ANNUAL REPORT

2025 – 2026

INVERELL | ARMIDALE | GLEN INNES | TENTERFIELD | TINGHA

21 Years of Culture, Care and Community.

Armajun Aboriginal Health Service





ACKNOWLEDGEMENT OF COUNTRY

Armajun Aboriginal Health Service acknowledges the Traditional Custodians of the lands on which we live and work.
We pay our respects to Elders past, present and emerging, and recognise their continuing connection to land, waters and community.

Contents

Section 01 Board & Governance
Chairperson • Treasurer • Board of Directors • Our Values

Section 02 Strategic Direction

Section 03 Our Organisation
Ceo • Deputy Ceo • Staff Overview

Section 04 Finance
Performance • Sustainability

Section 05 Primary Health Care
Snapshot • NKPI Performance

Section 06 Dental & Oral Health

Section 07 Quality Safety & Learning
Policies • Procedures • Accreditation

Section 08 Social Supports
Drug & Alcohol • Mental Health • Homelessness • Family Healing

Section 09 Community Programs
Early Intervention • Community • Health Promotion

Closing pages
A year in pictures • Looking forward • Contact



Our Story – Celebrating 21 Years of Community, Culture and Care

Armajun Health Service Aboriginal Corporation | 2005–2026
Celebrating 21 years of Aboriginal leadership, cultural strength and commitment to improving the health and wellbeing of our communities.

In 2026, Armajun Aboriginal Health Service proudly celebrates 21 years of serving Aboriginal people, families and communities across the New England region. Since officially opening its doors on 19 September 2005 at 152 Otho Street, Inverell, Armajun has grown from a locally focused health service into an established regional organisation, built on the strength of Aboriginal community control, cultural identity and self-determination.

The foundations of Armajun were established through the determination of local Aboriginal community members who envisioned a health service that understood and respected the needs of their people. Over the past 21 years, that vision has continued to guide the organisation's growth, achievements and commitment to delivering culturally safe, accessible health care.

From one location in Inverell to services across five communities, Armajun's expansion into Tingha, Glen Innes, Tenterfield and Armidale has strengthened access to primary health care, dental services, chronic disease management, mental health and social and emotional wellbeing, drug and alcohol support, family services and community programs.

A significant milestone came in 2021 with the opening of Armajun's purpose-built, organisation-owned health facility at 3 Rivers Street, Inverell, representing an investment of approximately $6 million and a lasting commitment to Aboriginal community-controlled health infrastructure.

Throughout these 21 years, the dedication of Board Directors, Elders, staff and community members has been central to Armajun's success. Their leadership and commitment have helped shape an organisation that continues to respond to community needs while keeping culture, connection and care at its heart.

As we celebrate 21 years, we honour those who built our foundations, recognise the achievements of our people and look towards a future of stronger services, healthier families and thriving Aboriginal communities.

21 Years of Community. 21 Years of Culture. 21 Years of Care.

Honouring our past. Celebrating our achievements. Strengthening our future.



SECTION 01

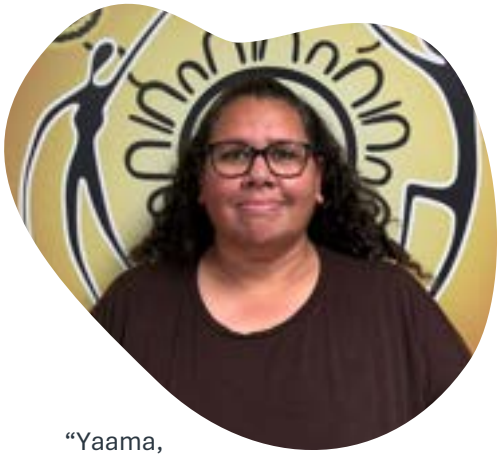
Board & Governance

Strong Leadership. Cultural Integrity. Community Accountability.

Armajun Aboriginal Health Service is guided by a dedicated Board of Directors whose leadership, cultural knowledge and commitment to community ensure our organisation remains strong, accountable and community controlled.

Our Board plays a vital role in shaping Armajun's future, providing strategic direction, strengthening governance and ensuring the voices and needs of Aboriginal and Torres Strait Islander peoples remain at the heart of everything we do.

Throughout 2025–2026, our Directors have continued to support the growth of Armajun, championing accessible, culturally appropriate healthcare and the ongoing development of services across the New England region.



GOVERNANCE

Chairperson

Board leadership, accountability and community direction.

“Yaama,
I would like to pay my respects to all Elders past, present & emerging in the Armajun service areas where we meet here today.
What a year we’ve had. Armajun Health Service Aboriginal Corporation (HSAC) continues to grow, change, and strengthen — and while some changes have been exciting and others have tested us, our focus has remained the same: keeping Armajun strong for our communities.
A major highlight this year was welcoming our new CEO, Matthew (Matt) Trindall, who commenced in February 2026. Matt has already made a significant impact, securing new funding streams and strengthening programs across our service area. One of the biggest achievements is the First 2000 Days initiative, which will support families and young children during the most important early years. More details will be shared in the CEO’s Report.
This year the Board also continued to strengthen our governance capability. We completed governance training to deepen our understanding of our roles and responsibilities, and we held policy development days to review and update key policies. These sessions have been extremely valuable and support us in making informed decisions for Armajun’s future.
We also took a big step forward in modernising how the Board operates. The Board has begun using BoardPro, and let me tell you — it has been a learning curve, but a good one. We are slowly getting the hang of it, and it is already helping us improve how we manage our meetings, store documents, and keep everything organised. The Board is excited to keep building our confidence with BoardPro as we move further into the digital world.
Alongside this, we have been working with Matt and Chief Financial Officer Shayne to support Armajun’s broader transition from paper-based systems to digital operations. It is a long road, but we know the benefits will be worth it — less time spent on paperwork and more time dedicated to community care.
Armajun continues to provide outreach services across our region, and improvements will continue where needed as part of our strategic planning. The Board remains committed to ensuring each site is supported to deliver culturally safe, high-quality services. The Board is exploring long term arrangemnets in Glen Innes to support the clinic and Tenterfield.
This year has also been about looking forward. With Armajun turning 21 this year, the Board is excited to celebrate this milestone with our communities and staff. It will be a wonderful opportunity to reflect on how far Armajun has come and to acknowledge everyone who has contributed along the way. We will be kicking off the first of many celebrations by the end of this year with a Christmas party at all sites. Be on the lookout later in the year for this upcoming event.
The Board would like to give a huge big thank you to all Armajun HSAC staff. Your dedication, resilience, and commitment to our communities is immeasurable. This year has brought many changes, and navigating them has been a massive task — but you have all stepped up, supported one another, and continued to deliver high-quality services.
We also extend our appreciation to Matt, Shayne, Russell, Roz, Luke, and the ATSI ICT team. Your support, advice, and hard work have been pivotal, and the Board is truly grateful. As I said last year, and it still stands: how much the Armajun Board appreciate the work and time you all provided is immeasurable. Truly thank you all.

Yaluu
Bernise Lecce
Chairperson



GOVERNANCE

Board of Directors

Community governance and strategic stewardship.

2025–2026

Our Board of Directors provides cultural leadership, strategic direction and strong governance to support Armajun Health Service in delivering culturally safe, community-controlled healthcare for our people.

Bernise Leece CHAIRPERSON	**Miranda Morgan** VICE CHAIR PERSON	**Ken Froome** DIRECTOR
Joyce Livermore DIRECTOR	**Leo Walker** DIRECTOR	**Robyn Brown** DIRECTOR
Helena Duroux DIRECTOR	**Nyocca Morgan** DIRECTOR	**Kerry Faiers** FORMER DIRECTOR

BOARD MEETINGS & DIRECTOR ATTENDANCE

2025–2026 | Financial year ended 30 June 2026

17 BOARD MEETINGS HELD

Attendance reflects meetings eligible to attend

DIRECTOR		ATTENDED / ELIGIBLE	ATTENDANCE
Bernise Leece		17 / 17	100%
Nyocca Morgan		7 / 9	78%
Helena Duroux		14 / 17	82%
Joyce Livermore		14 / 17	82%
Ken Froome		15 / 17	88%
Kerry Faiers	**Former Director**	9 / 11	82%
Leo Walker		16 / 17	94%
Miranda Morgan		10 / 11	91%
Robyn Brown		17 / 17	100%

Kerry Faiers — former Director; Resignation date 30 January 2026.



OUR CORE VALUES

Our Values. Our Culture. Our Commitment.

The principles that guide our care, our people and our connection to community

RESPECT

Every person matters. We listen to each voice and treat people with dignity.

ACCOUNTABILITY

We honour our commitments and take responsibility to clients, staff, partners and community.

TEAMWORK

We work together with our Board, staff, clients and stakeholders through cooperation and shared decisions.

