rose Mumbler Village at Nowra has implemented a staffing restructure during this financial year with positive results. Despite a decrease in staff numbers, due to increases in efficiency, good results are being achieved. Occupancy is very high (94 per cent).

Key achievements and milestones

Chicka Dixon Hostel and Tony Mundine Hostel are consistently achieving occupancy levels of over 80 per cent. It is pleasing to report that Aboriginal and Torres Strait Islander people patronise Chicka Dixon Hostel based on positive word-of-mouth referrals from current and past residents. Following our negotiations with NAISDA, most of their first-year students choose to live at Tony Mundine Hostel.

In order to promote our accommodation services, and further harness the productive power of partnerships, we attended and participated in three major events: NAIDOC Day celebrations in Redfern, Indigenous Family Day at Boomanulla Oval in Canberra and the service provider forum for the Redfern Waterloo Authority (which manages public assets in the Redfern/Waterloo area of Sydney).

To help encourage people to choose to stay with us and work with us, and to protect the company's assets, it is important to carry out regular remedial and preventative maintenance. We have undertaken significant work at Warrina Hostel in Dubbo to enhance the sewerage and drainage systems and alleviate other safety concerns.

Community-operated hostels have also undertaken work that will increase their attractiveness to residents and staff, and protect their investments:

- ▶ At 'The Glen' Hostel at Wyong, a new accommodation block was completed and opened.
- ▶ Orana Haven at Brewarrina began a major upgrade to its facilities including a new accommodation block for staff. This should go some way to alleviating an ongoing recruitment problem for this hostel.

We now fund the Dyirmal Migay Hostel in Canberra, which provides accommodation for up to six homeless young women. A hostel at Isabella Plains in Canberra was a pilot project undertaken in partnership with the ACT Department of Youth and Family Services. It ceased to operate due to the ACT Government's withdrawal from the arrangement.

Future challenges

We will continue to seek opportunities to provide attractive accommodation options to Aboriginal and Torres Strait Islander people and to deliver our services efficiently, achieving or exceeding the target occupancy rate of 71%. We will continue discussions with Sydney South West Area Health Service in relation to the pre-purchasing of beds at the Ngadu Hostel for their Indigenous medical clients and with NAISDA to consolidate our informal arrangements to provide accommodation to their students.



Opening of The Glen Centre's new accommodation block: (left to right) Cyril Hennessy, Sharon Barnes, Jo Love and Coral Hennessy





Victoria/Tasmania – Region 6



The company operates four hostels in the region, offering affordable accommodation to Indigenous people temporarily away from home and those who are homeless.

The company also funds nine community-operated hostels in the region. These hostels provide a range of low-cost accommodation services to a diverse range of clients, including those temporarily away from home, students, those participating in substance use rehabilitation, and the elderly. We focus on delivering a high standard of service to residents.

In 2004–05 the 13 hostels had a combined guest capacity of 212 beds per night. The average nightly occupancy rate was 65 per cent (67 per cent for the four company-operated hostels and 64 per cent for the nine operated by other providers).

A snapshot of Victoria's hostels by category, capacity, operator, funding and occupancy is at Table 13.

Priorities and outcomes

Assisting residents to find suitable permanent accommodation and to access other services

- ▶ Many residents are at transitional points in their lives and need assistance in finding permanent accommodation. Through our networking with other organisations, we have been very effective in providing individual support to residents in this way.
- ▶ Many of our residents have needs beyond the provision of accommodation. Our networks, and the increased profile we have achieved, have also enabled us to put residents in touch with other organisations providing a wide range of relevant services.

Developing and strengthening partnerships

- ▶ There is a clear need for a hostel for the families of Indigenous children who are patients at the Royal Children's Hospital, Melbourne. Many of these families are currently unable to access either mainstream or Indigenous-specific services. We are working in partnership with the hospital to provide such a facility.
- ▶ We also re-established contact with the Indigenous community of Albury–Wodonga and had discussions about possible establishment of a hostel, operated in partnership with other service providers, to meet the needs of homeless youth.

TABLE 13: REGION 6 — FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy		KEY
					2003-04	2004-05	
Bairnsdale							
Jumbarra	SUR	8	Gippsland & East Gippsland Aboriginal Co-op	83,869	46%	49%	Secondary Education Substance Use Rehabilitation Transient Tertiary Education/Training
Meerindoo	H	11	Gippsland & East Gippsland Aboriginal Co-op	43,853	72%	42%	
Ballarat							
Ronald Cameron	T	14	Ballarat & District Aboriginal Co-op	108,468	65%	57%	SE SUR T TET
Healesville							
Worawa College	SE	50	Worawa Aboriginal College	121,623	52%	48%	Aged Care Homeless Medical Transient Primary Education
Melbourne							
Galiamble Half Way House	SUR	20	Ngwala Willumbong Aboriginal Co-op Ltd.	123,273	84%	82%	AC H MT PE
George Wright	H	12	AHL	AHL	86%	73%	
Lady Gladys Nicholls	TET/ T	14	Aboriginal Advancement League	105,933	97%	77%	
W T Onus	T	27	AHL	AHL	66%	59%	
Winja Ulupna	SUR	7	Ngwala Willumbong Aboriginal Co-op Ltd.	95,208	87%	79%	
Mildura							
Harry Nanya	T	13	AHL	AHL	61%	60%	
Nathalia							
Maloga Home	AC	10	Aboriginal Advancement League	24,385	111%	112%	
Shepparton							
Geraldine Briggs	T	20	AHL	AHL	80%	77%	
Toolamba							
Percy Green Memorial	SUR	7	Ngwala Willumbong Aboriginal Co-op Ltd.	81,781	121%	92%	



(left to right) Cook Patrick O'Neil, community liaison officer
Garth Grant and domestic John Egan.





- ▶ As part of our ongoing proactive approach to developing new partnerships, we have joined a new network, the Western Aboriginal Reference Group. An initiative of the Victorian Department of Human Services, this group is developing an Aboriginal services plan for Melbourne's western region.

Stabilising our financial base

- ▶ Overall financial outcomes have been excellent.
- ▶ Hostel managers have given much attention to tariff collection, and have continued to enforce the 'no pay, no stay' policy. However, tariff income has been slightly under budget, reflecting lower than expected occupancy at two of our hostels.

Improving occupancy

- ▶ Overall occupancy rates have been close to target, but require further improvement. Factors causing shortfalls, including some instabilities in staffing, have been addressed and occupancy rates have begun to improve at the hostels concerned.
- ▶ In the case of some community-based hostels, significant problems with occupancy remain. We are working with hostel management to improve this situation.
- ▶ In some cases there appears to be a combination of factors such as poor management skills which are affecting occupancy rates and financial outcomes. We are working to address these issues by informal discussions where possible. Where necessary, more formal procedures are being followed.

Key achievements and milestones

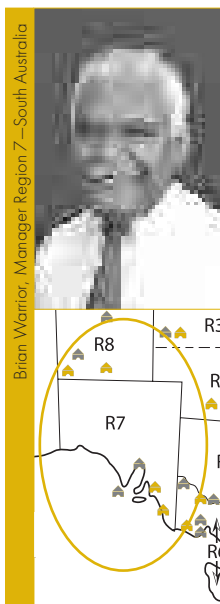
A memorandum of understanding (MOU) between the company and the Royal Children's Hospital has now been established, which will lead into the next phase of lease arrangements and design and refurbishment of premises to accommodate the families of Indigenous patients. We expect signing of the MOU to occur early in the new financial year.

Future challenges

During 2005–06 the region will continue to strengthen its financial management, through continued attention to improving occupancy, timely collection of tariffs, and vigorous monitoring to ensure hostel operators are complying with funding and accountability requirements.

Several community-operated hostels need maintenance to bring them up to acceptable standards of fire safety, disabled access, and general amenity. AHL is providing some of the necessary funding, and is advising operators on other appropriate sources of funding.

South Australia – Region 7



The company operated six hostels in the region, providing affordable accommodation for Indigenous people temporarily away from home, including for medical reasons. We also funded six community-operated hostels for aged care residents, people participating in substance use rehabilitation, and secondary students.

In 2004–05 the combined guest capacity of the 12 hostels was 129 beds per night. The average nightly occupancy rate was 75 per cent (79 per cent for the six company-operated hostels and 61 per cent for the six operated by other providers).

A snapshot of South Australia's hostels by category, capacity, operator, funding and occupancy is at Table 14.

Priorities and outcomes

Building and maintaining effective partnerships

- ▶ The region was proactive in increasing networking with other agencies in line with the whole-of-government approach to Indigenous affairs.
- ▶ AHL is currently working on a partnership with the Department of Education, Science and Training on the Indigenous Youth Mobility Program (IYMP). It is proposed that South Australia will be one of the first states to roll out the provision of accommodation under this four-year \$9 million government initiative.
- ▶ A partnership arrangement led to the development of the Karinga Prison Diversion Hostel. Organisations involved included AHL, the South Australian Department of Correctional Services, the Women's Accommodation Support Service, the Aboriginal Prisoner and Offender Support Service, the courts, and the South Australian Police Department. There have been significant problems with the operation of this hostel (including breaches of home detention arrangements by clients), which are being addressed by the parties.

Increasing community hostel grants

- ▶ The region aimed to increase the number of community-operated hostels in the region. The regional office received one application from Gepps Cross High School, which





was approved by the AHL Board. However, the property under consideration was not regarded by the SA Department of Social Inclusion as providing sufficient security for residents and we are seeking to locate a more suitable property.

Key achievements and milestones

An important achievement for the year has been to improve the efficiency of our service delivery. The region made efficiency savings in expenditure of \$134,000 for 2004–05, following vigorous attempts by hostel managers to increase efficiencies.

Future challenges

The main challenge facing the region over the next two or three years is the need to continually identify efficiencies. This will help us to meet community needs by using our assets productively in areas of greatest need.

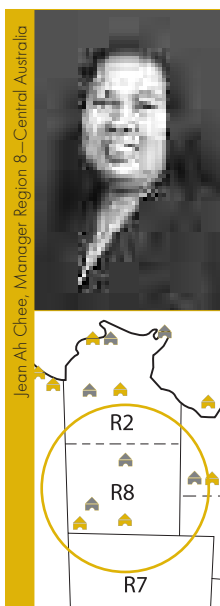
TABLE 14: REGION 7 — FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

KEY	Hostel	Category	Guest Capacity	Operated by	\$ Funding	Occupancy	
						2003–04	2004–05
Secondary Education Substance Use Rehabilitation Transient Tertiary Education/Training	Adelaide						
	Annie Koolmatrerie	SUR	–	Aboriginal Sobriety Group	28,318	67%	*
	Cyril Lindsay House	SUR	10	Aboriginal Sobriety Group	59,684	58%	44%
	Gladys Elphick	T	11	AHL	AHL	76%	97%
	PLACC	SE	–	Port Lincoln Aboriginal Community Council	30,600	51%	†
	Karinga	T	11	AHL	AHL	73%	51%
	Luprina	T	20	AHL	AHL	83%	89%
	Mulgunya	MT	9	AHL	AHL	77%	94%
	Nindee	T	20	AHL	AHL	74%	75%
	Murray Bridge						
Barrie Wiegold	SUR	14	Kalparrin Assoc. Inc.	89,813	92%	57%	
Port Augusta							
Lois O'Donoghue	T	21	AHL	AHL	76%	73%	

* Funding ceased October 2004

† Funding ceased August 2004

Central Australia – Region 8



The company operated five hostels in the region, providing affordable accommodation for elders, Indigenous people temporarily away from home, including for medical reasons, and secondary students. We also funded five community-operated hostels for aged care residents, people participating in substance use rehabilitation, homeless people, and school students.

In 2004–05 the combined guest capacity of the 10 hostels was 321 beds per night. The average nightly occupancy rate was 76 per cent (91 per cent for the five company-operated hostels and 50 per cent for four community-operated hostels).

A snapshot of Central Australia's hostels by category, capacity, operator, funding and occupancy is at Table 15.

Priorities and outcomes

- ▶ The region has partnerships with both the Australian and Northern Territory governments and Indigenous and non-Indigenous organisations in Alice Springs.
- ▶ We have a partnership with the Alice Springs Community Health Centre and the Western Desert Renal Association to provide care for renal patients in Alice Springs.
- ▶ We have a partnership with Territory Health, Territory Housing and the Attorney General's Department to develop the Safe Family Program at Tangentyere Council.

Maintaining a high level of occupancy in hostels

- ▶ Despite the combined efforts of AHL, Tennant Creek High School and DEST, occupancy rates at Wangkana Kari Hostel remains low at 52 per cent. We are working on improving this through more promotion to potential customers.

Training and equipping staff in key skills to support high-quality services to residents

- ▶ We maintained a high level of staff training in areas such as food safety, special dietary requirements, first aid, fire warden training, and specific aged care training (dementia, medication and massage). Managers completed conflict resolution training.





TABLE 15: REGION 8 — FUNDING CONTRIBUTION TO COMMUNITY-OPERATED HOSTELS AND AVERAGE ANNUAL OCCUPANCY RATES, ALL HOSTELS

KEY						Occupancy	
Secondary Education Substance Use Rehabilitation Transient Tertiary Education/Training	Hostel	Category	Guest Capacity	Operated by	\$ Funding	2003-04	200405
	Alice Springs						
	Ayiparinya	T	69	AHL	AHL	90%	99%
	CAAAPU	SUR	20	Central Australian Aboriginal Alcohol Program Unit	121,662	53%	48%
	Hetti Perkins Home	AC	40	AHL	AHL	93%	98%
SE	St Mary's	PE	30	St Mary's Family Services	187,087	65%	69%
SUR	Sid Ross	MT	40	AHL	AHL	97%	99%
T	Topsy Smith	MT	20	AHL	AHL	75%	82%
TET	Tangentyere House	H	15	Tangentyere Council	69,243	n/a	n/a
	Tennant Creek						
	Wangkana-Kari	SE	30	AHL	AHL	66%	52%
	Pulka Pulka Kari	AC	19	Frontier Services			
	Nursing Home				113,587	-	77%
	Yulara						
AC	Nyangatjatjara College	SE	44	Nyangatjatjara Aboriginal Corp.	76,312	50%	43%
H							
MT							
PE							

Key achievements and milestones

The Department of Health and Ageing renewed AHL's accreditation for the Hetti Perkins Home for the Aged until April 2006. Meanwhile significant budget savings were achieved at this hostel by employing casual employees directly rather than through agencies.