INTEGRITY

We act ethically and professionally, upholding honesty, trust and confidentiality.

COMMUNITY INVOLVEMENT

We work with and for our communities, guided by their needs and aspirations.

QUALITY OF CARE

We strive for consistent, safe, high-quality care that minimises risk and harm.

INNOVATION

We welcome fresh ideas and better ways to deliver services for our communities.

TRANSPARENCY

We value openness and honesty in our services, management and governance.

Our values reflect our commitment to culturally appropriate, community-controlled and holistic Aboriginal health care.





SECTION 02

Strategic Direction, Growth and Good Governance

Our Vision. Our Direction. Our Future.

Our Strategic Vision 2020–2026

Strong Governance. Empowered People. Healthier Communities.
Building a sustainable future through culturally appropriate healthcare, strong leadership and community connection.

Our Commitment to Growth and Community Wellbeing

Armajun Health Service Aboriginal Corporation remains committed to strengthening the health and wellbeing of Aboriginal people, families and communities through culturally appropriate, accessible and holistic healthcare. Our Strategic Plan 2020–2026 provides a clear framework for organisational development, responsible governance and the continued delivery of quality health and community services across the New England region.

Throughout the strategic planning period, Armajun has focused on building a stronger and more sustainable organisation by investing in its workforce, improving infrastructure, expanding service delivery and strengthening the leadership capabilities of its Board of Directors. These four strategic priorities guide the organisation's direction and support its ability to respond to the changing needs of the communities it serves.

A key focus has been creating opportunities for Aboriginal employment, professional development and career progression, while strengthening partnerships with government, health providers and community organisations. Investment in facilities and service locations also supports Armajun's vision of providing welcoming, culturally safe environments where individuals and families can access coordinated care and support.

As Armajun approaches the completion of its 2020–2026 Strategic Plan, the organisation continues to review its achievements, identify opportunities for improvement and consider future priorities. Strong governance, accountability and community participation remain central to ensuring that Armajun continues to grow while maintaining its commitment to Aboriginal self-determination and community-led healthcare.

Strategic Plan

Our People, Our Places, Our Services & Governance

STRATEGIC PRIORITIES - OUR PEOPLE

Building an Aboriginal workforce with opportunities to grow

GOAL 1 | RECRUITMENT, RETENTION & CAREER PROGRESSION

Workforce planning included reviews of vacancies, position descriptions, award alignment and service capability across Armajun's hub-and-spoke model. The 30 June 2026 HR report recorded 104 staff, including 63 Aboriginal employees (67% excluding medical and dental officers).

SPOTLIGHT | CAREER PATHWAYS

Aboriginal career pathways remain central to the plan. Administration traineeships, training partnerships, Certificate IV discussions with AH&MRC and governance development support opportunities for staff to build skills and progress into leadership roles.

2025–26 STRATEGIC HIGHLIGHTS

The workforce review identified recruitment, retention and capability as ongoing priorities. The plan proposes a five-year HR strategy, education partnerships and cultural awareness training. Its target is a 20% increase in Aboriginal management staff over five years; this is a target, not a reported result.

NEXT STEPS

Complete the workforce plan, strengthen traineeship and professional development pathways, address service gaps and track Aboriginal staff retention, qualifications and leadership progression across all sites.

STRATEGIC PRIORITIES - OUR PLACES

Welcoming facilities and better access to care across our region

GOAL 2 | FIT-FOR-PURPOSE INFRASTRUCTURE

The strategic plan prioritises safe, welcoming and accessible clinics, community facilities and long-term asset management. During 2025–26, Linking Together services operated in Inverell, Tingha's Best Access Centre purchase was reported complete, and the refurbished Tenterfield clinic opened on 19 June 2026.

SPOTLIGHT | LINKING TOGETHER

Inverell's Linking Together Centre provides a shared base for community and social support programs, strengthening connections between homelessness, mental health, AOD, family healing and other practical supports. Its integrated model helps people access services in one familiar setting.

2025–26 FACILITY HIGHLIGHTS

Tenterfield's new clinic opened in June 2026 following refurbishment. The Tingha Access Centre supports locally delivered and visiting services. In Armidale, an application for up to $227,000 for Pat Dixon Medical Centre minor works through NSW Health was submitted and approved. The funding will improve access and fit for purpose infrastrutre to expand service delivery.

LOOKING AHEAD

Priorities include maintenance and improvement of existing assets, assessing regional accommodation needs and planning fit-for-purpose facilities. Armidale capital works and further property options remain subject to funding, approvals and future decisions.

STRATEGIC PRIORITIES - OUR SERVICES & GOVERNANCE

Expanding community care while strengthening accountability

GOAL 3 | EXPAND PROGRAM DELIVERY

Large focus on coordinated chronic care, improved GP access, outreach, youth engagement, aged care planning and stronger service partnerships. Priorities include reviewing outreach to Ashford, Walcha and Guyra and developing integrated alcohol and other drug pathways. Securing funding for Closing the Gap First 2000 Days will establish a dedicated Child and Family Health team over the next three years.

GOAL 4 | BOARD GOVERNANCE

More formal Board training, evaluation, review of Aboriginal community-controlled governance practices and stronger risk oversight. The Board has completed two days of training and exploring options to improve training and upskilling. Board of Directors established regular policy review meetings.

SPOTLIGHT | COMMUNITY CONNECTIONS

Service activity illustrates the breadth of Armajun's community response: 20 Elders group sessions, 608 mental health contacts and 48 CAFS playgroup sessions in Inverell and Tingha during July–December 2025. These are service achievements aligned with Goal 3.

SPOTLIGHT | GOVERNANCE IN ACTION

The AGM record reports 17 Board meetings in 2025–26. The plan identifies an enterprise risk register, operational implementation plan and review of priorities and KPIs as important next steps before the strategic plan concludes in December 2026



SECTION 03

Our Organisation & Our People

Leadership. Growth. Connection. Community.

At the heart of Armajun Aboriginal Health Service are our people, our culture and our community. For 21 years, Armajun has continued to grow, guided by a shared commitment to improving the health and wellbeing of Aboriginal people and families across the New England region.

Our strength lies in our dedicated staff, community leadership and the relationships we build. Together, we continue to deliver culturally safe, community-led services, honour our achievements and create opportunities for healthier, stronger communities for generations to come.

LEADERSHIP

Chief Executive Officer



Working together for culturally safe, holistic and inclusive care.

As CEO of Armajun Aboriginal Health Service, I want to acknowledge all the traditional custodians of the lands in which our services operate in, I want to pay my respects to our Elders and knowledge holders for their wisdom, guidance and values. I respect the unceded and continuing connection to sky, land and waterways of our traditional custodians.

I am proud to reflect on a year of progress, achievements, innovation and improved outcomes for our community. The organisation has gone through a transition to support digitally enabled services, improved systems, infrastructure and investment in best practice through continuous quality improvement. Armajun has set high expectations and aspires to be a Centre of Excellence for Aboriginal health care and the community.

The 2025-26 financial year has been marked by stakeholder engagement, strategic growth, commitment to culturally safe service delivery and Aboriginal community control. None of this is achievable without the ongoing support and dedication of our workforce, Board of Directors, Members and clients.

I want to share some of the remarkable achievements of the organisation over the past year. Armajun secured $4.2 million over three years to establish a Child and Family Health Service. The funding is part of the NSW Government commitment to Closing the Gap and the First 2000 Days program. This initiative will establish a dedicated program for Aboriginal women and families in the community to support antenatal, perinatal and postnatal support for mothers and their babies.

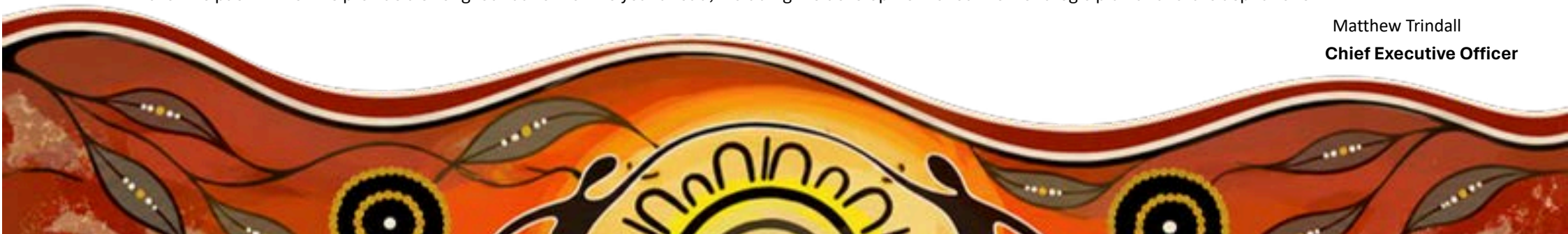
Infrastructure grants from the NSW and Commonwealth governments enabled the refurbishment of Armajun's Armidale and Tenterfield facilities, providing essential resources to ensure the community has access to fit-for-purpose health services. The refurbished Tenterfield building officially opened on Friday, 19 June. Armajun acknowledges the support of Hunter New England Local Health District, which enabled services to be co-located during the renovation.

Armajun was awarded the Outstanding contribution to Quality Management Practice awards in Clinic by the Aboriginal Health and Medical Research Council for the Telecare Paediatrics Clinic. The award is recognition of our dedicated staff, empowering staff to lead innovative projects based on community needs.

I want to extend my sincere thanks to the Board of Directors, staff, partner agencies and community for their ongoing support and unwavering commitment. Our achievements over the past 12 months provide a strong foundation for the year ahead, including the development of our next strategic plan and future aspirations.

Matthew Trindall

Chief Executive Officer





LEADERSHIP

Chief Financial Officer

Strong stewardship supporting sustainable service delivery.

It is an honour to present my first Chief Financial Officer's report as part of the Armajun Aboriginal Health Service's annual report. Armajun has delivered a solid financial result for the year. The result reflects careful management of our mix of Commonwealth and NSW Government grants, Medicare and bulk-billing revenue, and other program funding. It has enabled the organisation to meet its service obligations while maintaining a healthy financial position.

Consistent financial discipline has enabled the organisation to grow from a small service to a multi-site provider of comprehensive primary health care, dental, social and emotional wellbeing, drug and alcohol, transport and other programs. Those past successes give us the capacity and confidence to plan for the future.

Sustainability remains central to our strategy. We continue to focus on:

- Diversifying and strengthening revenue streams
- Maintaining appropriate reserves for continuity and future investment
- Strengthening financial systems and reporting
- Ensuring compliance with grant and regulatory requirements while maximising community service outcomes

The financial result has been directed toward investments in facilities, infrastructure, equipment, information systems and clinical tools. These support safe, efficient service delivery, better data for continuous improvement, and progress against Armajun's strategic plan and Closing the Gap.
Financial management is a means of advancing our vision—to be recognised as leaders in holistic health care for Aboriginal people—and our mission of providing culturally appropriate services that promote healthy lifestyles, wellbeing and good health, with the support and participation of our communities.

As CFO, my priority is to continue building a financially resilient organisation that can sustain and grow the services our communities need. I thank the Board for its leadership and oversight, the CEO and executive team for their partnership, and the finance team for their dedication. Together we will keep investing in the people, services and infrastructure required to deliver on our strategic plan and close the gap.

Shayne Bernard

Chief Financial Officer



LEADERSHIP

Practice Manager

Clinical leadership, quality and culturally safe care.

“The 2025–2026 year has been one of continued growth across Armajun Health Service. Across our clinics in Inverell, Armidale, Glen Innes and Tenterfield, our teams continue to provide culturally safe, comprehensive primary health care while responding to the changing needs of our communities.

Armajun is tracking strongly, supporting 6,410 clients and delivering 89,556 client contacts and 73,577 episodes of care during the year. Behind these figures are families, Elders, children and individuals who rely on our clinics for accessible and coordinated care.

An exciting step forward is Armajun's successful application for the Aboriginal Families First 2000 Days initiative. The program strengthens maternal, infant and child health, supporting healthier outcomes for Aboriginal children and families.

Our clinics continue to expand their multidisciplinary approach across general practice, nursing, Aboriginal health, preventative health, chronic disease management, dental and visiting clinical services. As Armajun grows, our focus remains on quality, cultural safety and continuity of care — ensuring our services remain connected to community rather than simply becoming larger.

I am incredibly proud and grateful for the dedication of our clinical teams and the way they continue to adapt, collaborate and support one another. Looking ahead, the expansion of our clinics and programs provides an opportunity to strengthen care across generations, supporting healthier pregnancies, healthier children, stronger families and healthier communities.”

Erma Botes

Practice Manager



LEADERSHIP

Community Manager

Supporting operational leadership across Armajun

“As Community Manager of Armajun, I am deeply privileged to join Armajun and support the strategic vision of our Board and our CEO, Matt Trindall. I want to pay my sincerest respects to Elders past, present, and emerging, and extend that deep respect to the Traditional Owners, Country, and Aboriginal communities across the New England region where I am honoured to live and work every day.

I am a very proud Wiradjuri man who was brought up in community, and that grounding shapes everything I do. Having worked across the primary health care sector for quite some time, my core motivation and lifelong commitment have always been centred on Aboriginal betterment, self-determination, and total health equality for our people. I know that true, lasting change only occurs when community leadership is respected and empowered to shape its own path forward.

My approach is entirely driven by grassroots community outcomes. I believe in listening to the voices on the ground, upholding culturally safe care, and ensuring that our programmes genuinely reflect the needs and aspirations of the families we serve. It is vital that our local communities remain at the heart of every decision we make and every initiative we deliver.
I am genuinely excited and humbled to step into this role at Armajun during such a dynamic time. I look forward to working closely alongside our staff, local leaders, and community members to build on our strong foundation, advance the vision of our leadership, and deliver meaningful, positive outcomes for our Mob.”

Justin Harris
Community Manager



LEADERSHIP

Quality Coordinator

Continuous improvement, safety, accreditation and learning.



“Quality and continuous improvement remain fundamental to the way Armajun Health Service delivers safe, culturally appropriate and effective care. Throughout 2025–2026, our focus has been on strengthening quality systems while ensuring strong clinical governance, accreditation and continuous improvement remain embedded in everyday practice.

A significant achievement was the successful AGPAL accreditation of our Inverell GP Clinic. The clinic completed its AGPAL site visit on 14 July 2025, with continuing accreditation achieved on 6 August 2025 following completion of the required documentation improvements. This reflects the commitment of our clinical and administrative teams to maintaining nationally recognised standards of general practice care.

Quality improvement also continued across our Dental Service, with self-assessment and evidence preparation undertaken against the National Safety and Quality Primary and Community Healthcare Standards, supporting the service's progression toward accreditation.

One of our proudest achievements was recognition of Armajun's Telecare Paediatrics Clinic, which received the AH&MRC Outstanding Contribution to Quality Management Practice Award. This recognition demonstrates how innovation, collaboration and continuous quality improvement can strengthen access to paediatric care for Aboriginal children and families across our regional communities.

Our CQI work has also focused on practical improvements in cancer care and cervical screening, ECG screening, STI testing for young people aged 15–29, spirometry services and influenza vaccination rates. Using CQI and PDSA processes allows our teams to identify opportunities, implement change and evaluate whether those changes are improving care and health outcomes.
Quality is also about listening and learning. Armajun continued to review incidents and hazards, client feedback and service data to identify opportunities for improvement. Our workforce completed more than 2,365 hours of online education and training, further strengthening staff capability and our culture of continuous learning.

As Armajun continues to expand, maintaining quality alongside growth remains a priority. I would like to acknowledge our staff for their commitment to accreditation, safety and continuous improvement, and for continuing to strengthen culturally safe, high-quality services for our communities.”

Kathy Helsdingen
Quality Coordinator

LEADERSHIP

HR Coordinator

Supporting our people,capability and workplace culture.



“The 2025–2026 year has been another important year for our people at Armajun Health Service Aboriginal Corporation. Our workforce remains at the heart of everything we do, and the commitment, resilience and professionalism of our staff continues to enable Armajun to deliver culturally safe, high-quality health and community services across our communities.

Throughout the year, Human Resources has continued to support recruitment, retention and workforce development across our clinical, dental, community programs, social support and corporate service areas. Like many regional health services, Armajun continues to experience challenges in recruiting to specialised positions. Where vacancies have occurred, including within our dental workforce, locum professionals have been engaged to help maintain continuity of services while permanent recruitment continues.

A significant strength of Armajun continues to be our Aboriginal workforce. Creating meaningful employment opportunities for Aboriginal people, supporting career pathways and strengthening the skills and capability of our existing workforce remain important priorities. We are committed to ensuring our workforce reflects the communities we serve and that Aboriginal culture, knowledge and community connection remain embedded throughout the organisation.

During 2025–2026, Armajun continued to support staff through professional development, training and opportunities to build their skills and progress within the organisation. Investing in our people is an investment in the future of Armajun and, importantly, in the quality and continuity of care we provide to our communities.
I would like to acknowledge every member of the Armajun team for their contribution throughout the year. As we move forward, Human Resources will continue to focus on attracting and retaining skilled staff, strengthening our Aboriginal workforce, supporting emerging leaders and creating a workplace where our people feel valued, supported and proud to be part of Armajun.”

Belinder Butler
HR Coordinator

ARMAJUN AT A GLANCE

Healthy people. Strong communities. Brighter futures.