The Safe Families Program at Tangentyere Council has started. The program provides a safe house for youth at risk and a family counselling service.

Nyangatjatjara College and the Central Australian Aboriginal Alcohol Program Unit (CAAAPU) have started building new accommodation facilities and hopefully this will increase occupancy at both hostels. Currently both hostels are using outdated demountables as accommodation blocks.

Future challenges

In 2005–06, we will continue working with our existing partners on a range of projects, and will seek new partnerships that will provide better outcomes for AHL clients. Working with other agencies, we intend to develop new approaches and work with other agencies to encourage school-age youth to attend school.

We will continue to work with Territory Housing on the redevelopment of Topsy Smith Hostel.

We will also focus on obtaining volunteers for the Hetti Perkins Home for the Aged and establishing an Indigenous advisory group for the home.

We will develop strategies for increasing occupancy at Wangkana–Kari.



Representatives from the Alice Springs Renal Unit conduct a presentation to AHL staff on renal dialysis



Strength through partnerships

5. Substance use rehabilitation

PROBLEM

Substance use among Aboriginal and Torres Strait Islander people has complex social, health and economic impacts on individuals, families and communities. Substance use at hazardous levels by Aboriginal and Torres Strait Islander people is disproportionately higher than in the non-Indigenous population. This discrepancy contributes to the lower life expectancies of Indigenous people, and their higher rate of involvement in the criminal justice system, including imprisonment.

PARTNERSHIPS

Partnerships across all levels of government and with communities are needed to address substance use. The complexity of this issue means that a range of coordinated strategies is necessary if substance use and its impacts are to be reduced.

The Office of Aboriginal and Torres Strait Islander Health (OATSIH), the peak agency responsible for addressing Indigenous health issues, and AHL have established the basis for a continuing collaboration. A memorandum of understanding has been executed between OATSIH and AHL to improve the health outcomes of Aboriginal and Torres Strait Islander people, including through reducing substance abuse. AHL funds the accommodation component through the Community Hostels Grants Program.

AHL partners with community organisations by providing funding to support the specialised accommodation needs of clients participating in approved community-controlled rehabilitation programs.

HOW AHL IS HELPING

As well as clinical and diversionary services, people participating in rehabilitation from the effects of substance use need a secure place to stay, where the environment is culturally appropriate and conducive to their efforts at rehabilitation.

AHL provides \$2.7 million in recurrent funding to 29 community organisations to provide culturally appropriate accommodation, in a supportive environment, to 407 Indigenous people participating in substance use rehabilitation programs to improve their standard of living.

'I've been working with the service for eight years. I love my job because I like helping my people who are disadvantaged and need my support ...our clients need all the support they can get.'



Jane Warren, Secretary at Aborigines and Islanders Alcohol Relief Service Ltd (Douglas House)



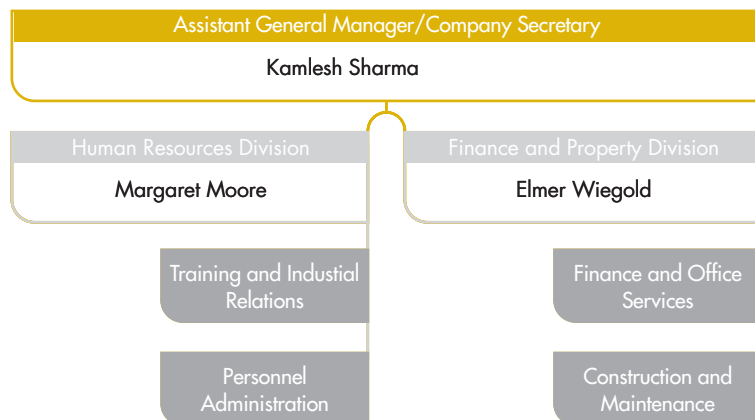
Assistant General Manager/Company Secretary



Dr Kamlesh Sharma, Assistant General Manager/Company Secretary

Dr Kamlesh Sharma held the position of Assistant General Manager/Company Secretary at the end of the financial year. Dr Sharma has a Bachelor of Arts in Accounting, Graduate Diploma in Company Secretarial Practice, Master of Commerce in Accounting, Finance and Entrepreneurship, Master of Business Administration in Local Government, Public Sector, Human Resources and Association Management and Doctor of Business Administration. He is a fellow of the Chartered Secretaries Australia, Australian Institute of Company Directors and Professional National Accountant of the National Institute of Accountants. Dr Sharma has worked for Aboriginal Hostels Limited for the past 14 years performing management roles in the Finance and Property Division and was appointed company secretary on 10 May 1996. He has overall responsibility for the Human Resources Division and the Finance and Property Division.

FIGURE 10: ORGANISATIONAL CHART—FINANCE AND PROPERTY, HUMAN RESOURCES



Human Resources Division



Margaret Moore, Manager—
Human Resources Division

'At AHL we recognise that we are largely a people business and it is vital that our staff have a sense of ownership, pride and loyalty in the company, the services they provide and of course our customers. To help achieve this, we encourage all our staff to understand the strategy, the vision and the values of AHL. We also place great importance on retaining and developing our employees and on our commitment to providing the best possible service to our customers.'

Priorities and outcomes

Attract and retain competent and highly motivated staff

- ▶ AHL's commitment to workplace diversity in 2004–05 continued with our focus on Indigenous recruitment and retention.
- ▶ As at 30 June 2005, AHL had 461 staff with a staff turnover of 23.3 per cent.
- ▶ At year end 81 per cent of staff identified as Indigenous and seven of the eight members of the Board of Directors are Indigenous Australians.

TABLE 15: INDIGENOUS STAFF BY REGION

Region	1	2	3	4	5	6	7	8	CO	Total	%
Indigenous staff	40	53	55	30	49	27	29	51	40	374	81%
Non-Indigenous staff	6	7	1	2	9	4	9	38	11	87	19%
TOTAL STAFF										461	

CO = central office

Despite an overall decline of 3.8 per cent of female staff over the last five years, there has been a 50 per cent increase in women in senior management positions but none at Senior Executive Service (SES) level.





TABLE 16: GENDER BY REGION

Region	1	2	3	4	5	6	7	8	CO	Total	%
Female Staff	22	39	38	18	36	11	27	55	27	273	59%
Male Staff	24	21	18	14	22	20	11	34	24	188	41%
TOTAL STAFF										461	

CO = central office

Training and development

- A key component of helping to ensure we attract and retain Indigenous staff is our learning and development program. This program in 2004–05 focused on developing the skills and competencies of staff in areas such as occupational health and safety, conflict resolution, business writing and duty of care. Overall investment in training represented 1.6 per cent of the cost of salaries, or an average of \$650 per full-time employee.

TABLE 17: NUMBER OF STAFF RECEIVING TRAINING IN 2004–05

Region	Training	No. of staff	%
1. Western Australia	20	46	43%
2. Northern Australia (NT)	11	60	18%
3. Northern Queensland	45	56	80%
4. Southern Queensland	12	32	38%
5. New South Wales & ACT	14	58	24%
6. Victoria & Tasmania	10	31	32%
7. South Australia	20	38	53%
8. Central Australia (NT)	83	89	93%
Central office	54	51	106%
TOTAL	269	461	58%

Combination of in-house training and attending external courses

- Hostel Manager workshops:* were successfully facilitated in three regions in 2004–05. The program resulted in 28 managers and regional office staff improving their capabilities by gaining a better understanding of their responsibilities in relation to human resources, finance and hostel operations
- Career development:* During the reporting period a training opportunity was provided for a regional staff member to undertake a three-month placement in Accommodation Services Division in central office.

Recognise and value staff

Looking after AHL staff is a priority and in 2004–05 we continued to recognise individuals who provided outstanding service. This year AHL gave a number of different awards including:

- ▶ *Hostel manager's bonus*: Hostel managers who demonstrate outstanding management results together with high-quality service standards are rewarded with a performance bonus. In 2004–05 36 per cent of hostel managers received the bonus.
- ▶ *Australia Day Medal*: The Australia Day Medal for achievement is an award made annually to an individual AHL employee in each region to recognise excellence in management, client service, innovation, initiative, outstanding contribution or corporate citizenship.
- ▶ *Service awards*: Service awards are given to recognise the commitment of AHL staff based on years of service. Staff may be recognised for 10, 20 and 30 years of service. During the reporting period nine staff members completed 10 years service, four staff members completed 20 years service and one staff member completed 30 years service with AHL (see page iii).
- ▶ *Studybank*: offers a framework of assistance for staff to pursue study options in areas of need to AHL by encouraging staff to take responsibility for their own education and to further develop their knowledge, skills and competencies. In 2004–05 10 staff were provided with assistance under the Studybank scheme with one staff member completing a postgraduate degree.

AHL Australia Day medal recipients 2004–05

Region 1: Phillip Rodriguez

Region 2: Larry Kuncon

Region 3: John McGinness

Region 4: Tony Hunt

Region 5: Stephen Mundine

Region 6: Michael Monteleone

Region 7: Rick Dadleh

Region 8: David Turner

Central Office: Linda Renehan

Effective and efficient business processes

During the reporting period the Human Resources Division continued to explore ways in which to deliver its services in the most efficient and cost-effective way to benefit our client group.

- ▶ *Maximise efficiency*: Decentralisation of the AHL payroll commenced in March 2004 with the rollout of payroll processing responsibility to the Sydney regional office. This decentralisation initiative means that regional offices will be responsible for the accurate and timely processing of pay data for all staff in their hostels. July 2005 saw the rollout extended to the Adelaide regional office. A payroll rollout project plan will be implemented in September 2005 with other regions to follow after project evaluation and review processes have been completed.
- ▶ *Optimise access and usage of IT*: In March 2005, employee self-service, a function of the AHL human resource information system Empower, was implemented as a trial in central office and in the Melbourne regional office in June 2005. Access will be granted to other regions as part of the ongoing payroll processing rollout, commencing in the second half of 2005.





Advertising

- Advertising for 2004–05 cost \$94,372, compared with \$89,000 in 2003–04.

Policy initiative

As part of AHL's commitment to eliminate workplace bullying and harassment, harassment contact officers have recently been appointed, coupled with a program of increasing staff awareness of AHL policy

Workplace Diversity Plan

The review of this plan was put on hold to align with the revised corporate plan. Finalisation of both plans is expected in 2005–06.

Disability Strategy

The AHL Disability Strategy ensures that all programs and services are accessible to people with disabilities. The aim is to achieve measurable improvements over a period of time. All new AHL facilities are designed to meet requirements for access and use by people with a disability. Major refurbishment projects also address disability requirements under the relevant building code.

Key achievements and milestones

- *STEP implementation:* One of our major accomplishments during the year was the successful implementation of the Structured Training and Employment Projects (STEP) Program in partnership with the Department of Employment and Workplace Relations. AHL is also participating in the APS Indigenous Entry-Level Pilot Program (for more information see page 30).
- *Study bonus:* In line with our focus on better training and study provisions AHL provides a study bonus for staff successfully completing a nationally accredited training course. Lynette Talbot, Project Officer in the Human Resources Division, received a study bonus for successfully gaining a Master of Indigenous Social Policy degree from the University of Technology, Sydney.
- *Comcare investigation:* The outcome was positive with a notable improvement compared to the 1999–2000 investigations.
- *Injury management strategy:* The outcome of this strategy is that in 2004–05 the overall cost for psychological injuries is lower than in previous years.

Future challenges

The key drivers to staff development in the next two years are anticipated to be the skills and competencies required to achieve business objectives, particularly in relation to hostel operations, and the need to attract and retain talented Indigenous employees.

We have identified that we have a high proportion of staff in older age groups. Succession planning and an assessment of the potential pool of available labour, particularly in remote areas, is an area we will focus on in 2005–06.

In conjunction with the development of the new corporate plan for 2006–08, we are reviewing the Workplace Diversity Plan. This review is scheduled for completion by December 2005.





Finance and Property Division



Elmer Wiegold, Manager—
Finance and Property Division

Finance and Property Division (FPD) manages the financial and information management systems and the construction and maintenance programs.

Priorities and outcomes

Financial and information management

- ▶ AHL will continue to focus on best practice records keeping and system development. These will improve tracking and coordinating the company's records.
- ▶ All small government agencies, including AHL, are required to join the Fedlink Virtual Private Network (VPN) by December

2005. Fedlink is an encryption tool that prevents data being deciphered if it is intercepted while travelling over the public Internet. The process of joining requires accreditation of AHL's security, with emphasis on information communication technology security, policy, planning and practice. AHL has engaged an IT consultant to assist in meeting these accreditation requirements.

Construction and maintenance

AHL was unable to complete the 2004–05 works program by the end of the financial year. Delays were encountered in engaging suitable contractors for the works in some remote locations.

2004–05 MAINTENANCE PROGRAM

The AHL maintenance program continued to ensure all hostels were maintained in good operating condition. The construction and maintenance activities included major building and essential service repairs, refurbishment, landscaping, and building inspections.

Thirty-six hostels underwent major repairs at a cost of \$2 million. In addition, \$100,000 was spent on essential fire prevention and detection measures at all hostels. Hostels that have undergone significant major repairs include:

- ▶ Hetti Perkins Aged Care Hostel, Alice Springs, refurbishment of the residential rooms at a costs of \$60,000
- ▶ Kabayji Booroo Hostel, Derby, completion of major landscaping
- ▶ Fordimail Hostel, Katherine, installation of a water quality control system
- ▶ Warrina Hostel, Dubbo, completion of stormwater and sewage works.

HOSTEL REDEVELOPMENTS

During 2004–05, redevelopment of Galawu Hostel, Darwin and Iris Clay Hostel, Townsville were completed within budget.

New hostel redevelopment projects that are currently going through the design, consultation and viability process include Topsy Smith Hostel, Alice Springs, Kununurra Hostel, and Noongah Elders Village, Perth.