6,410
TOTAL CLIENTS

5,636
INDIGENOUS CLIENTS

89,556
CLIENT CONTACTS

73,577
EPISODES OF CARE

PRIMARY HEALTH & PREVENTION

88% of clients are Indigenous

Regional clinical care, chronic disease support, immunisation, cancer screening, hearing outreach, telehealth and specialist pathways.

DENTAL & ORAL HEALTH

150 mouthguards supplied

22 dentures provided

Armasmile expanded prevention, school engagement and oral-health education, while locum dentists supported continuity of clinical care.

COMMUNITY & SOCIAL SUPPORT

3,931 Social, Emotional & Wellbeing contacts

1,340 recorded program participations

Playgroups, Elders, women's and men's groups, Tackling Indigenous Smoking, cultural activities, prevention and community engagement across the region.

104
staff

64.7%
Indigenous workforce (FTE)

2,365+
staff training hours

AGPAL
continuing accreditation

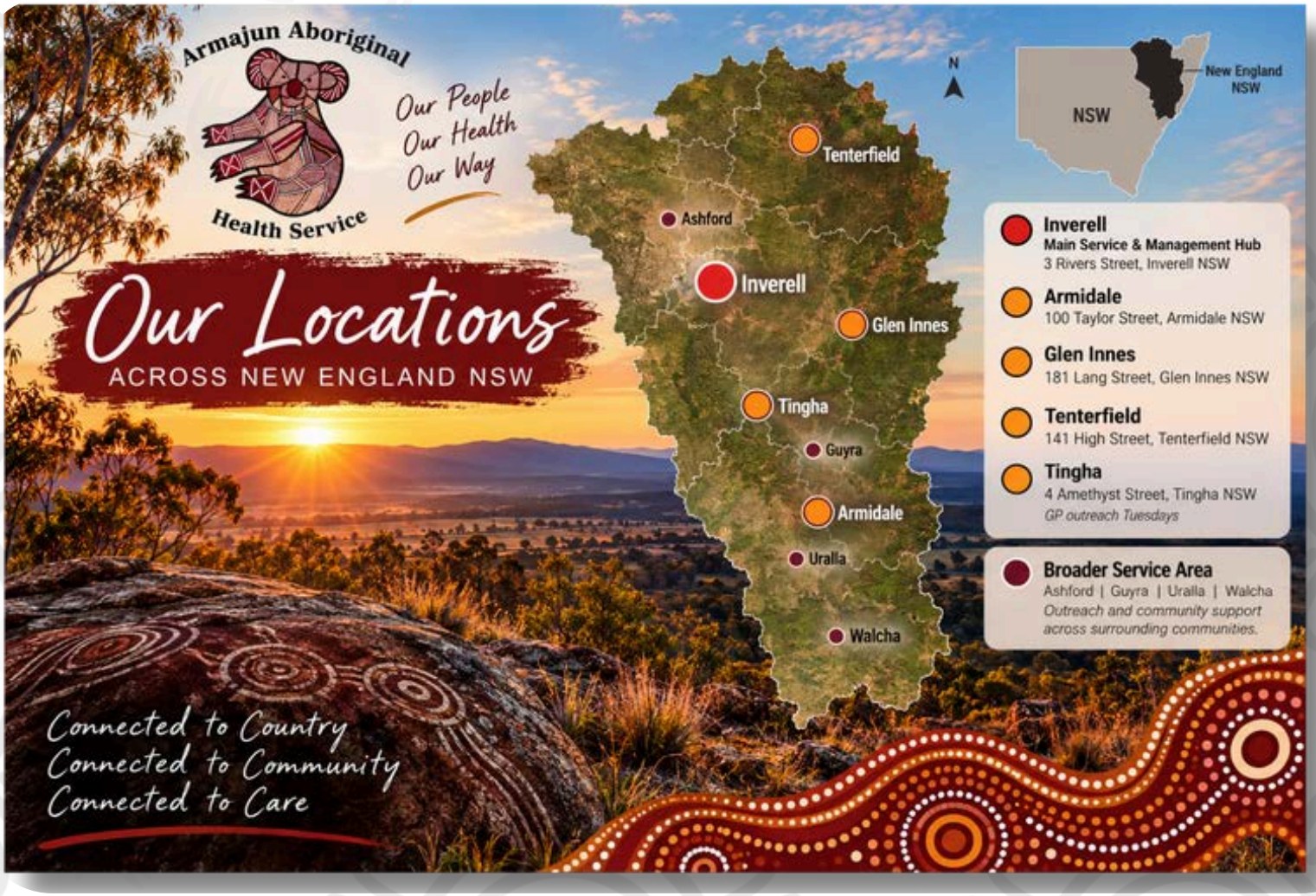
CQI AWARD
Telecare Paediatrics

LOCATIONS

Our Footprint & Outreach

Five locations. One community-controlled service network.

Tenterfield
Local access and outr each.



Armidale
Large client population and community programs.

Tingha
Supported through Inverell visiting services and community programs.

Glen Innes
Local access to primary health care.

Inverell
Primary hub and regional service delivery.

OUR DIGITAL FOOTPRINT

Connecting Community Through A Growing Digital Presence

Armajun's digital platforms continue to grow, providing more ways for community to access health information, discover services, follow our programs and stay connected with what is happening across our regions.

www.armajun.org.au

WEBSITE • YEAR TO DATE 2026

- **9.2k** VISITORS
- **10k** VISITS
- **25.8k** PAGEVIEWS

FACEBOOK • 2 FEBRUARY – 1 OCTOBER 2026

- **417,435** VIEWS
- **40,014** ENGAGEMENTS
- **398** FOLLOWS

A MESSAGE FROM OUR MEDIA AND COMMUNICATIONS OFFICER



Throughout 2025–2026, Armajun Health Service has continued to expand its use of technology, digital communication and social media to strengthen the way we connect with community. Our website, armajun.org.au, recorded 9,200 unique visitors, 10,000 visits and 25,800 pageviews year-to-date, with pageviews increasing by 6%. Visitors viewed an average of 2.57 pages per visit, while average visit duration increased by 9% to 1 minute 59 seconds, indicating that people are spending more time engaging with information across the website. The most accessed areas included the Home page (4,800 views), Armidale (2,100), Inverell (1,700), Contact Us (1,400), Job Vacancies (998) and GP Clinic (869), demonstrating the importance of the website as a practical pathway for people seeking local service, clinic, employment and contact information. This growth has been complemented by a significant increase in Armajun's social media reach. From 2 February to 1 October 2026, Facebook content generated 417,435 views, an increase of 204%, and 40,014 engagements, an increase of 440%, while attracting 398 new followers, up 140%. These results reflect a major improvement in the reach and engagement of Armajun's digital and media communications. Through more regular and engaging posts, community updates, health promotion, program information and event coverage, digital platforms are allowing Armajun to communicate information faster and reach people well beyond our physical clinic locations. The continued expansion of technology and digital media is strengthening Armajun's visibility, improving access to information and creating more opportunities to keep our communities informed, connected and engaged.

Jake Buckingham
Media Communcations Officer

Inverell And Tingha Workforce

Staffing profile at 30 June 2026 • Tingha supported by visiting Inverell clinical staff

46.5
REPORTED INVERELL STAFFING

7
REGIONAL MANAGEMENT ROLES

104
ORGANISATION-WIDE TOTAL

CLINICAL & PRIMARY HEALTH CARE

The Inverell clinical workforce delivered GP consultations, nursing, chronic disease management, preventative health care, dental services and specialist support throughout 2025–2026. Medical practitioners, nurses and Aboriginal Health Workers worked together to support culturally responsive care, while visiting clinical staff maintained weekly medical, nursing and Aboriginal Health Worker services in Tingha. Telecare Paediatrics improved access to specialist care for children and families, reducing the need for travel. Hearing outreach supported early identification of children's health concerns, while immunisation, cancer care and chronic disease services contributed to ongoing prevention and treatment.

PROGRAMS, SUPPORT & OPERATIONS

Inverell's multidisciplinary workforce supported community wellbeing through mental health, alcohol and other drug services, family healing, homelessness assistance, cancer prevention, tobacco education and community programs. Staff delivered culturally responsive activities including Elders groups, children's playgroups, women's cultural programs and community health promotion. The Linking Together Centre strengthened opportunities for coordinated support, connecting individuals and families with practical assistance, referrals and ongoing care. Administration, transport, finance and operational staff supported access to appointments, continuity of services and effective delivery across Inverell and Tingha.



OUR ORGANISATION & OUR PEOPLE

Armidale Workforce

Dedicated staffing profile at 30 June 2026

36.5
REPORTED ARMIDALE STAFFING

8
MEDICAL OFFICERS

9.5
AHW ROLES INCL. PROGRAMS

CLINICAL & HEALTH WORKFORCE

Armidale's multidisciplinary clinical workforce provided GP consultations, nursing care, chronic disease management, preventative health services and mental health support to a recorded clinic population of 2,420 clients. Medical practitioners, nurses and Aboriginal Health Workers worked collaboratively to provide culturally responsive care, supporting health assessments, early intervention, treatment and ongoing management of complex health conditions. The workforce also contributed to regional oral health capacity through a five-week University of Newcastle student placement pilot, supporting clinical learning and the development of future health professionals.

MANAGEMENT, PROGRAMS & SUPPORT

Armidale's community and social support workforce delivered alcohol and other drug services, family healing, mental health support, homelessness assistance, social work and aged and disability support. Aboriginal Health Workers, caseworkers and program staff helped clients and families navigate services, access referrals and receive culturally appropriate support addressing both health and social wellbeing. Transport, administration and operational teams supported appointment access, service coordination and continuity of care. Collaboration between clinical and community teams strengthened Armajun's integrated approach to supporting individuals and families across the Armidale region.



Glen Innes & Tenterfield

Two clinic staffing profiles • shared and outreach services across the region

7
GLEN INNES REPORTED STAFF

7
TENTERFIELD REPORTED STAFF

63
ABORIGINAL STAFF ORGANISATION-WIDE

GLEN INNES

Glen Innes maintained essential primary health care services through its multidisciplinary workforce of medical practitioners, registered nurses, Aboriginal Health Workers, administration and social support staff. Clinical teams provided GP consultations, nursing care, chronic disease management, preventative health services and ongoing support for individuals and families requiring coordinated care. Aboriginal Health Workers and social support staff strengthened culturally responsive service delivery, assisting clients with referrals, health care navigation and access to mental health and wellbeing support. Glen Innes also contributed to regional service continuity, working alongside neighbouring clinics to support medical coverage, visiting services and access to specialist care.

TENTERFIELD

Tenterfield's workforce demonstrated resilience throughout significant medical staffing changes, maintaining essential primary health care and community support services during 2025–2026.
Nurses, Aboriginal Health Practitioners, Aboriginal Health Workers and social support staff worked alongside visiting doctors, locum practitioners and telehealth services to maintain continuity of care.
The opening of the refurbished Tenterfield clinic on 19 June 2026 marked an important milestone, improving facilities and strengthening access to culturally responsive health care, counselling and community support closer to home.





SECTION 04

Finance

Financial stewardship,sustainability and accountability.

FINANCE

Financial Performance — 2025-2026

A summary of the audited financial statements for the year ended 30 June 2026

$24.59M
TOTAL REVENUE

$21.88M
TOTAL EXPENSES

$2.72M
SURPLUS

$17.01M
GRANT FUNDING

$2.92M
MEDICARE INCOME

FINANCIAL PERFORMANCE

Armajun recorded total revenue of $24.59 million in 2025–2026, increasing from $22.20 million in the previous year. Total expenditure was $21.88 million, resulting in a surplus of $2.72 million compared with $2.30 million in 2024–2025. The result reflects continued growth in the scale of the organisation while maintaining a positive operating result.

WHERE REVENUE CAME FROM

Grant funding remained Armajun's largest source of income at $17.01 million. Medicare income contributed $2.92 million, administration fees $1.70 million and the Practice Incentives Program $490,660. These income streams support the delivery of comprehensive health and community services across Armajun's regional service network.

INVESTMENT IN PEOPLE AND SERVICE DELIVERY

Employee benefits were the largest expenditure category at $12.26 million, reflecting the workforce required to deliver Armajun's services. Services and supplies totalled $4.05 million, administration costs $2.34 million and occupancy expenses $1.17 million. The overall expenditure profile reflects continued investment in staff, clinical operations, facilities and the resources required to provide culturally safe care across multiple communities.

FINANCE

Financial Position & Sustainability

A strong asset and equity position supporting continued service delivery and future growth

$33.17M
TOTAL ASSETS

$20.46M
FINANCIAL ASSETS

$3.06M
OPERATING CASH FLOW

$3.94M
TOTAL LIABILITIES

$29.23M
NET ASSETS/ EQUITY

FINANCIAL POSITION

At 30 June 2026, Armajun held total assets of $33.17 million, up from $30.95 million in 2025. Total liabilities reduced to $3.94 million from $4.44 million, resulting in net assets and total equity of $29.23 million. Equity increased by $2.72 million during the year, reflecting the positive operating result.

INDEPENDENT AUDIT

Independent audit McCarthy Salkeld Audit Pty Ltd concluded that Armajun's financial report gives a true and fair view of the Corporation's financial position as at 30 June 2026 and its financial performance for the year, and complies with the applicable Australian Accounting Standards and legislative requirements. The audit opinion was not modified.

CASH, INVESTMENTS AND INFRASTRUCTURE

Current assets totalled $23.52 million, including $20.46 million in financial assets and $2.08 million in cash and cash equivalents. Property, plant and equipment totalled $9.36 million. Operating activities generated $3.06 million in positive net cash flow. The cash-flow statement also records a $5.25 million transfer to term deposits during the year.

FINANCE

FINANCIAL OVERVIEW — 2025–2026

Financial performance, sustainability and investment in service delivery

A POSITIVE YEAR OF FINANCIAL GROWTH

Armajun Health Service Aboriginal Corporation finished 2025–2026 in a strong financial position. Total revenue increased to $24.59 million, compared with $22.20 million in the previous year. Total expenditure was $21.88 million, resulting in a surplus of $2.72 million. This compares with a $2.30 million surplus in 2024–2025 and contributed directly to the growth of the organisation's net asset position.

FUNDING SERVICE DELIVERY

Grant funding remained the organisation's major source of income at $17.01 million. Medicare income contributed a further $2.92 million, administration fees $1.70 million and Practice Incentives Program income $490,660. The mix of grant and clinical income supports Armajun's ability to maintain comprehensive health and community services while continuing to expand programs and regional access.

INVESTMENT IN OUR WORKFORCE AND OPERATIONS

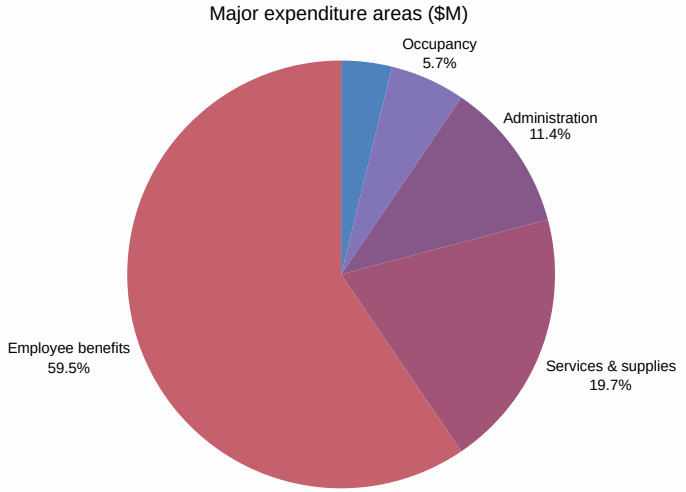
The largest area of expenditure was employee benefits at $12.26 million, reflecting the people required to deliver clinical, community and corporate services. Services and supplies totalled $4.05 million, administration costs $2.34 million, occupancy costs $1.17 million and depreciation $790,049. The expenditure profile demonstrates that a significant proportion of organisational resources continues to be directed toward workforce and frontline service delivery.

A STRONG BALANCE SHEET

At 30 June 2026, total assets were $33.17 million, increasing from $30.95 million in 2025. Total liabilities reduced to $3.94 million, leaving net assets and total equity of $29.23 million. Financial assets totalled $20.46 million, while property, plant and equipment was valued at $9.36 million. Operating activities generated $3.06 million in positive net cash flow during the year.

INDEPENDENT ASSURANCE

The independent auditor concluded that the financial report gives a true and fair view of Armajun's financial position and financial performance and complies with the applicable Australian Accounting Standards and legislative requirements. The full audited financial statements are available separately through the link or QR code included in the AGM report.



What the graph indicates

Employee benefits are clearly Armajun's largest expenditure category, showing the importance of workforce investment to service delivery. Services and supplies are the next largest cost, followed by administration and occupancy. Together, these costs reflect the resources required to operate a multi-site Aboriginal Community Controlled Health Service.



SECTION 05

Primary Health Care

Whole-of-service client activity, prevention, outreach and clinical access.