FIRE AND LIFE SAFETY SYSTEMS COMPLIANCE AUDIT

All hostels have been inspected by an independent consultant to confirm compliance with Building Codes Australia, Australian Standard and local council legislation. A report is being generated for each hostel confirming classification of instrumentation and applicable standards. Compliance with these standards is being ascertained and other issues identified, for example issues relating to occupant warning systems.

These reports are going to be used to identify works required for total compliance and to be included in the AHL Ten Year Construction and Maintenance Plan.

TEN YEAR CONSTRUCTION AND MAINTENANCE PLAN

AHL has in place a Ten Year Construction and Maintenance Plan for budgeting and programming of construction and major works for all hostels throughout Australia. This plan is continuously updated through staff field visits, independent project managers and consultant reports.

To update this plan, during 2004–05, each regional manager, accompanied by an independent project manager, conducted a compliance inspection of all hostels within their region. In addition, central office staff field visits were arranged to follow up on significant issues identified during these compliance inspections. Significant issues were identified during the year that warranted further inspections of all Northern Territory hostels, Kabalulmana Hostel, Mount Isa and Warrina Hostel, Dubbo.

Key achievements and milestones



The division continues to improve the quality and presentation of monthly financial data for management decision-making. End-of-month processes for business and accrual accounting purposes were tightened to achieve these improvements. Also crucial were the ongoing improvements to the capture of end-of-month accrual information and review processes.

During 2004–05, AHL completed the implementation of the Hummingbird records management system. Anticipated benefits have been realised already. Authorised staff



can now easily access, track and manage official company records via a web-based portal. AHL also expects to generate some cost savings once the records management system has been in use for some time.

AHL installed anti-spam software during the year. This software has dramatically reduced receipt of unsolicited emails. AHL's server now has reduced workload and reduced risk of virus attacks.

ENVIRONMENTAL SUSTAINABILITY

The company's Environmental Sustainability Policy was developed. An improved Environmental Management System and a set of Environmental Management Plans will underpin the policy (see page 91).

ASSET MANAGEMENT

We plan to develop and implement a new asset management plan during 2005–06

PURCHASING

The company's purchasing activities are consistent with the Australian Government's Procurement Guidelines.

OFFICE ACCOMMODATION

The current lease for the central office accommodation in Bonner House, Woden ACT expired in June 2005 and negotiations are continuing on a new lease.

Future challenges

We reviewed the Financial Management Information System (FMIS) in 2004–05. While there were no major system issues, user feedback indicated that some aspects of the system were difficult to use. In addition, the FMIS was not flexible in producing ad hoc reports. Therefore, our focus will be on enhancing the system by introducing front-end modules to provide greater flexibility and enhance reporting to clients and the Department of Finance and Administration.

Strength through partnerships

6. Homeless including youth

PROBLEM

Recent reports reveal an alarming increase in the numbers of homeless people. Services to assist the homeless are being stretched to their limits. The situation is far worse for Indigenous people, who are four times more likely to be homeless than non-Indigenous Australians (Census 2001). Indigenous homelessness 'generates a particular set of needs, such as accommodation, health, transport, security of identity, and alcohol counselling, which can in turn inform the design of service responses to Indigenous homelessness and public place dwelling' (Australian Housing and Urban Research Institute [AHURI] research report).

PARTNERSHIP

The Supported Accommodation Assistance Program (SAAP) assists people who are homeless or at risk of homelessness. Through a service level agreement with the Victorian Department of Human Services, SAAP provides funding of around \$80,000 in salaries for case workers located at two company hostels in Melbourne: George Wright Hostel and WT Onus Hostel. Case workers assist residents at risk of long-term homelessness with finding permanent accommodation; and with domestic and legal issues, applying for benefits, and transport to medical appointments.



Weekend cook Jennifer Coats and Hostel Manager Keith Saunders serving a resident a delicious meal at George Wright Hostel

HOW AHL IS HELPING

Often homelessness is more than not having a place to stay homeless—people may feel a lack of connectedness and of a sense of belonging. AHL provides more than a roof over residents' heads – guests feel as if they belong to a family.

George Wright Hostel provides a homely and supportive place to stay for up to 12 homeless men, as well as providing meals for two elderly men living away from the hostel. Total occupancy in 2004–05 was 3,180 bed nights, with a total subsidy of \$86,029. Christopher is a typical George Wright Hostel resident. He was referred to the hostel by his caseworker at a time when he had nowhere else to go. His caseworker continues to assist Chris and others like him with budgeting and with links to community services to help make life that bit easier. Chris says *'I'm the sort of person who wants to get ahead in life and wants much the same thing as other Indigenous people: the chance to enjoy my life away from drugs and alcohol, and without getting into trouble with the law. Here, I have met other men who have had the same sort of experiences as me, and I feel a bond with them. The friendly and helpful staff here are always willing to give us a helping hand and make our stay here enjoyable and comfortable.'*

At WT Onus Hostel in Melbourne, to which AHL provided a subsidy of \$86,029, caseworkers can assist residents to avoid long-term homelessness. At Lake Jasper Hostel in Nannup, Western Australia, nine beds are provided for marginalised Indigenous youth at risk of homelessness, with recurrent funding of \$120,206 from AHL. In the ACT, AHL provides funding of \$78,000 for Dyiramal/Migay Hostel.



Chris Linton, a George Wright Hostel resident

4 ● Corporate governance

Corporate governance statement



Best practice guide

In recognising the need for the highest standard of corporate behaviour and accountability, AHL Directors have supported and adhered to the principles of corporate governance. The company has continued to follow the best practice guide on corporate governance principles as published by the Australian National Audit Office.

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. All Directors on the AHL Board are non-executives. The Board of Directors meets five times a year. At each meeting, the Board meets without management being present as part of good governance practice.

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

Board Charter

The AHL comprehensive Board Charter was revised during 2004–05 to keep it updated with changes in the legislative framework and the company's policies and procedures. The AHL Board Charter describes the roles and responsibilities of Directors and brings together all the relevant documents and legislative requirements into a single document.

Constitution

The company's constitution was revised during the financial year to update the requirements of the investment of surplus funds in approved bank bills. The change was approved on behalf of the Australian Government as the sole member of the company by the Minister for Family and Community Services, Senator the Hon. Kay Patterson.



Purchaser/provider arrangements

During 2004–05, the company finalised the Balanced Scorecard system and held its strategic workshop in Canberra with Directors and senior managers on 9 February 2005. The company's revised corporate plan was finalised at this workshop and aligned to the Balanced Scorecard system. The final corporate plan will be presented for the endorsement and approval by the Minister for Family and Community Services during the first half of 2005–06.

Performance against the service level agreements continued to be reviewed and monitored for the provider arm of the company.

Performance evaluation

An annual performance evaluation of the Board is conducted at the August meeting of Directors each year. The performance is carried out by filling in a self-assessment questionnaire that provides the mechanism for confidential feedback to the Chairperson on how Directors thought the Board had performed. 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 and appropriate action taken to improve any shortcomings noted to further enhance the performance of the Board.

Risk Management

The company's risk management policy aims to systematically devise, implement and improve risk management practices and decision-making. In particular, strategic risks are identified through regular management and Board reviews. We also monitor relevant government policies through engaging with other government agencies.

In line with AHL's Corporate Plan, a business continuity plan has been developed during 2004–05. AHL is bringing the strategic risk policies together and during 2005–06, the risks will be reviewed and re-organised into a comprehensive risk management strategy using the methodology described in the risk management standard AS/NZS 4360: 2004.

AHL's risk management practices are directed particularly towards compliance/governance, occupational health and safety, human resources, conservation of resources and asset management. Both strategic and operational risks are examined regularly by senior management and the Board to ensure that corrective action, if needed, is timely, efficient and cost-effective.

APS/AHL Values and Code of Conduct

The company has adopted the Australian Public Service Values and Code of Conduct that apply to all Directors and employees. The APS/AHL 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 internally. The APS/AHL Values and Code of Conduct are communicated initially to all new Directors and staff through the induction process and are incorporated in the in-house training programs as well. Staff are briefed through internal staff notes when there are significant updates.

Board membership

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

The Board of Directors is appointed by the Minister for Family and Community Services. All Directors on the Board are non-executive directors.

Directors' and officers' remuneration

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 the Senior Executives and staff are in accordance with the *Public Service Act 1999* and the AHL Certified Agreement 2003.

Audit Committee

As at the date of this report, the company had an Audit Committee of the Board of Directors.

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 Audit Committee is comprised of the following:

DIRECTORS

- ▶ Ms Elaine McKeon, AO
- ▶ Mr Kevin Coombs, OAM
- ▶ Ms Helen McLaughlin, Grad Dip Soc Studies
- ▶ Dr Margaret Valadian, AO, MBE
- ▶ Mr Jim Ramsay, BEd, MPA

INDEPENDENT MEMBER:

- ▶ Mr Neil Mason, General Manager, Rydges Resort, Eagle Hawk Hill, Canberra

OBSERVERS

- ▶ Ms Rebecca Reilly, Executive Director, Australian National Audit Office
- ▶ Mr Rod Alfredson, Director, Office of Evaluation and Audit, Department of Finance and Administration

The committee's responsibilities are to deal with such matters as:

- ▶ annual financial statements;
- ▶ 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; and
- ▶ internal audit.

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

Other information

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

Directors' report



The Directors present their report on the company for the financial year ended 25 June 2005.

Directors

The names of Directors in office during the financial year and until the date of this report are as follows:

- ▶ Ms Elaine McKeon, AO, Chairperson
- ▶ Ms Shirley Bennell, BSc, MA
- ▶ Ms Helen McLaughlin, Grad Dip Soc Studies
- ▶ Mr John Hartigan, BCom, FCPA, FCIS, FAICD, ANZIIF
- ▶ Dr Margaret Valadian, AO, MBE
- ▶ Mr Kevin Coombs, OAM
- ▶ Mr Jim Ramsay, BEd, MPA
- ▶ Mrs Karmi Sceney (appointed 11 August 2004)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The principal activity of the company during 2004–05 was the operation of properties as hostels for Aboriginal and Torres Strait Islander people. The vision of the company is to achieve excellence in the delivery of hostel accommodation that satisfies the needs of Aboriginal and Torres Strait Islander people. The categories of residents for whom hostel accommodation is provided are:

- ▶ Transient
- ▶ Medical Transient
- ▶ Homeless
- ▶ Substance Use Rehabilitation
- ▶ Primary Education
- ▶ Secondary Education
- ▶ Tertiary Education and Training
- ▶ Aged Care
- ▶ Renal Dialysis
- ▶ Prison Release and Diversion





The company's provision of hostel accommodation supports the participation by Aboriginal and Torres Strait Islanders in programs of education, training, health, legal aid, rehabilitation and employment.

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

There has been no significant change in the nature of the activities during the year.

Operating results

The operating profit of \$2,216,000 for the period was transferred to retained profits.

Review of operations

A review of the operations of the company during the financial year and the results of these operations are as follows:

PERFORMANCE INDICATORS

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

The Board, together with management, have identified key performance indicators that are used to monitor performance on a regular basis. Directors receive the performance indicators for review prior to each Board meeting every two months allowing Directors to actively monitor the company's performance.

FINANCIAL POSITION

The net assets of the company have increased by \$2,216,000 from 25 June 2004 to \$57,618,000 in 2005. This increase has largely resulted from the following factors:

- redevelopment of company hostels in Darwin and Townsville
- allocation of land in Kununurra to AHL by the WA Government
- increase in receivables of \$941,000 representing debts relating to other government agencies such as the Australian Government Department of Health and Ageing
- decrease in accounts payable of \$666,000
- increase in employee provisions and payables of \$155,000.

Property, plant and equipment

During the year, the company increased its investment in property, plant and equipment (at net book value) by \$3,764,000 (\$3,199,000 in 2003–04). This mainly related in the redevelopment of existing hostels in Darwin, NT and Townsville, Qld.

Provision for depreciation

An amount of \$1,646,000 was provided for depreciation during 2004–05 (\$1,585,000 in 2003–04). On 25 June 2005 the company had a credit balance in its provision for depreciation of \$18,968,000 (\$17,998,000 in 2003–04) that is considered adequate for the needs of the company.

Community Hostel Grants

The company makes grants to community organisations to operate their own hostels and the purchase or replacement of assets. In addition, certain properties owned by the company have been leased to community groups to operate as hostels.

Significant changes in state of affairs

No significant changes in the company's state of affairs occurred during the financial year.

Employees

The company employed 461 employees as at 25 June 2005 (2003–04: 430 employees).

After balance date events

No matters or circumstances have arisen since the end of the financial year that significantly affected or may significantly affect the operations of Aboriginal Hostels Limited, the results of those operations, or the state of affairs of the company in subsequent financial years.





Future developments

The company expects to maintain the present level of operations and there is nothing that company is aware of that is likely to lead to a change in the nature of operations in future years.

Environmental issues

The company's operations are subject to all tiers of government environment regulations and these were all adhered to during the 2004–05 year.

Environmental sustainability

During 2004–05, the company developed its environmental sustainability policy to be achieved through an Environmental Management System (EMS) integrated within existing company practices based on requirements of AS/NZS ISO 14001:1996.

The company committed itself to limit environmental impacts caused or potentially caused by the company and support the EMS, especially in the areas of:

- ▶ waste reduction
- ▶ reduction in water use
- ▶ reduction in waste water production
- ▶ energy and fuel efficiency
- ▶ recycling increase
- ▶ environmentally responsible purchasing
- ▶ emissions to the environment
- ▶ legislative and local government requirements
- ▶ environmentally sound hostel design.

Environmental impacts will be identified, prioritised and minimised in a systematic manner through the completion of a set of Environmental Management Plans created from defined objectives and targets. The company is committed to the continual improvement of the EMS, through annual management review, staff training and environmental reporting.

Occupational health and safety issues

The company continues to meet the occupational health and safety (OH&S) requirements at all its sites through regular inspections and meetings by its OH&S representatives. Issues of concern are raised through these representatives at each work site and attended

to promptly by the company. The company invests around \$2.1 million annually in maintaining its buildings and those requiring extensive repair works are considered for complete redevelopment.

Each AHL hostel site has fully trained and accredited first aid officers to provide a 24-hour coverage.

The OH&S committee is made up of nine regional sub-committees and one national committee. The company has a full time National OH&S Officer based in Canberra to oversee and monitor the OH&S policy and procedures within AHL.