PRIMARY HEALTH CARE

2025-26 SNAPSHOT

6,410
TOTAL CLIENTS

5,636
INDIGENOUS CLIENTS

73,577
EPISODES OF CARE

27,631
GP CONTACTS

21,127
NURSING CONTACTS

88%
INDIGENOUS CLIENT SHARE



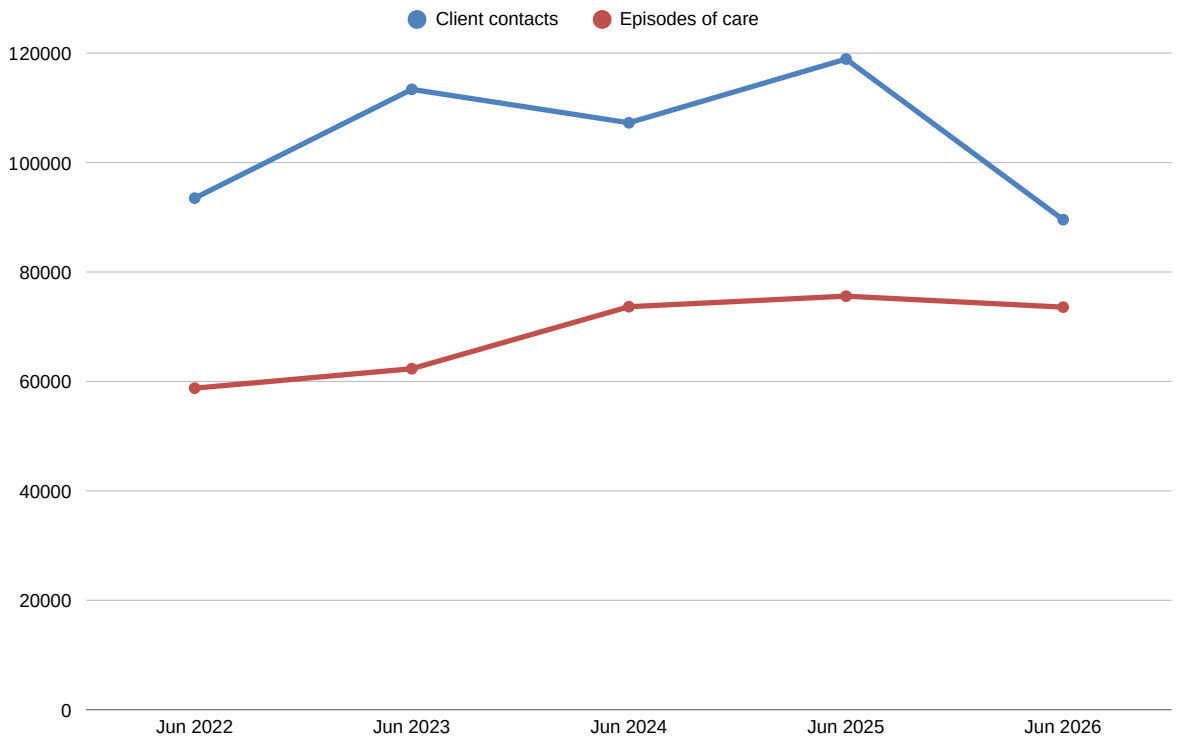
Culturally appropriate, community-controlled care across five clinic locations.

Armajun continued to deliver a substantial volume of comprehensive primary health care across its service network. Indigenous clients represented approximately 88% of the total client population, demonstrating the organisation's continued reach into its core Aboriginal community. The Indigenous regular client cohort reached 5,174, which is particularly important because regular engagement supports stronger continuity of care, preventive health, chronic disease monitoring and follow-up. The combination of 89,556 client contacts, 73,577 episodes of care and 27,361 GP contacts also demonstrates the breadth and intensity of care being provided throughout the year.

PRIMARY HEALTH CARE

PRIMARY HEALTH CARE ACTIVITY

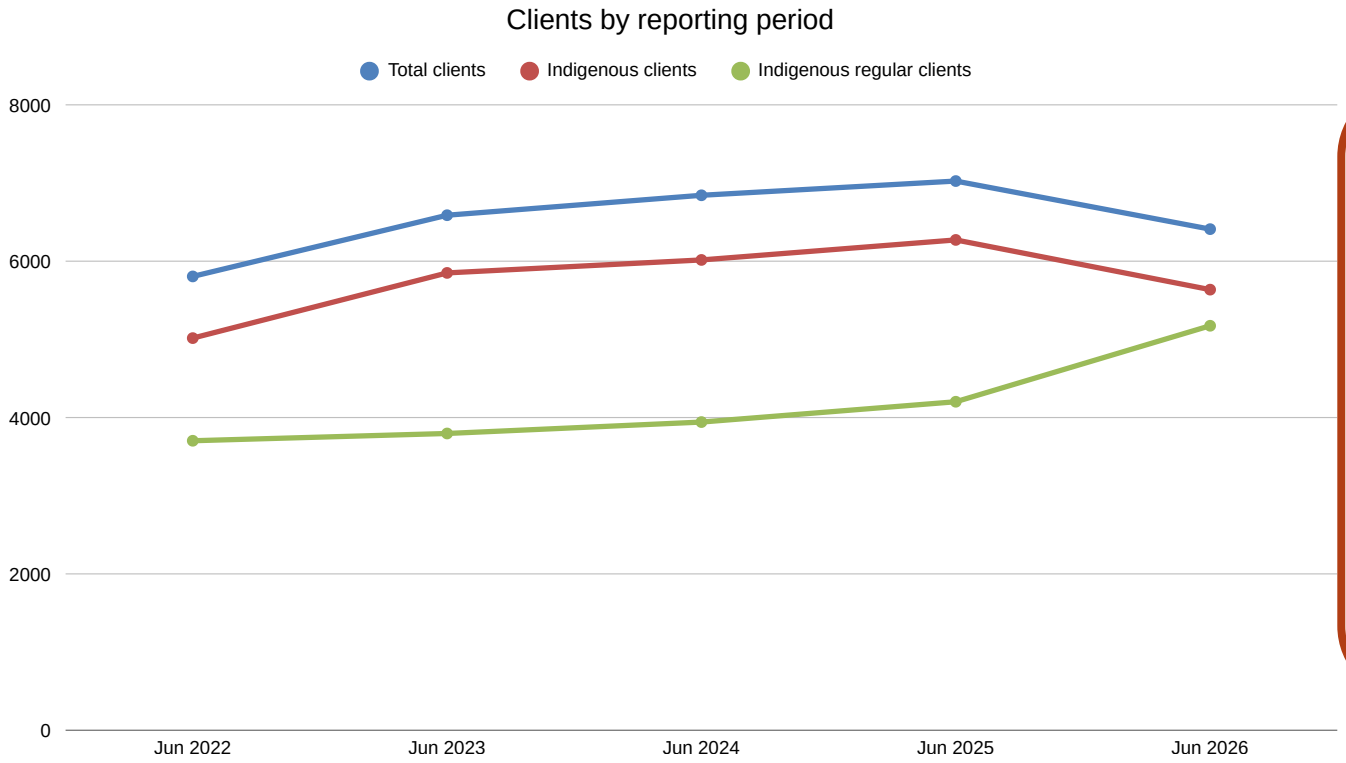
Service activity over time and what the figures indicate



During 2025–2026, Armajun recorded 89,556 client contacts and 73,577 episodes of care. While overall client contacts were lower than the previous reporting year, episodes of care remained comparatively stable. This indicates that clients continued to require regular and ongoing engagement with Armajun services rather than relying solely on one-off presentations. With approximately 11.5 episodes of care for every client, the data reflects the complexity of health needs being managed and the importance of continuity of care, chronic disease management, preventive health and follow-up

PRIMARY HEALTH CARE

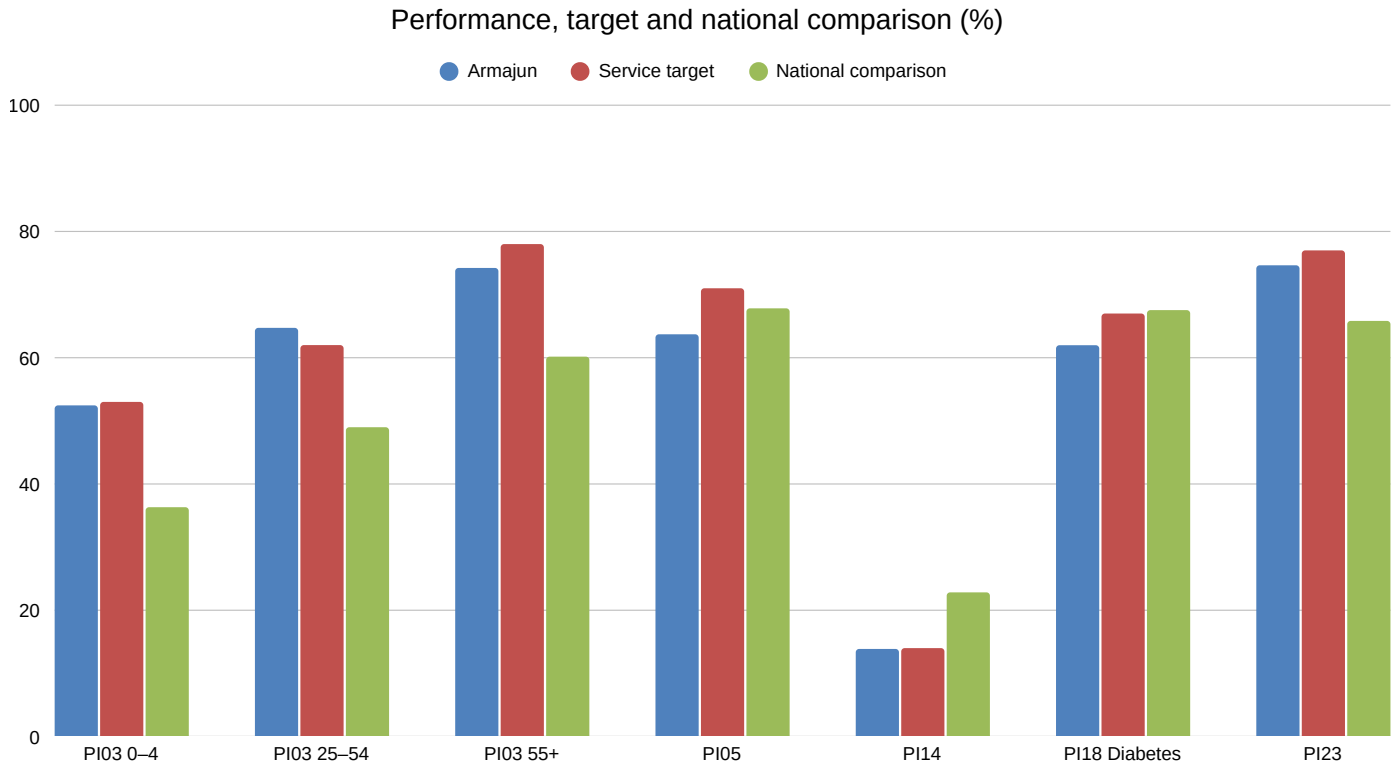
CLIENT REACH AND REGULAR CLIENT BASE



Armajun provided services to 6,410 clients, including 5,636 Aboriginal and Torres Strait Islander clients, representing approximately 88% of the total client population. Importantly, the number of Indigenous regular clients increased to 5,174. Regular client status reflects ongoing engagement with the health service and provides a stronger foundation for coordinated care, preventive health, chronic disease monitoring and follow-up. While the overall client count was lower than the previous reporting period, growth in the regular client cohort indicates stronger continuity and sustained engagement among Armajun's core Aboriginal client population.

PRIMARY HEALTH CARE

NATIONAL KEY PERFORMANCE INDICATORS — JUNE 2026

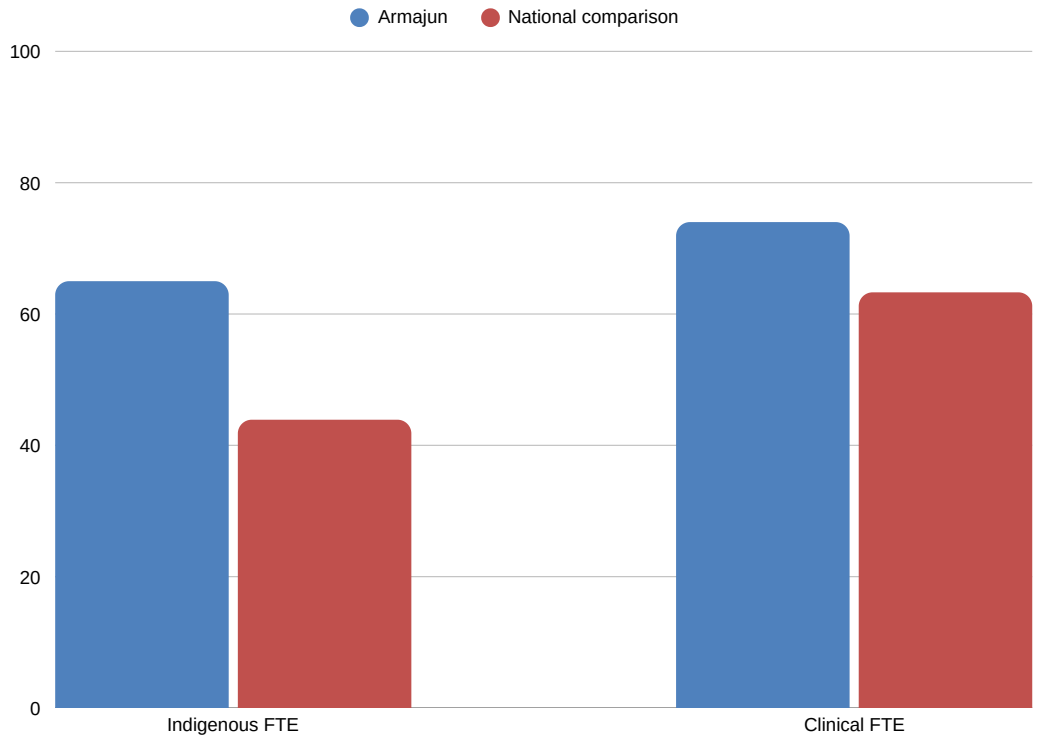


The June 2026 nKPI results show areas of strong preventive health performance. Health assessment coverage for clients aged 25–54 years reached 64.7%, exceeding both the 62% service target and the 49.0% national comparison. For clients aged 55 years and over, Armajun achieved 74.2%, well above the national comparison of 60.2%, although further work remains to reach the 78% service target. PI23 reached 74.6%, above the national comparison and close to target. PI05 and PI18 remain important quality-improvement priorities, supporting continued focus on recall systems, follow-up and chronic disease management.

PRIMARY HEALTH CARE

A STRONG ABORIGINAL AND CLINICAL WORKFORCE

Workforce composition supporting culturally responsive primary health care



Armajun reported 101.7 total paid and unpaid FTE, with 65% of the workforce identified as Indigenous. This is substantially higher than the supplied national comparison of 43.9%. Clinical positions represented 74% of total FTE, also exceeding the national comparison of 63.3%. These figures indicate that Armajun maintains both a strong Aboriginal workforce and a high proportion of staff directly involved in clinical service delivery. For an Aboriginal Community Controlled Health Service, cultural understanding, community connection and clinical capacity work together to strengthen accessibility, trust, continuity of care and culturally safe service delivery.

PRIMARY HEALTH CARE

Regional Clinical Services — 2025-2026

Inverell • Regional Outreach • Prevention • Specialist Access • Workforce Development

CLINICAL GROWTH AND ACCESS

Clinical activity increased substantially during the year, with Inverell Communicare reporting showing attended appointments rising from 337 to 657 over a six-month period. Nursing continued to support General Practice, chronic disease management, preventative health, immunisation, women's health, hearing outreach and specialist telehealth. The increase in activity reflects stronger community engagement, improved referral pathways and continued demand for comprehensive primary health care delivered closer to home.

PREVENTION, SCREENING AND OUTREACH

Cancer prevention, immunisation, sexual health and hearing outreach remained important areas of focus. The Cancer Care Coordinator supported 692 Aboriginal and Torres Strait Islander clients during the June–July reporting period. Inverell delivered 364 influenza vaccinations from March 2026, while hearing outreach assessed approximately 52 children over six months. Together, these activities demonstrate a strong emphasis on prevention, early detection and reducing barriers to care across regional communities.

SPECIALIST PATHWAYS AND TELECARE PAEDS

The Telecare Paeds Program continued to improve access to specialist paediatric care for Aboriginal children and families and received the NSW Quality Management/CQI Award through AH&MRC. Integrated Team Care, Healthwise and IPTAAS also continued to assist families and Elders with specialist appointments, medical travel, accommodation and coordination of complex health needs. These services reduce geographical and financial barriers and strengthen continuity between primary and specialist care.

BUILDING CAPACITY FOR THE FUTURE

A major achievement was Armajun's selection as one of only five Aboriginal Community Controlled Health Organisations for the Closing the Gap First 2000 Days initiative. The $4.2 million three-year agreement will expand maternal, infant and family health capacity through additional Midwifery, Child and Family Health Nursing, Aboriginal Health Worker/Practitioner, care coordination and visiting specialist services. Continued workforce development and investment in outreach capability position Armajun for further service growth.