Comcare Australia is responsible for the OH&S insurance scheme within the company and the 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 (Commonwealth Employment) Act 1991*, associated regulations and approved codes of practice.

The company will be preparing an OH&S Strategic Plan during 2005–06.

Fire safety and monitoring

The company has adopted the best practice compliance with Fire Safety and Fire Equipment Maintenance requirements as adopted by the State of Queensland and applied it across all its facilities nationwide.

To facilitate best practice compliance and monitoring, the company engaged the services of Wormald, who also carried out a complete fire audit of each site and prepared comprehensive fire manuals including fire evacuation plans and will be conducting regular training of staff during their normal visits to each site to service the equipment on site. Each AHL site is also linked through a fire line to the local fire brigade through the nominated monitoring agents.





AHL Board of Directors



Elaine McKeon, AO – Chairperson of the AHL Board of Directors



Mrs McKeon was appointed as the Chairperson of the AHL Board of Directors on 18 December 2000 and has been an AHL Director since October 1997. She is also the Chairperson of the AHL Audit Committee. Elaine is a qualified Health Worker and 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 for Women. In May 2000, she was appointed as a director of the Voluntary Service to Aboriginal Communities Foundation. Before this, she served for three terms as an ATSI 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 State Health Department and for five years as Community Welfare Officer with the Mitakoodi Aboriginal Corporation. Elaine 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.

Shirley Bennell, BSc, MA – Director



Ms Bennell has been an AHL Director since September 1999. She has a Master of Arts degree in Indigenous Research and Development and a Bachelor of Applied Science in Indigenous Community Health from Curtin University in Western Australia. She also has a Bachelor of Arts degree with a double major in Aboriginal and Intercultural Studies and English from Edith Cowan University in Western Australia and a Diploma in Freelance Journalism from the Australian College of Journalism in Sydney. Ms Bennell has a wealth of experience in Indigenous health issues with a passion for aged care health issues. She has worked for many years with the government sector and communities. Ms Bennell was awarded the prestigious Churchill Fellowship Award for overseas travel during 2003, during which she focused on Indigenous aged care provisions and barriers.

Helen McLaughlin, Grad Dip Soc Studies – Director



Ms McLaughlin has been an AHL Director since December 2000 and is also a member of the AHL Audit Committee. She is currently employed by the Office of Indigenous Policy Coordination in Canberra and was previously employed on the staff of the former Minister for Aboriginal and Torres Strait Islander Affairs. Before this, she was employed with the Aboriginal and Torres Strait Islander Commission from 1990 and with the Department of Aboriginal Affairs from 1974. Ms McLaughlin has also worked as a consultant in the Indigenous Peoples Mandate with the United Nations in Geneva. She has a Graduate Diploma in Social Studies from the University of Queensland and is the author of various publications on the 1993 Year of the World's Indigenous People.

Kevin Coombs, OAM – Director



Mr Coombs has been an AHL Director since March 1990 and is also a member of the AHL Audit Committee. He was the Manager of the Koorie Health Unit in Victoria's Department of Health. He was the state government representative on the National Health Strategy Committee. As a former Paralympian, Mr Coombs was honoured with the naming of a major road at the Homebush Bay Olympic site. Mr Coombs was awarded an Order of Australia Medal (OAM) in 1983 for his contribution to wheelchair sports and to Aboriginal welfare. In March 2000, he was named as an Ambassador for the National Indigenous Literacy and Numeracy Strategy. In 2002, he became a member of the Disability Access Advisory Committee for the Commonwealth Games in Melbourne 2006 and recently became part of the Koori Court at the Broadmeadows Magistrates Court as a Respected Elder. In 2003, Mr Coombs was invited to chair the Indigenous Taskforce for the 2006 Commonwealth Games, Melbourne.

John Hartigan, BCom, FCPA, FCIS, FAICD, ANZIIF – Director



Mr Hartigan has been an AHL Director since March 2002 and is currently the Chief Financial Officer and Company Secretary of eServGlobal Limited, a listed public company with its head office in Sydney. He is also the Principal of Astute Corporate Services of Australia. John has extensive experience with public company boards including more than 10 years as a public company director. His executive experience includes executive director, chief operating





officer and chief financial officer roles, and he has committee experience in due diligence (including chairman of the due diligence committee for a public company float), and audit and superannuation fund committees. Mr Hartigan has a Bachelor of Commerce degree from the University of New South Wales, and is a fellow of the Australian Institute of Company Directors; Fellow of the Australian Society of Certified Practising Accountants; Fellow of the Chartered Secretaries of Australia; and a Senior Associate of the Australian and New Zealand Institute of Insurance and Finance.

Margaret Valadian, AO, MBE – Director



Dr Valadian has been an AHL Director since December 2002 and has extensive experience in working with Aboriginal communities across Australia over 35 years. With qualifications in social work and education, Dr Valadian has particular interests in Aboriginal social development and in management education for Aboriginal councils and community organisations.

Jim Ramsay, BEd, MPA – Director



Mr Ramsay has been an AHL Director since December 2003 and has extensive public sector experience both at state and federal level. He is currently employed by the Office of Indigenous Policy Coordination in Canberra. He was previously the General Manager of the National Corporate and Commission Support Office with the Aboriginal and Torres Strait Islander Commission. He is also a former Deputy Principal of the Australian Institute of Aboriginal and Torres Strait Islander Studies.

Mr Ramsay has a Master of Public Administration from the University of Canberra and a Bachelor of Education from the Darwin Institute of Technology.

Karmi Sceney – Director



Mrs Sceney has been an AHL Director since August 2004 and has extensive experience in Indigenous Affairs within areas such as education, housing and commerce. She is currently employed as the General Manager, Indigenous Education in the Northern Territory Department of Employment, Education and Training. Mrs Sceney was a member of the Council on Aboriginal Reconciliation, Northern Territory University Faculty of Aboriginal and Torres Strait Islander Studies, and Chairperson Area Consultative Committee. She was previously elected as Chairperson of the ATSIC Yilli Rreung Regional Council and is currently an ATSIC Regional Councillor. Mrs. Sceney has also held the position of Deputy Chair of the Indigenous Housing Authority of the Northern Territory.

Company Secretary

Dr Kamlesh Sharma held the position of Assistant General Manager/Company Secretary at the end of the financial year. Dr Sharma has a Bachelor of Arts in Accounting, Graduate Diploma in Company Secretarial Practice, Master of Commerce in Accounting, Finance and Entrepreneurship, Master of Business Administration in Local Government, Public Sector, Human Resources and Association Management and Doctor of Business Administration. He is a fellow of the Chartered Secretaries Australia, Australian Institute of Company Directors and Professional National Accountant of the National Institute of Accountants. Dr Sharma has worked for Aboriginal Hostels Limited for the past 14 years performing management roles in the Finance and Property Division and was appointed company secretary on 10 May 1996. He has overall responsibility for the Human Resources Division and the Finance and Property Division.

Director's and executive officers' emoluments

Disclosure relating to Directors' and executive officers' emoluments has been included in Note 7 of the company's financial report.

Directors' meetings

During the financial year, five Board meetings of the Directors and three Audit Committee meetings of the Directors were held.

TABLE 18: ATTENDANCE AT BOARD OF DIRECTORS' MEETINGS 2004-05

	Directors' meetings		Audit Committee meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Ms Elaine McKeon, AO	5	5	3	3
Ms Helen McLaughlin	5	4	3	3
Dr Margaret Valadian, AO, MBE	5	5	2	2
Mr Jim Ramsay	5	5	2	2
Mr Kevin Coombs, OAM	5	5	3	3
Mr John Hartigan	5	4	-	-
Ms Shirley Bennell	5	5	-	-
Mrs Karmi Sceney	4	3	-	-





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 the 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 the personal accident and travel insurance for Directors for travel on official company business.

The total amount of insurance premium was \$9,173 (\$9,513 in 2003–04). This amount is included as part of Directors' remuneration in the company's accounts.

Proceedings on behalf of company

No person has applied for leave of 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 25 June 2005 has been received and can be found immediately after this report.

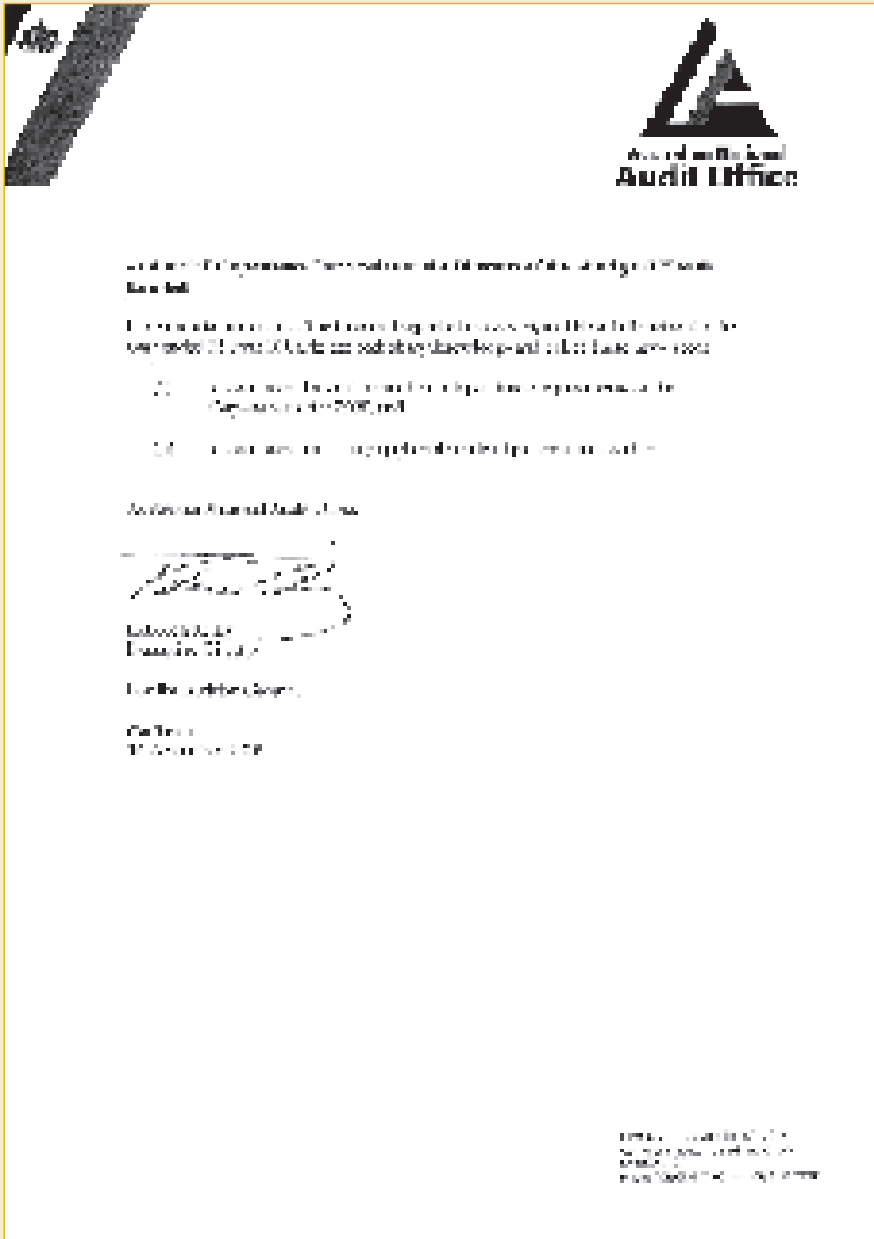
Rounding of amounts

The company is an entity to which ASIC Class Order 98/100 applies. Accordingly, amounts in the financial statements and the Directors' report have been rounded to the nearest thousand dollars.



Signed in accordance with a resolution of the Board of Directors, dated 24 August 2005.

Elaine McKeon, AO
Chairperson – Board of Directors
Canberra, 16 September 2005

5 • Financial statements





ENVIRONMENTAL FINANCIAL STATEMENTS

To the members of the House of Commons

Summary

The financial statements of the Auditor General of Canada (AGC) for the year ended 31 March 2015 are presented in this report. The AGC is a Crown corporation and is subject to the provisions of the Access to Information Act and the Privacy Act. The AGC is also subject to the provisions of the Access to Information Act and the Privacy Act. The AGC is also subject to the provisions of the Access to Information Act and the Privacy Act.

Financial Statements

The financial statements of the AGC for the year ended 31 March 2015 are presented in this report. The AGC is a Crown corporation and is subject to the provisions of the Access to Information Act and the Privacy Act. The AGC is also subject to the provisions of the Access to Information Act and the Privacy Act.

Notes to the Financial Statements

The financial statements of the AGC for the year ended 31 March 2015 are presented in this report. The AGC is a Crown corporation and is subject to the provisions of the Access to Information Act and the Privacy Act. The AGC is also subject to the provisions of the Access to Information Act and the Privacy Act.

Statement of the Auditor General

The financial statements of the AGC for the year ended 31 March 2015 are presented in this report. The AGC is a Crown corporation and is subject to the provisions of the Access to Information Act and the Privacy Act. The AGC is also subject to the provisions of the Access to Information Act and the Privacy Act.

Statement of the Auditor General

The financial statements of the AGC for the year ended 31 March 2015 are presented in this report. The AGC is a Crown corporation and is subject to the provisions of the Access to Information Act and the Privacy Act. The AGC is also subject to the provisions of the Access to Information Act and the Privacy Act.

Statement of the Auditor General

The financial statements of the AGC for the year ended 31 March 2015 are presented in this report. The AGC is a Crown corporation and is subject to the provisions of the Access to Information Act and the Privacy Act. The AGC is also subject to the provisions of the Access to Information Act and the Privacy Act.

Statement of the Auditor General

Auditor General of Canada
1100 Wellington Street West
Ottawa, Ontario
K1R 8L9
www.audit.gc.ca

Our strategic approach to business development, with a focus on growth, reflects our ongoing commitment to the Corporation's 2007 strategy, compliance with security standards, and the strategic financial reporting requirements of our shareholders. We continue to focus on the development of our business and the expansion of our operations in Australia.

Our strategic approach to business development includes the following:

- identifying and securing investment opportunities, including the 2008/09 refinancing of the 2007/08 debt
- identifying and expanding our 2007 strategy, including the acquisition of the 2008/09 debt and the expansion of our operations

Management

Management is committed to the highest standards of performance, and to the highest standards of financial reporting, and to the highest standards of corporate governance. The Corporation's Board of Directors, including the Chairman and the Executive Director,

Directors

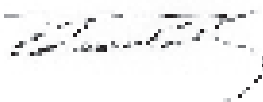
Our primary objective is to provide a return on investment to our

shareholders, and to do so in a way that

- is consistent with the Corporation's 2007 strategy, including the 2008/09 refinancing of the 2007/08 debt, and the expansion of our operations
- is consistent with the Corporation's 2007 strategy, including the 2008/09 refinancing of the 2007/08 debt, and the expansion of our operations

to the extent that it is consistent with the

Our financial performance



Financial Year
2004-05

2005-06

2006-07





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*

(a) comply with the Accounting Standards and the Corporation Regulations 2001; and

(b) give a true and fair view of the of the financial position as at 25 June 2005 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 25 August 2005.

Elaine McKeon, AO
Chairperson
Canberra, 16 September 2005

Aboriginal Hostels Limited ABN 47 008 504 587

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 25 JUNE 2005

	NOTES	2005 \$'000	2004 \$'000
Revenues from ordinary activities	2 (a)	43,375	44,059
Salaries and employee benefits	2 (b)	(18,987)	(21,927)
Food, materials, services and sundry expenditure	4	(11,418)	(11,841)
Grants to Community Hostels	9	(8,491)	(8,357)
Disposal of assets			
Assets sold		-	(43)
Assets written-off		(595)	(119)
Cost of sale		-	(18)
Depreciation		(1,646)	(1,585)
Bad debts		(22)	(23)
Net profit from ordinary activities and attributable to the Australian Government		2,216	146
Total changes in equity other than those resulting from transactions with owners as owners		2,216	146

The accompanying notes form part of these financial statements.





Aboriginal Hostels Limited ABN 47 008 504 587

STATEMENT OF FINANCIAL POSITION AS AT 25 JUNE 2005

	NOTES	2005 \$'000	2004 \$'000
CURRENT ASSETS			
Cash	11	8,935	11,994
Receivables	12	2,090	1,149
Prepayments	13	73	43
TOTAL CURRENT ASSETS		11,098	13,186
NON-CURRENT ASSETS			
Property, Plant and Equipment	14	50,687	46,923
TOTAL NON-CURRENT ASSETS		50,687	46,923
TOTAL ASSETS		61,785	60,109
CURRENT LIABILITIES			
Accounts Payable	15	321	987
Employee Provisions and Payables	10	2,375	2,220
TOTAL CURRENT LIABILITIES		2,696	3,207
NON-CURRENT LIABILITIES			
Employee Provisions and Payables	10	1,471	1,500
TOTAL NON-CURRENT LIABILITIES		1,471	1,500
TOTAL LIABILITIES		4,167	4,707
NET ASSETS		57,618	55,402
EQUITY			
Amount limited by Member's Guarantee \$2	17		
Contributed Equity	16	54,454	54,454
Retained Profits	16	3,164	948
TOTAL EQUITY		57,618	55,402

The accompanying notes form part of these financial statements.

Aboriginal Hostels Limited ABN 47 008 504 587

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 25 JUNE 2005

	NOTE	2005 \$'000	2004 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		6,915	6,945
Commonwealth and State Government Appropriations			
Government operating subsidies		34,604	34,913
Other revenue		112	264
GST recovered from taxation authority		2,486	2,007
Interest received		447	515
Payments to suppliers and employees		(41,838)	(42,554)
Net cash flows from / (used in) operating activities	6(b)	2,726	2,089
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		-	1,472
Payments for property, plant and equipment		(5,785)	(4,946)
Net cash flows from / (used in) investing activities		(5,785)	(3,474)
CASH FLOWS FROM FINANCING ACTIVITIES			
Capital Grant		-	12
Net cash flows from / (used in) financing activities		-	12
Net increase / (decrease) in cash held		(3,059)	(1,373)
Add opening cash bought forward		11,994	13,367
CLOSING CASH CARRIED FORWARD	11	8,935	11,994

The accompanying notes form part of these financial statements.





Notes to and Forming Part of the Financial Statements

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The financial report is a general purpose financial report that has been prepared in accordance with Accounting Standards, Urgent Issues Group Consensus Views 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 based on historical costs and does not take into account changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair value of the consideration given in exchange for assets.

The following is a summary of the material accounting policies adopted by the company in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(b) Changes in Accounting Policies

The accounting policies adopted are consistent with those of the previous year.

(c) Taxation

The company is exempt from all forms of taxes except fringe benefits tax and goods and services tax.

(d) Employee Entitlements

Provision is made for the company's liability for employee entitlements arising from services rendered by employees to balance date. These benefits include wages and salaries, annual leave, sick leave and long service leave.

Liabilities arising in respect of wages and salaries, annual leave, sick 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.

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT.)

(d) Employee Entitlements (cont.)

Employee benefit expenses and revenues arising in respect of the following categories:

- ▶ wages and salaries, non-monetary benefits, annual leave, long service leave, sick leave and other leave benefits; and
- ▶ other types of employee benefits

are recognised against profits on a net basis in their respective categories.

Contributions are made by the company to an employee superannuation fund and are charged as expenses when incurred.

(i) Long Service Leave

The methodology used for the calculation of the Provision for Long Service Leave is the Commonwealth's shorthand method, provided by the Australian Government Actuary.

The shorthand method is based on a standard profile table developed by the Commonwealth Actuary in the mid-1990s. The table shows the probability weights to be used for each band of years of service completed. Finance Brief 13 *Measurement of Commonwealth Sector Employee Leave Entitlements* provides the 'shorthand method' as well as further guidance on the calculation of benefits.

The standard allows the use of shorthand measurement techniques of expenses and liabilities where the resulting estimates are not materially different from those produced by using the longhand technique outlined under the standard (using the present value basis of measurement and entity specific probability estimates).

(ii) Conditions of Service

Calculation of Conditions of Service is based on the return economy air fare for employees and their immediate dependants as part of the working conditions for remote areas.

(e) Insurance

The company has comprehensive coverage through Comcover Insurance (within the Department of Finance and Administration).





NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT.)

(f) 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 sale of hostel accommodation services is recognised upon the delivery of the service to the customers.

Interest and Other Revenue

Interest and other sundry revenue is recognised when it is received or due to be received by the company in the financial year.

(g) Property (Land, Buildings and Infrastructure), Plant and Equipment

(i) Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$500, which are expensed in the year of acquisition (other than where they form part of similar items which are significant in total).

(ii) Revaluations

Land and buildings are carried at cost or at independent valuation (where indicated) less, where applicable, any accumulated depreciation.

The carrying amount of land and buildings is reviewed every three years by independent valuation to ensure that it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the market value of the property.

All other classes of plant and equipment are measured at cost.

(h) Depreciation of Non-Current Assets

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 and the current rates are as follows:

- computers 10 per cent.
- office machines and electrical equipment 6 per cent.

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT.)

(h) Depreciation of Non-Current Assets (cont.)

- ▶ furniture and fittings 5 per cent.
- ▶ buildings and leasehold improvements 2.5 per cent.
- ▶ art and artefacts at 1 per cent.

(i) Leases

Lease payments for operating leases, where substantially all the risks and benefits remain with lessor, are charged as expenses in the periods in which they are incurred.

(j) Cash

Cash is recognised at its nominal amounts. Interest is credited to revenue as it accrues. For the purpose of the statement of cash flows, cash includes cash on hand and at bank together with at call deposits with banks or financial institutions.

(k) Grants to Community Hostels

A Service Level Agreement exists for each community operated hostel in receipt of Aboriginal Hostels Limited grants. Grant expense is recognised upon delivery of agreed services.

(l) Comparative Figures

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(m) Rounding of Amounts

The company is an entity to which ASIC Class Order 98/100 applies. Accordingly, amounts in the financial statements and directors' report have been rounded to the nearest thousand dollars.

(n) Accounting Period

The company operates 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 (2003–04: 52 weeks) and covered the period 27 June 2004 to 25 June 2005. The next financial period will comprise 52 weeks and will cover the period 26 June 2005 to 24 June 2006.

(o) 'No Pay, No Stay'

The 'No Pay, No Stay' policy was implemented with the objective of reducing the level of unrecoverable debts.





NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT.)

(p) Adoption of Australian Equivalents to International Financial Reporting Standards

Aboriginal Hostels Limited (AHL) is in the process of transitioning its accounting policies and financial reporting from current Australian Accounting Standards (AGAAP) to Australian Equivalents of International Financial Reporting Standards (AEIFRS) which will be applicable for the financial year ended 30 June 2006.

AHL allocated internal resources to conduct an impact assessment to identify key areas that would be impacted by the transition to AEIFRS. Priority has been given to the preparation of an opening balance sheet in accordance with AEIFRS as at 26 June 2004, AHL's transition date to AEIFRS. This will form the basis of accounting for AEIFRS in the future, and is required when AHL prepares its 25 June 2006 financial report.

Set out below are the key areas where accounting policies are expected to change on adoption of AEIFRS. The financial effect of these changes has been assessed as immaterial to AHL.

(i) Under AASB 116 *Property, Plant and Equipment*, AHL is required to include as part of the cost of leasehold improvements, an estimate of the expected cost to remove those improvements at the end of the lease term where such an obligation exists. These costs are not recognised under AGAAP. A corresponding liability would also be recognised under AEIFRS in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. An increase in depreciation will result due to the increase in asset values from this change.

(ii) Under AASB 119 *Employee Benefits*, annual leave not expected to be settled within 12 months of balance day is discounted to a present value. Under current AGAAP annual leave is measured at the nominal amount regardless of when it is expected to be settled.

AEIFRS includes an option for entities not to restate comparative information in respect of financial instruments in the first AEIFRS report. Amounts for financial instruments presented in AHL's 2004–05 primary financial statements are not expected to change as a result of the adoption of AEIFRS.

NOTE 2: (A) REVENUE FROM ORDINARY ACTIVITIES

		2005	2004
	NOTE	\$'000	\$'000
Government Appropriations and Subsidies			
Government Operating	3	35,446	34,913
Resources provided free of charge	23	220	-
Accommodation Charges		7,028	6,885
Interest Received		447	515
Rent Received		11	-
Sundry Revenue		223	274
Proceeds from Sale of Assets		-	1,472
TOTAL REVENUE FROM ORDINARY ACTIVITIES		43,375	44,059

NOTE 2: (B) SALARIES AND EMPLOYEE BENEFITS

Wages and salaries		15,077	16,967
Superannuation Contributions	5	2,009	2,113
Directors' Remuneration	7(b)	100	117
Annual leave entitlements		1,635	1,747
Conditions of Service		34	14
Long Service Leave		133	969
TOTAL SALARIES AND EMPLOYEE BENEFITS		18,987	21,927

NOTE 3: GOVERNMENT OPERATING SUBSIDY

		2005	2004
		\$'000	\$'000
The Australian Government through:			
Department of Finance and Administration		31,944	31,435
Department of Employment and Workplace Relations		85	32
Department of Health and Ageing			
Aged Care Subsidy		1,700	1,600
Nursing Home Subsidy		1,493	1,607
ACT Government		-	70
State of Victoria through:			
Department of Human Services		224	169
TOTAL GOVERNMENT OPERATING SUBSIDY		35,446	34,913





NOTE 4: MATERIALS, SERVICES AND SUNDRY EXPENDITURE

	NOTE	2005 \$'000	2004 \$'000
Repairs and planned maintenance		2,076	2,228
Food		1,847	1,805
Fuel and power		939	914
Travel		640	782
Telephone and Fax		469	479
Rent		763	745
Motor Vehicle hire and running		721	852
Cleaning		367	357
Rates		503	487
Workers Compensation Insurance		556	719
Minor equipment replacement		247	232
Printing and stationery		210	232
Training costs		250	248
Data processing costs		72	69
Staff advertising and removal costs		141	119
Postage		132	117
Marketing costs		65	89
Information Technology costs		428	358
Auditors Remuneration	8	73	73
Management consultancy fees		88	93
Other insurance costs		354	407
STEP Program costs		11	34
Sundries		465	402
TOTAL MATERIALS, SERVICES AND SUNDRY EXPENDITURE		11,418	11,841

NOTE 5: SUPERANNUATION CONTRIBUTIONS

Employees contribute to the Commonwealth Superannuation Scheme and the Public Sector Superannuation Scheme. Employer contributions to the schemes and the Employer Superannuation Productivity Benefit contributions during 2004–05 were as follows:

	2005	2004
	\$'000	\$'000
Productivity Superannuation	711	820
Employer Component	1,298	1,293
TOTAL SUPERANNUATION CONTRIBUTIONS	2,009	2,113

No liability for superannuation benefits is recognised as at 25 June 2005 as the employer contributions fully extinguish the accruing liability which is assumed by the Australian Government.

NOTE 6: CASH FLOW INFORMATION

(a) Reconciliation of Cash

Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

	2005	2004
	\$'000	\$'000
Cash at bank	8,935	11,994
TOTAL CASH AT BANK	8,935	11,994

(b) Reconciliation of Net Cash Flow from Operating Activities with Net Profit from Ordinary Activities

	2005	2004
	\$'000	\$'000
Net profit from ordinary activities	2,216	146
Non-cash items		
Depreciation	1,646	1,585
Value of assets sold and written off	595	162
Proceeds from sale of assets	-	(1,472)
Resources provided free of charge	(220)	-
Changes in Assets and Liabilities		
(Increase) / Decrease in prepayments	(30)	206
(Increase) / Decrease in receivables	(941)	(154)
Increase / (Decrease) in payables	(666)	502
Increase / (Decrease) in provisions	127	1,114
NET CASH FLOW FROM OPERATING ACTIVITIES	2,726	2,089





NOTE 7: (A) NAMES OF DIRECTORS AND EXECUTIVES IN OFFICE AT ANY TIME DURING THE FINANCIAL YEAR ARE:

Directors

Mrs. Elaine McKeon AO	Chairperson and Non-Executive
Mr. Kevin Coombs OAM	Non-Executive
Dr. Margaret Valadian AO MBE	Non-Executive
Ms. Shirley Bennell	Non-Executive
Mr. John Hartigan	Non-Executive
Ms. Helen McLaughlin	Non-Executive
Mr. Jim Ramsay	Non-Executive
Mrs. Karmi Sceney	Non-Executive (appointed 11 August 2004)

Executives

Mr. Keith Clarke	General Manager
Dr. Kamlesh Sharma	Assistant General Manager/Company Secretary
Mr. Russell Lane	Assistant General Manager - Operations

NOTE 7: (B) DIRECTORS' REMUNERATION

Directors' remuneration for part-time Directors are in accordance with the determination of the *Remuneration Tribunals Act 1973*.

2005	Directors Fee	Super-annuation	Insurance	Total
	\$'000	\$'000	\$'000	\$'000
Mrs. Elaine McKeon AO	23	2	1	26
Mr. Kevin Coombs OAM	11	1	1	13
Dr. Margaret Valadian AO MBE	11	1	1	13
Ms. Shirley Bennell	11	1	1	13
Mr. John Hartigan	11	1	1	13
Mrs. Karmi Sceney	10	1	1	12
Ms. Helen McLaughlin	4	-	1	5
Mr. Jim Ramsay	4	-	1	5
TOTAL	85	7	8	100

2004	Directors Fee	Super-annuation	Insurance	Total
	\$'000	\$'000	\$'000	\$'000
Mrs. Elaine McKeon AO	21	2	1	24
Mr. Kevin Coombs OAM	10	1	1	12
Dr. Margaret Valadian AO MBE	11	1	1	13
Ms. Shirley Bennell	10	1	1	12
Mr. John Hartigan	10	1	1	12
Ms. Helen McLaughlin	10	1	1	12
Mr. Kelvin Costello	11	1	1	13
Dr. Collin Dillon APM	5	-	1	6
Ms. Shirley Peisley AM	5	-	1	6
Mr. Jim Ramsay	5	-	1	6
TOTAL	99	8	10	117





NOTE 7: (C) EXECUTIVES' REMUNERATION

2005	Salary and Bonus	Super-annuation	Vehicle	Other	Annual Leave Movement	Long Service Leave Movement	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Mr. Keith Clarke	157	34	16	-	1	9	217
Dr. Kamlesh Sharma	114	13	17	4	-2	5	151
Mr. Russell Lane	112	13	16	4	-3	6	148
TOTAL	383	60	49	8	-4	20	516

2004	Salary and Bonus	Super-annuation	Vehicle	Other	Annual Leave Movement	Long Service Leave Movement	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Mr. Keith Clarke	141	30	16	2	-11	7	185
Dr. Kamlesh Sharma	102	12	14	4	1	5	138
Mr. Russell Lane	102	12	15	5	-4	4	134
TOTAL	345	54	45	11	-14	16	457

NOTE 8: AUDITORS' REMUNERATION

	2005	2004
	\$	\$
Amounts received or due and receivable by the Australian National Audit Office for:		
- auditing the financial statements for the reporting period	73,000	72,727

No other services were provided by the auditors during the reporting period.

NOTE 9: GRANTS TO COMMUNITY HOSTELS

This amount represents grants of a capital and operating nature to approved outside organisations.

NOTE 10: EMPLOYEE PROVISIONS AND PAYABLES

	2005	2004
	\$'000	\$'000
CURRENT		
Provision for Annual Leave	1,684	1,570
Provision for Long Service Leave	250	250
Accrued Salaries	441	400
Total Current	2,375	2,220
NON-CURRENT		
Provision for Long Service Leave	1,471	1,500
Total Non-Current	1,471	1,500
TOTAL PROVISIONS	3,846	3,720

NOTE 11: CASH

	2005	2004
	\$'000	\$'000
Cash at Bank	8,935	11,994
TOTAL CASH	8,935	11,994

Deposits are recognised at their nominal amounts and interest is credited to revenue as it accrues. The Cash at Bank of \$8,935,000 has been committed to capital and major maintenance (\$2,104,000) as shown in Note 18(b); CHG committed funds (\$1,938,000) and the remaining balance to meet AHL's current liabilities as detailed in Notes 10 and 15.





NOTE 12: RECEIVABLES

	2005	2004
	\$'000	\$'000
Trade Debtors	384	294
Less: Provision for doubtful debts	(100)	(100)
Total	284	194
GST Receivable	717	830
Grant Subsidy Receivable	942	100
Accrued Interest Income	82	-
Other Debtors	65	25
TOTAL RECEIVABLES	2,090	1,149

These receivables are recognised at the nominal amounts due less any provision for bad and doubtful debts. Provisions are made when collection of the debt is considered to be less rather than more likely.

NOTE 13: PREPAYMENTS

	2005	2004
	\$'000	\$'000
Pre-paid Expenses		
IT Leasing	53	42
Subscriptions	-	1
Local Government Council and Water Rates	12	-
Motor Vehicle Leasing	8	-
TOTAL	73	43

NOTE 14: PROPERTY, PLANT AND EQUIPMENT

(a) Schedule: Property, Plant and Equipment

	2005			2004		
	Cost Valuation \$'000	Accum. Deprec. \$'000	Net Book Value \$'000	Cost Valuation \$'000	Accum. Deprec. \$'000	Net Book Value \$'000
LAND & BUILDINGS						
LAND						
At cost	4,060	-	4,060	3,840	-	3,840
Total Land	4,060	-	4,060	3,840	-	3,840
BUILDINGS						
At cost	57,067	17,565	39,502	57,735	16,645	41,090
Add: Work in progress at cost	5,231	-	5,231	-	-	-
Total Buildings	62,298	17,565	44,733	57,735	16,645	41,090
TOTAL LAND & BUILDINGS	66,358	17,565	48,793	61,575	16,645	44,930
PLANT & EQUIPMENT						
At cost	3,297	1,403	1,894	3,346	1,353	1,993
Total Plant & Equipment	3,297	1,403	1,894	3,346	1,353	1,993
TOTAL PROPERTY, PLANT AND EQUIPMENT	69,655	18,968	50,687	64,921	17,998	46,923

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 Durangaling and Biala hostels are situated.

An independent valuation of land and buildings was undertaken on 31 May 2003 by the Australian Valuation Office. This independent valuation, which was undertaken to comply with Accounting Standard AASB 1040, is part of an AHL policy to obtain current market values of land and buildings every three years to ensure assets are not carried at an amount greater than their recoverable amount. An independent valuation that totals \$71,091,000 was then endorsed by the board of directors at 25 June 2005. This valuation was not booked by AHL as AHL continues to carry all assets at cost.





NOTE 14: PROPERTY, PLANT AND EQUIPMENT

(b) Reconciliation of (a)

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year.

	2005
	\$'000
LAND & BUILDINGS	\$'000
LAND	
Carrying amount at beginning	3,840
Additions	220
Total Land	4,060
BUILDINGS	
Carrying amount at beginning	41,090
Additions	5,562
Disposals	(516)
Depreciation Expense	(1,403)
Total Buildings	44,733
TOTAL LAND & BUILDINGS	48,793
PLANT & EQUIPMENT	\$'000
Carrying amount at beginning	1,993
Additions	224
Disposals	(80)
Depreciation Expense	(243)
Total Plant & Equipment	1,894
TOTAL PROPERTY, PLANT AND EQUIPMENT	50,687

NOTE 15: ACCOUNTS PAYABLES

	2005	2004
	\$'000	\$'000
Trade Creditors	321	987
TOTAL PAYABLES	321	987

Creditors and accruals are recognised at their nominal amounts, being the amounts at which the liabilities will be settled. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced). Payment is usually made on receipt of invoice.

NOTE 16: CONTRIBUTED EQUITY

	Contributed Equity		Retained Profits		Total Equity	
	2005	2004	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance 27 June 2004	54,454	54,442	948	802	55,402	55,244
Net profit	-	-	2,216	146	2,216	146
Equity appropriation - capital	-	12	-	-	-	12
BALANCE 25 JUNE 2005	54,454	54,454	3,164	948	57,618	55,402

NOTE 17: MEMBERS GUARANTEE

The company is limited by guarantee with the Australian Government as the sole member. If the company is wound up, the Constitution states that the liability of the sole member is a maximum of \$2 towards meeting any outstanding obligations of the company.

NOTE 18: COMMITMENTS

(a) Operating Lease Commitments

Outstanding unsecured commitments on unexpired term of leases for office space accommodation

	2005	2004
	\$'000	\$'000
Payable		
- not later than 1 year	893	973
- Later than 1 year and not later than 5 years	788	1,382
- Later than 5 years	4	85
Total payable	1,685	2,440

(b) Capital Expenditure Commitments

Capital and major maintenance expenditure

	2005	2004
Payable		
- not later than 1 year	2,104	6,580
Total payable	2,104	6,580

(c) Commitments Receivable

	2005	2004
Receivable		
- not later than 1 year	170	170
- Later than 1 year and not later than 5 years	-	170
Total receivable	170	340





NOTE 19: RESOURCES RECEIVED AND PROVIDED FREE OF CHARGE

The company has the use of five properties at several locations made available free of charge with a historic cost value of \$3,412,000 (\$3,412,000 in 2003–04). The market value of these properties, based on an independent valuation and endorsed by Directors, at 25 June 2005, was \$6,910,000.

At the date of this report, the company has made available four properties at several locations to outside organisations who operate hostels for Aboriginal and Torres Strait Islander people, assets free of charge with a historic cost value of \$2,551,276 (\$2,736,000 in 2003–04). The market value of these properties, based on an independent valuation and endorsed by Directors, at 25 June 2005, was \$4,400,000.

NOTE 20: ECONOMIC DEPENDENCY

AHL currently receives a significant portion of its funding from the Australian Government. Therefore, the company is dependent economically on government subsidy.

NOTE 21: CONTINGENT LIABILITIES

	2005 \$'000	2004 \$'000
Estimates of the maximum amount of contingent liabilities, that may become payable are as follows:		
The amounts disclosed is based on the legal advice and represents the potential financial amount that the company may be liable for.	-	45

As at 25 June 2005, AHL has no unquantifiable or remote contingencies.



NOTE 22: FINANCIAL INSTRUMENTS

(a) Interest Rate Risk

Financial Instrument	Floating Interest Rate		Fixed Interest Rate				Non-Interest Bearing	Total carrying amount as per the statement of financial position		Weighted Average Effective Interest rate			
			1 to 5 Years		> 5 Years								
	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04		2003-04	2004-05	2003-04	2004-05	2003-04	2004-05
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%	%	
Notes													
	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05	2003-04	2004-05
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%	%	
Financial Assets													
Cash	11	/	/	/	/	/	8,935	11,994	8,935	11,994	n/a	n/a	n/a
Receivables *	12	/	/	/	/	/	1,326	394	1,326	394	n/a	n/a	n/a
Total Financial Assets							10,261	12,388	10,261	12,388	n/a	n/a	n/a
Total Assets							61,785	60,109	61,785	60,109	n/a	n/a	n/a
Financial Liabilities													
Payables	15	/	/	/	/	/	321	987	321	987	n/a	n/a	n/a
Total Financial Liabilities							321	987	321	987	n/a	n/a	n/a
Total Liabilities							4,167	4,707	4,167	4,707			4,707

* Includes Grant Receivables which were omitted in error in 2003-04 financial year.



NOTE 22: FINANCIAL INSTRUMENTS

(b) Net Fair Values of Financial Assets and Liabilities

All financial assets and liabilities have been recognised at the balance date at their net fair values.

(c) 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 doubtful debts of those assets, as disclosed in the Statement of Financial Position and notes to the financial statements.

NOTE 23: WESTERN AUSTRALIAN GOVERNMENT CAPITAL GRANT

This amount represents the independent market valuation of land provided by the Western Australian Government for the construction of a Secondary Education Hostel in Kununurra, WA.

NOTE 24: 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 Commonwealth Trading Bank money market call accounts as follows:

	2005 \$	2004 \$
CAPITAL ACCOUNT		
Opening Balance	70,000	69,000
Contribution to maintain real value	1,000	1,000
CLOSING BALANCE	71,000	70,000
OPERATING ACCOUNT		
Opening Balance	3,945	4,805
Adjustment to the opening balance*	1,400	
Receipts:		
Transfer of interest from Money Market Account	2,253	2,140
Sub-total	7,598	6,945
Payments:		
To Aboriginal High School Children	200	2,000
Sub-total	7,398	4,945
Transfer to Capital Account Above	1,000	1,000
CLOSING BALANCE	6,398	3,945

* The adjustment of \$1,400 relates to an error in the 2003–04 closing balance.

● Appendices

Appendix 1



Legislation

Aboriginal Hostels Limited is a company limited by guarantee. The Australian Government, through the Minister for Family and Community Services, is the sole shareholder. It's constitution is in accordance with the *Corporations Act 2001*.

At 30 June 2005 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 Commission Act 2005*
- ▶ *Commonwealth Electoral Act 1918*
- ▶ *Freedom of Information Act 1982*
- ▶ *Occupational Health and Safety (Commonwealth Employment) Act 1991*



Appendix 2



Internal committees: composition of members

- ▶ The Executive Management team 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 (MCM), comprises the Executive and Divisional Managers within central office and Regional Managers.
- ▶ The Regional Managers Meeting is aligned with the MCM, and comprises the Assistant General Manager—Operations, Regional Managers, and the Manager, Accommodation Services Division.
- ▶ The Property Review Committee (PRC) comprises the Executive, Divisional Managers and the Property section manager and the Hostel Operations Section Manager to discuss company matters, including construction and works program, policies, research and evaluation and performance of company hostels. Board papers must have prior endorsement of the PRC.
- ▶ The CHG Committee comprises the Executive, Divisional Managers and Hostel Operations Section Manager, are held in tandem with the PRC meetings for discussion on CHG matters, including new submissions, performance and defunding proposals. This committee also must endorse Board papers.
- ▶ The OH&S committees are made up of nine regional sub-committees and one national committee. The National Committee comprises AGM—Company Secretary, a regional manager, a division manager and the Chair of the central office OH&S Committee.

Appendix 3



Commonwealth Disability Strategy

COMPLIANCE WITH PERFORMANCE REPORTING FRAMEWORK

AHL is required to report on its performance in meeting the Commonwealth Disability Strategy under the designated reporting framework. The AHL Disability Strategy and Action Plan was not released in 2004–05 as planned and is still in the development phase.

However AHL ensures that all programs and services are accessible to people with disabilities. The aim is to achieve measurable improvements over a period of time.

AHL continued to improve access for employees, residents and visitors with disabilities. All new AHL facilities are designed to meet the requirements for access and use by people with a disability. Major refurbishment projects also address disability requirements under the relevant building code.





Appendix 4



Occupational health and safety

AHL is committed to managing and improving occupational health and safety. We believe we have a responsibility to continue to focus on workplace safety through health and safety initiatives, injury prevention and management, regular workplace inspections, workplace committees and/or OH&S representatives (HSRs).

To operate effectively AHL has policy and procedures in place to ensure safe worksites and systems of work to manage risks. Also supervision and adequate training is provided. The revised OH&S Manual was released in 2004–05.

OH&S is driven by proactive management activity, ongoing accountability and the voluntary work of HSRs as well as regionally based OH&S committees. OH&S committees comprise nine regional sub-committees and one national committee. HSRs and OH&S committees have statutory roles under the *Occupational Health and Safety (Commonwealth Employment) Act 1991*.

Each AHL hostel site has fully trained and accredited first aid officers to provide 24-hour coverage.

The annual workers compensation premium payable by AHL to the Australian Government insurer Comcare decreased from \$788,850 in 2003–04 to \$604,580 for 2004–05.

In November 2004, the General Manager made a formal commitment towards attainment of the national OH&S targets for the reduction of incidents and injuries and time off work, and the elimination of workplace deaths. The Certified Agreement includes a commitment to these targets being incorporated into the corporate outcome measures required to be met for a 1 per cent productivity bonus to be paid.

DEVELOPMENTS

Human Resources continued to raise the profile of OH&S in AHL through communication and training. The major focus of formal OH&S training was in the areas of prevention, first aid, fire safety and Comcare-specific courses. Of all training events in 2004–05, 51 per cent concentrated on OH&S specific courses.

Health and safety compliance with a set target of four OH&S meetings per year resulted in an improvement in 2004–05. There was an overall rating of 77 per cent compliance with regions 3, 4, 8, and central office accomplishing 100 per cent compliance against the target.

In 2004–05 AHL introduced a proactive injury management strategy to better manage the return to work of injured employees. With better post-injury management AHL has been able to make significant improvements in the length of time an injured worker is away from work, as can be seen in Table 19.

TABLE 19: EMPLOYEE INJURY CLAIMS

	Number of claims reaching 5 days incapacity	Number of claims reaching 30 days incapacity	Number of claims reaching 60 days incapacity	Number of claims accepted
2003–04	11	8	7	16
2004–05	6	3	0	15

The company had adopted the best practice compliance with Fire Safety and Fire Equipment Maintenance requirements as adopted by the state of Queensland and applied it across all its facilities nationwide.

To facilitate best practice compliance and monitoring, Wormald carried out a complete fire audit of each site and prepared comprehensive fire manuals including fire evacuation plans. They will also conduct regular staff training during regular visits to service equipment at each site. Each AHL site is also linked through a fire line to the local fire brigade.

Assessable OH&S accountabilities are included in the service level agreements of all regional managers and hostel managers.

COMCARE INVESTIGATIONS AND AUDIT

Comcare conducted a planned occupational health and safety management investigation between November 2004 and December 2004 at four worksites: Yumba Hostel; Kuyyam Hostel; Geraldine Briggs Hostel; and central office.

As a result of the audit a fire safety issue at Yumba Hostel was found by Comcare to be non-compliant. A Provisional Improvement Notice (PIN) was actioned by Comcare. AHL met the requirements of the PIN so it was subsequently removed.

The resultant outcome was positive with a notable improvement compared to the 1999–2000 investigations.

STATISTICS 2004–05

During the year 17 OH&S related incidents were reported internally. No dangerous occurrences or serious personal injuries were notified to Comcare under section 68 of the Act. Fifteen claims for workers compensation were accepted.





Approximately 18 individual ergonomic workstation assessments were conducted nationally as an OH&S prevention measure.

REHABILITATION

By constructively addressing factors and issues resulting from workers compensation claims, a strategy was introduced whereby on receipt of a claim the case manager engages the services of a rehabilitation provider to assess and develop a return to work plan. This intervention has been extremely effective with consequent benefits in reducing the costs to AHL. The outcome of this strategy is that, in 2004–05 the overall cost for psychological injuries is lower than previous years.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) continued to be made available to staff and their families in 2004–05. The utilisation rate was 2.6 per cent (1.7 per cent in 2003–04). The breakdown of the issues that brought people to seek counselling indicated that 57 per cent of these issues were categorised as work related and 43 per cent were categorised as personal.

Appendix 5



Freedom of information

SECTION 8 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 made, arrangements for public involvement in the work of the company, documents held by the company and how members of the public can obtain access to these documents.

The body of this annual report explains the functions of the company and issues currently affecting members of the public. They are detailed under each program element. This statement supplements the general information contained in the body of the annual report to meet the requirements of Section 8 of the FOI Act and is correct as at 25 June 2005.

FREEDOM OF INFORMATION REQUESTS

There was one outstanding request from 2003–04, which was finalised in 2004–05, and it is estimated 0.01 percent of number of staff (20 hours) was spent on this request in this financial year.

There were no new requests in 2004–05.

HOW TO GET INFORMATION

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 do 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 and 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:

- ▶ *AHL Annual Report**
- ▶ AHL Corporate Plan*
- ▶ AHL Customer Service Charter*
- ▶ AHL Complaints and Appeals booklet*
- ▶ Statement of Corporate Intent between Australian Government and AHL
- ▶ AHL Constitution
- ▶ *Hostel News**
- ▶ *Introducing Hostels* pamphlet*
- ▶ *Accommodation Guide**
- ▶ *AHL Workplace Diversity* booklet*
- ▶ Aboriginal and Torres Strait Islander Recruitment & Career Development Strategy*
- ▶ AHL Certified Agreement 2003–2006
- ▶ *AHL Standard of Conduct* pamphlet*
- ▶ AHL Health and Safety Policy Manual
- ▶ AHL Operations Manual
- ▶ AHL Houseparents Manual
- ▶ AHL Motor Vehicle Manual
- ▶ AHL Finance and Office Services Manual
- ▶ AHL Constructions Standard Manual
- ▶ AHL Constructions and Maintenance Procedures Manual
- ▶ AHL Personnel Procedures Manual
- ▶ AHL Records Management System Manual
- ▶ AHL Financial Management Systems Manual
- ▶ AHL Fraud Control Plan
- ▶ AHL Fraud Awareness Guide

* Documents marked with an asterisk are available on request free of charge.

Correspondence on FOI matters should be addressed to:

The General Manager
Aboriginal Hostels Limited
PO Box 30
Woden ACT 2606

Complaints and appeals

COMPLAINTS

In the majority of cases, resident issues tend to be resolved at the hostel level before becoming formal complaints. Residents have the option of referring complaints to regional offices or to the Complaints Officers in central office. AHL also has a complaints toll-free number, 1 800 640 836.

In 2004–05, central office directly received two formal complaints with the resident complaint being resolved on the same day. The second complaint from a non-resident about a hostel was resolved in July 2005.

Although AHL has comprehensive internal procedures for staff to follow, it is possible that complaints in the regions are not being forwarded to central office for input into the complaints tracking system. Refresher training in the procedures was given to hostel managers at the recent Adelaide and Melbourne hostel managers workshops and will be given at the five workshops planned for 2005–06 in order to enhance AHL's tracking of complaints.

APPEALS AGAINST COMMUNITY HOSTELS GRANTS PROGRAM DECISIONS

One appeal was received to an AHL advice of an intention to cease funding a service following a review that indicated a lack of demand for the service. The organisation was given an extended period but failure to improve its occupancy resulted in AHL ceasing funding as of 31 December 2004.





Appendix 7



Certified and workplace agreements

CERTIFIED AGREEMENT

The second pay increase under the AHL Certified Agreement 2003–06 was paid in December 2004. The current agreement nominally expires in December 2006. The third and final pay increase is due for payment in December 2005.

PRODUCTIVITY BONUS

Staff achieved the key corporate outcome measures as detailed in Attachment C, clause 99 of the agreement so the second productivity bonus of 1 per cent was paid in the first pay period in December 2004.

AUSTRALIAN WORKPLACE AGREEMENTS

AHL offers Australian Workplace Agreements (AWAs) to all Senior Executive Service (SES) staff and to two key non-SES staff at Hetti Perkins Home for the Aged.

AGREEMENT COVERAGE

TABLE 20: CERTIFIED AGREEMENT COVERAGE

Classification	Staff
APS	441
EL	17

TABLE 21: AWA COVERAGE

Classification	Staff
APS	1
EL	1
SES	2

Note: These tables do not include statutory office holders

TABLE 22: SALARY RANGES (AS AT 30 JUNE 2005)

Classification	Minimum	Maximum
APS 1	\$26,939	\$31,553
APS 2	\$29,159	\$35,828
APS 3	\$33,495	\$42,479
APS 4	\$41,647	\$44,532
APS 5	\$43,329	\$48,796
APS 6	\$50,656	\$56,981
EL 1	\$63,267	\$70,865
EL 2	\$73,783	\$83,706





Appendix 8



Code of Conduct actions

Staff commencing with AHL are provided with a brochure outlining the Australian Public Service Values and Code of Conduct. The hostel managers workshops include information on the Values and Code of Conduct. Significant updates are provided through internal staff notes.

ACTIONS

AHL takes appropriate action if it is determined that a breach has occurred. Outcomes of investigations in 2004–05 are listed below.

Eight investigations were completed to determine whether a breach of the code of conduct had occurred. Of these cases four investigations found that a breach had occurred and action was taken against the employees concerned. One investigation is ongoing and was not completed in 2004–05.

Results of investigations

- ▶ One investigation resulted in termination of employment.
- ▶ Two investigations resulted in re-assignment of duties.
- ▶ One investigation resulted in reduction in salary level.

Causes of breaches of the code

- ▶ One breach arose from failing to act with care and diligence.
- ▶ Two breaches arose from failing to treat everyone with respect and courtesy, and without harassment.
- ▶ One breach arose from failure to comply with a lawful and reasonable direction.

Appendix 9



Hostel addresses

WESTERN AUSTRALIA

Perth	Address	Telephone	Type
Allawah Grove	133 Great Eastern Highway, South Guildford WA 6055	08 9279 6646	Transient
Derbal Bidjar Hostel	6–8 Harrow Street, Maylands WA 6051	08 9371 9090	Medical Transient
Clontarf Aboriginal College	295 Manning Road, Bentley WA 6102	08 9458 9444	Secondary Education
Other centres			
Milliya Rumurra Hostel	78 Great Northern Highway, Broome WA 6725	08 9192 1699	Substance Use Rehab
Broome Hostel	52 Forrest Street, Broome WA 6725	08 9193 6520	Medical Transient (Renal Dialysis)
Kabayji Booroo Hostel	44–54 Villiers Street, Derby WA 6728	08 9191 1867	Transient
Ngamang Bawoona	Lot 1287s Sutherland Street, Derby WA 6728	08 9193 1505	Aged Care
Guwardi Ngadu	Forrest Road, Fitzroy Crossing WA 6765	08 9191 5240	Aged Care
Boomerang Youth Hostel	97 Gregory Street, Geraldton WA 6530	08 9921 6843	Transient
Wongutha CAPS Hostel	East Gibson Road, Gibson WA 6448	08 9075 4011	Secondary Education (Boys & Girls)
Trilby Cooper Hostel	12–14 Hannan Street, Kalgoorlie WA 6430	08 9021 5549	Transient
Wunan Hostel	167 Coolibah Drive, Kununurra WA 6743	08 9168 3881	Tertiary Education/ Training
Karalundi Aboriginal Education Centre	Great Northern Highway, via Meekatharra WA 6642	08 9981 2933	Primary/ Secondary Education
Lake Jasper Project	Lot 1094 Regalia Road, Nannup WA 6275	08 9756 1056	Homeless (Youth at Risk)
Bunara Maya Hostel	9 Hamilton Road, South Hedland WA 6722	08 9172 2138	Transient
Yaandina Frail Aged Hostel	52 Hampton Street, Roebourne WA 6718	08 9182 1172	Aged Care
7 Mile Rehabilitation Centre	Lot 1370 Great Northern Highway Wyndham WA 6740	08 9161 1381	Substance Use Rehab





NORTHERN TERRITORY

Darwin			
Daisy Yarmirr Hostel	7 Glencoe Crescent, Tiwi NT 0810	08 8927 3866	Transient
Dolly Garinyi Hostel	60 Boulter Road, Berrimah NT 0828	08 8922 4808	Substance Use Rehab
FORWAARD	33 Charles Street, Stuart Park NT 0820	08 8981 8673	Substance Use Rehab
Galawu Hostel	10 Finnis Street, Darwin NT 0801	08 8981 4106	Transient
Juninga Centre	8630 Dick Ward Drive, Coconut Grove NT 0810	08 8948 0442	Aged Care
Nagandji Nagandji-Ba Hostel	14 Verbena Street, Nightcliff NT 0810	08 8985 1548	Medical Transient (Renal Dialysis)
Nungalinya College	Dripstone Road, Casuarina NT 0810	08 8927 1044	Tertiary Education and Training
Silas Roberts Hostel	21 Packard Street, Darwin NT 0801	08 8981 5071	Transient
Alice Springs			
Ayiparinya Hostel	Lot 8139 Larapinta Drive, Alice Springs NT 0870	08 8952 4981	Transient
CAAAPU	Lot 290 Ragonesi Road, Alice Springs NT 0870	08 8955 5336	Substance Use Rehab
Hetti Perkins Home	9 Percy Court, Alice Springs NT 0870	08 8952 5811	Aged Care
Safe Families Program	3 Brown St, Alice Springs NT 0870	08 8952 2999	Homeless
St. Mary's Family Services	South Stuart Highway, Alice Springs NT 0870	08 8952 2833	Primary Education
Sid Ross Hostel	15 Gap Road, Alice Springs NT 0870	08 8952 5781	Medical Transient
Topsy Smith Hostel	18 Renner Street, Alice Springs NT 0870	08 8952 7815	Medical Transient (Renal Dialysis)
Tangentyere House	4 Elder Street, Alice Springs NT 0870	08 8951 4222	Homeless
Other centres			
Corroboree Hostel	11 Kirkpatrick Street, Katherine NT 0850	08 8972 2177	Transient
Fordmail Student Hostel	Lot 2041 Zimmin Drive, Katherine NT 0850	08 8971 1404	Secondary Education
Rockhole Rehabilitation Kalano Farm	Lot 1864 Stuart Highway, Katherine NT 0850	08 8972 2588	Substance Use Rehab
Womens Medical Hostel	Knotts Crossing, Katherine NT 0850	08 8972 3040	Medical Transient (Antenatal)
Nhulunbuy Hostel	Bottlebrush Avenue, Nhulunbuy NT 0881	08 8987 2553	Transient
Wangkana-Kari Hostel	Lot 782 Patterson Street, Tennant Creek NT 0860	08 8962 2511	Secondary Education
Pulka Pulka Kari Aged Care Facility	Peko Road, Tennant Creek NT 0861	08 8962 1222	Aged Care
Nyangatjatjara College	Mala Rd Yulara NT 0872	08 8956 2555	Secondary Education

QUEENSLAND

Brisbane

Born Free Hostel	27 Brook Street, Highgate Hill QLD 4101	07 3846 5733	Homeless
Bowman Johnson Hostel	5 Oxford Street, Sth Brisbane QLD 4101	07 3844 2115	Homeless
Elley Bennett Hostel (AHL)	501 Brunswick Street, New Farm QLD 4005	07 3358 1175	Transient
Georgina Thompson Hostel	694 Wynnum Road, Morningside QLD 4170	07 3395 6888	Aged Care
Jane Arnold Hostel	155 Moray Street, New Farm QLD 4005	07 3358 2694	Transient
Jesse Budby Centre	27 Llewellyn Street, New Farm QLD 4005	07 3358 5855	Substance Use Rehab
Jimbelunga	259 Riverhills Road, Eagleby QLD 4207	07 3807 0655	Aged Care
Joyce Wilding Hostel	Pacific Highway, Mt Gravatt QLD 4122	07 3841 0718	Transient
Musgrave Park Hostel	196 Boundary Road, West End QLD 4101	07 3846 5160	Homeless
Yumba Hostel	55 Gray Road, Hill End QLD 4101	07 3844 3721	Tertiary Education & Training/ Transient

Cairns

Dija Meta Aged Care & Disabled Hostel	269 - 277 Hartley Street, Portsmith Cairns QLD 4870	07 4035 3008	Aged Care
Douglas House	198 Grafton Street, Cairns QLD 4870	07 4044 6900	Substance Use Rehab
Joe McGinness Hostel	234-236 Spence Street, Cairns QLD 4870	07 4051 2141	Secondary Education
Kuiyam Hostel	162 Grafton Street, Cairns QLD 4870	07 4051 6466	Transient
Mookai Rosie Bi-Bayun	105 Balaclava Road, Cairns QLD 4870	07 4033 2083	Medical Transient (Women)

Other centres

Dija Meta Aged Care & Disabled Hostel	269-277 Hartley Street, Portsmith Cairns QLD 4870	07 4035 3008	Aged Care
Douglas House	198 Grafton Street, Cairns QLD 4870	07 4044 6900	Substance Use Rehab
Joe McGinness Hostel	234-236 Spence Street, Cairns QLD 4870	07 4051 2141	Secondary Education
Kuiyam Hostel	162 Grafton Street, Cairns QLD 4870	07 4051 6466	Transient
Mookai Rosie Bi-Bayun	105 Balaclava Road, Cairns QLD 4870	07 4033 2083	Medical Transient (Women)
Yaamba Hostel	Palm Meadows Road, Bundaberg QLD 4670	07 4159 7535	Substance Use Rehab





Bidjara Hostel	51 Willis Street, Charleville QLD 4470	07 4654 2599	Medical Transient/ Transient
Nly-Ku-Byun Hostel	Fisher Street, Cherbourg QLD 4605	07 4168 2699	Aged Care
Wunjuada Hostel	15 Brambah Avenue, Cherbourg QLD 4605	07 4168 1225	Substance Use Rehab
Gamba Lodge	91 Nicholson Street, Dalby QLD 4405	07 4662 5883	Transient
Nareeba Moopi Moopi-Pa	Lot 2 East Coast Road, Dunwich QLD 4183	07 3409 9340	Aged Care
Woodleigh College	Broadway, Herberton QLD 4872	07 4096 2256	Secondary Education
Hopevale Aged Care	Thiele Street, Hopevale QLD 4871	07 4060 9242	Aged Care
Mackay Hostel	49–53 Boddington Street, Mackay QLD 4740	07 4953 3703	Transient
Fred Leftwich Rest Home	Shanty Creek Road, Emerald Creek via Mareeba QLD 4873	07 4093 3190	Aged Care
Rose Colless Haven	Shanty Creek Road, Emerald Creek via Mareeba QLD 4873	07 4093 3190	Substance Use Rehabilitation
Kuba Natha Aged Persons Hostel	Lardil St, Mornington Island QLD 4871	07 4745 7239	Aged Care
Kabalulumana Hostel	39 Pamela Street, Mount Isa QLD 4825	07 4743 5124	Transient
Kalkadoon Aboriginal Sobriety House (KASH)	Barkley Highway, Spear Creek Mount Isa QLD 4825	07 4743 2370	Substance Use Rehab
Ferdy's Haven	Coconut Grove, Palm Island QLD 4814	07 4770 1152	Substance Use Rehab
Milbi Farm	265 Lindleys Road, South Belmont Rockhampton QLD 4700	07 4934 2828	Transient
Neville Bonner Hostel	5 Bridge Street, Nth Rockhampton QLD 4701	07 4927 3656	Transient
Canon Boggo Pilot Hostel	145 Douglas Street, Thursday Island QLD 4875	07 4090 3246	Tertiary Education and Training
Jumula Dubbins Hostel	60 Victoria Parade, Thursday Island QLD 4875	07 4069 2122	Transient
Stagpole Street Hostel	9 Stagpole Street, Townsville QLD 4810	07 4771 5655	Substance Use Rehab
Wangetti Education Centre	Cook Highway, Wangetti QLD 4871	07 4069 8100	Secondary Education
Western Cape	8 & 12 Yileen Court, Weipa QLD 4874	07 4055 3388	Secondary Education
Gindaja Substance Misuse	87 Back Beach Road, Yarrabah QLD 4871	07 4056 9156	Substance Use Rehab
Yarrabah Aged Persons Hostel	Backbeach Road, Yarrabah QLD 4871	07 4056 9290	Aged Care

NEW SOUTH WALES

Sydney

Biala Hostel	38 Lyly Road, Allambie Heights NSW 2100	02 9905 2200	Secondary Education (Girls)
Chicka Dixon Hostel	90 Liverpool Road, Enfield NSW 2136	02 9747 4198	Transient
Kirinari Hostel	Box Road, Sylvania Heights NSW 2224	02 9522 8958	Secondary Education
Mac Silva Centre	49B Wellington Road, Waterloo NSW 2017	02 9310 1912	Homeless (Men)
Ngadu Hostel	321 Livingstone Road, Marrickville NSW 2204	02 9554 7956	Transient
Tony Mundine Hostel	203 Catherine Street, Leichhardt NSW 2040	02 9550 0178	Tertiary Education and Training
Mark Ella Hostel	18 Hewlett Street, Granville NSW 2142	02 9637 0932	Tertiary Education and Training

Other centres

Ee-Kee-Na Hostel	52 Rockvale Road, Armidale NSW 2350	02 6772 1500	Tertiary Education and Training
Namatjira Haven	Whites Lane, Alstonville NSW 2477	02 6628 1098	Substance Use Rehab
Orana Haven Hostel	1 Byrock Road, Gongolgan (Brewarrina) NSW 2839	02 6874 4886	Substance Use Rehab
Gu-Dgodah Hostel	lot 5 Talga Road, Rothbury (Cessnock) NSW 2320	02 4930 7760	Substance Use Rehab
Mayaroo Hostel	6A Cumberland Street, Cessnock NSW 2325	02 4990 6747	Transient (Weekend)
Warrina Hostel	20L Chapmans Road, Dubbo NSW 2830	Tel: 02 6884 1624	Secondary Education
Benelong's Haven	2054 South West Rocks Road, via Kempsey NSW 2440	02 6567 4856	Substance Use Rehab
Roy Thorne Centre	180 Greenbah Road, Moree NSW 2400	02 6752 2248	Substance Use Rehab
Durungaling Hostel	19 Spruce Street, Lambton (Newcastle) NSW 2299	02 4952 4062	Tertiary Education and Training/ Transient
Kirinari Hostel	15 Myall Rd, Garden Suburb (Newcastle) NSW 2289	02 4943 4362	Secondary Education
Rose Mumbler Village	lot 21 Judith Avenue, North Nowra NSW 2541	02 4422 1292	Aged Care
Tamworth Hostel	179 Johnston Street, Tamworth NSW 2340	02 6761 3859	Medical Transient
The Glen	50 Church Road, Chittaway (Wyong) NSW 2261	02 4388 6360	Substance Use Rehab





VICTORIA

Melbourne

Galiamble Halfway House	66 Grey Street, St Kilda VIC 3182	03 9534 1602	Substance Use Rehab
George Wright Shelter	66 George Street, Fitzroy VIC 3065	03 9419 8648	Homeless (Men)
Lady Gladys Nicholls Hostel	56 Cunningham Street, Northcote VIC 3070	03 9489 0032	Tertiary Education and Training/ Transient
William T. Onus Hostel	75 Westgarth Street, Northcote VIC 3070	03 9489 6701	Transient
Winja Ulupna Hostel	14 Charnwood Crescent, St Kilda VIC 3182	03 9525 5442	Substance Use Rehab

Other centres

Jumbarra Hostel	120–124 Princes Highway, Bairnsdale VIC 3875	03 5152 2040	Substance Use Rehab
Meerindoo Hostel	104 Day Street, Bairnsdale VIC 3875	03 5152 2188	Homeless (Youth)
Ronald Cameron Hostel	1416 Sturt Street, Ballarat VIC 3350	03 5331 1415	Transient
Worawa College	1 Piccaninni Road, Healesville VIC 3777	03 5962 4344	Secondary Education
Harry Nanya Hostel	362 Deakin Avenue, Mildura VIC 3500	03 5022 2272	Transient
Maloga Home	22 Fraser Street, Nathalia VIC 3638	03 5866 2669	Aged Care
Geraldine Briggs Hostel	17–19 Wyndham Street, Shepparton VIC 3630	03 5831 7258	Transient
Percy Green Memorial Hostel	Mooroopna-Murchison Road, Toolamba VIC 3614	03 5826 5217	Substance Use Rehab

SOUTH AUSTRALIA

Adelaide

Cyril Lindsay House	307 South Terrace, Adelaide SA 5000	08 8223 6099	Substance Use Rehab
Gladys Elphick Hostel	29 Second Avenue, Klemzig SA 5087	08 8261 6188	Transient
Karinga Hostel	430 Payneham Road, Glynde SA 5070	08 8336 2525	Prison Release & Diversion (by referral only)
Luprina Hostel	2 Clements Street, Dudley Park SA 5008	08 8269 5254	Medical Transient/ Transient
Mulgunya Hostel	55 Dew Street, Thebarton SA 5031	08 8234 2488	Medical Transient
Nindee Hostel	2 Oban Street, Beulah Park SA 5067	08 8332 2352	Transient
Other centres			
Barrie Wiegold Hostel	Lot 271 Karoonda Road, Murray Bridge SA 5253	08 8532 4940	Substance Use Rehab
Lois O'Donoghue	34 Johnson Street, Port Augusta SA 5700	08 8642 6658	Transient

Abbreviations and acronyms



AASB	Australian Accounting Standards Board	GWH	George Wright Hostel
AEIFRS	Australian Equivalents of International Financial Reporting Standards	HSRs	OH&S representatives
AGAAP	Australian Generally Accepted Accounting Principles	IBISS	Indigenous Boarding in Secondary Schools
AHURU	Australian Housing and Urban Research Unit	ICC	Indigenous Coordination Centres
ANAO	Australian National Audit Office	IEP	Indigenous Employment Policy
APS	Australian Public Service	IYMP	Indigenous Youth Mobility Program
ASD	Accommodation Services Division	MCM	Management Committee Meeting
ASIC	Australian Securities and Investment Commission	MOU	Memorandum of Understanding
ATSIC	Aboriginal and Torres Strait Islander Commission	NAIDOC	National Aboriginal and Islander Day of Celebration
ATSI	Aboriginal and Torres Strait Islander Services	NAISDA	National Aboriginal and Islander Skills Development Association
BSC	Balanced Scorecard	NARSA	National Association of Rural Secondary Accommodation
CAAAPU	Central Australian Aboriginal Alcohol Program Unit	NGSTH	Non-government School Term Hostels
CAPS	Christian Aboriginal Parent-directed School	OATSIH	Office of Aboriginal and Torres Strait Islander Health
CDEP	Community Development Employment Projects	OH&S	Occupational Health and Safety
CHG	Community Hostels Grants	PIN	Provisional Improvement Notice
CO	Central Office	PRC	Property Review Committee
DEST	Department of Education, Science and Training	R&E	Research and Evaluation
DEWR	Department of Employment and Workplace Relations	SAAP	Supported Accommodation Assistance Program
DHA	Department of Health and Ageing	SES	Senior Executive Service
EAP	Employee Assistance Program	SLA	Service Level Agreement
EMS	Environmental Management System	STEP	Structured Training and Employment Projects
ESRD	End-stage renal disease	VPN	Virtual Private Network
FaCS	Department of Family and Community Services		
FCP	Fraud Control Plan		
FMIS	Financial Management Information System		
FPD	Finance and Property Division		





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ISSN 0313-2129

ABORIGINAL HOSTELS LIMITED

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Some names may be mentioned, or images portrayed of people who have died since the events recorded occurred. AHL apologises for any hurt caused.

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