PRIMARY HEALTH CARE

Glen Innes & Tenterfield — Regional Care

Sustained activity • Service continuity • Infrastructure • Regional integration

GLEN INNES — SUSTAINED DEMAND

Glen Innes continued to demonstrate strong service activity, with the supplied encounter reports recording 907 encounters in June, 888 in July and 804 in August 2026. This sustained level of activity across age groups reinforces the clinic's important role within the regional network. Glen Innes also contributed to continuity of care beyond its own community, including visiting GP support and access pathways for Tenterfield clients during periods of workforce disruption.

TENTERFIELD — RESILIENCE THROUGH CHANGE

Tenterfield experienced significant workforce pressure after all three permanent Medical Officers resigned in late 2025. Despite this, the clinic maintained culturally safe access through locum GP coverage, visiting GP clinics, telehealth and transport to Glen Innes. The newly refurbished clinic at 141 High Street officially opened on 19 June 2026, providing a permanent and welcoming base for rebuilding local access, strengthening community confidence and supporting future growth.

REGIONAL INTEGRATION AND SHARED SUPPORT

Podiatry and optometry services continued to attract strong attendance in Tenterfield, while Inverell provided regional support across immunisation, infection control, cancer screening, ITC and IPTAAS, sexual health, mental health, Social and Emotional Wellbeing and Drug & Alcohol counselling. This shared regional model demonstrates Armajun's ability to use workforce and clinical resources across sites to maintain service continuity when individual communities experience local capacity pressures.

LOOKING FORWARD

The next phase is focused on stability, growth and community re-engagement. Priorities include strengthening face-to-face and telehealth GP access in Tenterfield, increasing outreach and engagement, reinstating dedicated Men's and Women's groups and maintaining strong integration with Inverell and Glen Innes. Across the clinical network, recruitment and retention of Registered Nurses remains important to support outreach, women's health, maternal and child health and flexible regional service delivery.



SECTION 06

Dental & Oral Health

Clinical service delivery, prevention, community outreach and workforce partnerships.

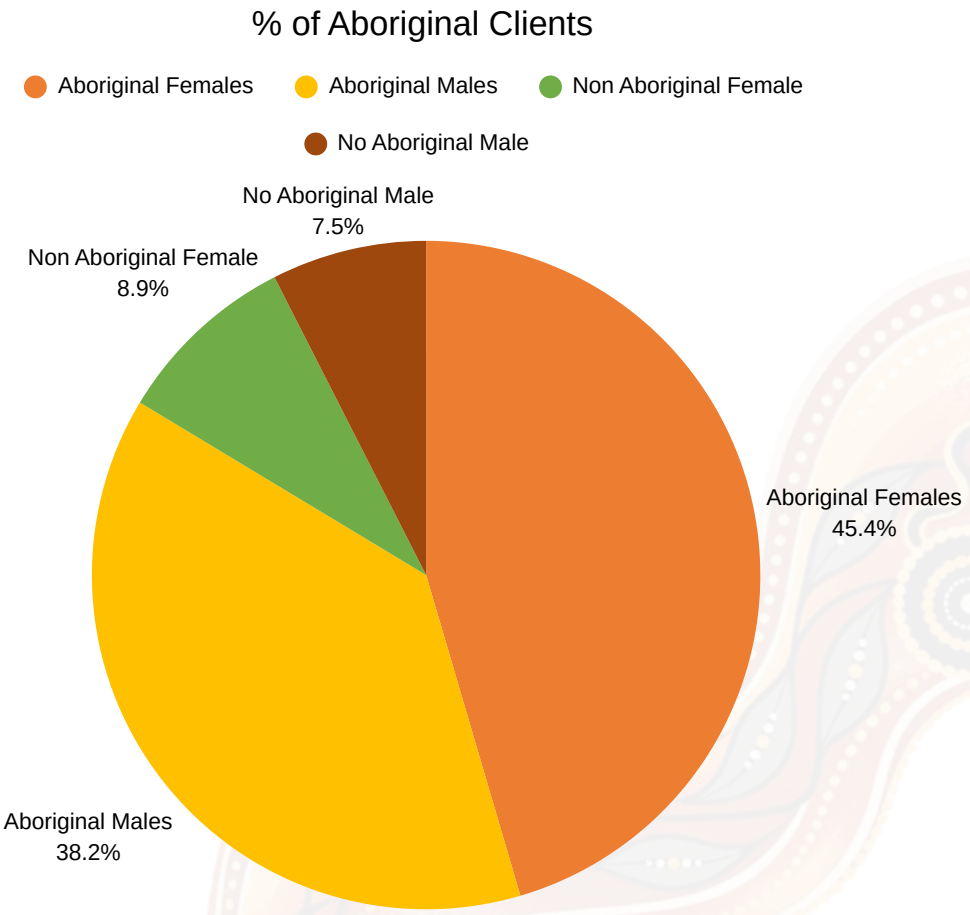
DENTAL SERVICES

2025-26



Clontarf and Stars students from Inverell High School receive their mouth guards.

Despite ongoing workforce challenges, Armajun Dental Services has continued to deliver services effectively, with the Dental Officer position remaining vacant since early January 2026.
To support service continuity during this period, two locum dentists have provided clinical coverage, including one locum arrangement during Dr Tawseef Nasti's period of leave. This has enabled the service to maintain dental service provision while recruitment efforts continue.



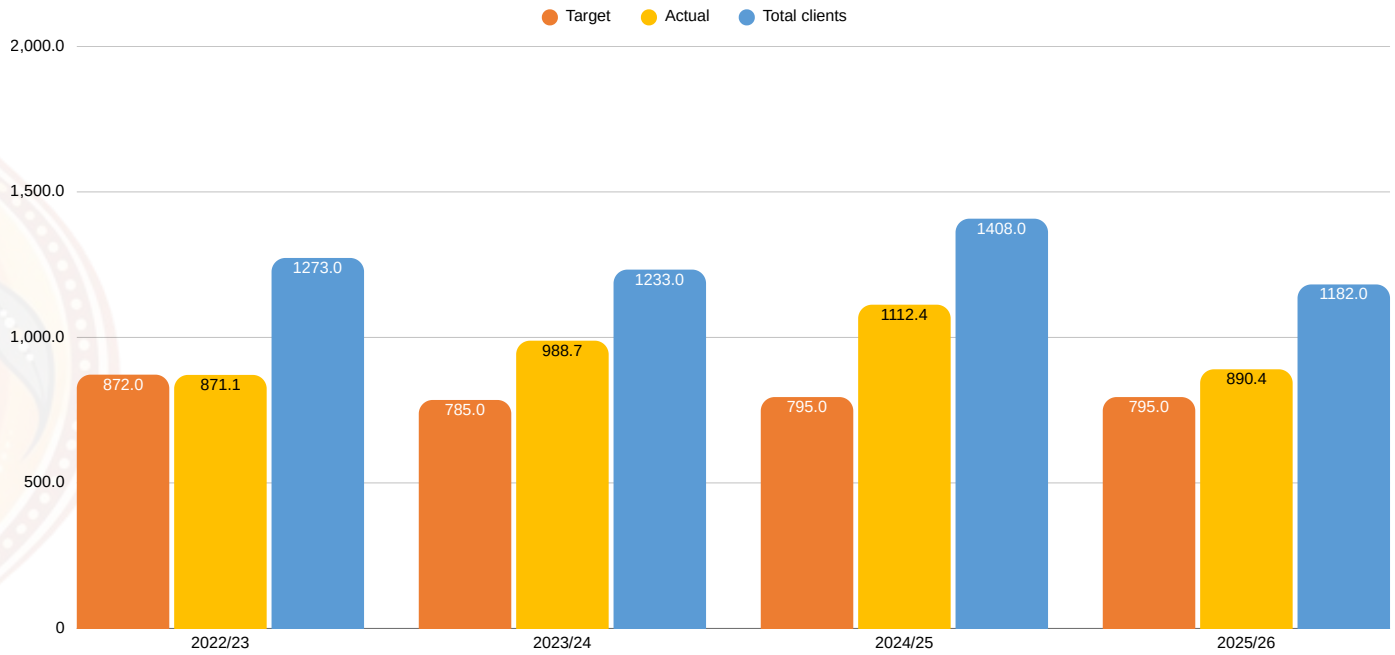
Newcastle University OHT Student Pilot

Armajun Dental Services also participated in a pilot program with the University of Newcastle, hosting final-year Oral Health Therapist (OHT) students for five weeks. The pilot was successful and provided valuable clinical placement opportunities for students while also supporting the service and strengthening links with the university.
Based on the success of the pilot, Armajun anticipates hosting additional OHT students in 2027. This will contribute to workforce development, provide further opportunities for students to gain practical experience, and strengthen Armajun's partnership with the University of Newcastle.

DENTAL SERVICES

2025-26

DWAU Targets and Armajun Actuals



Armajun was successful in securing funding through the Mars Wrigley Foundation and the ADA Dental Health Foundation Healthier Smiles Grant to deliver the *Armasmile* program. The project was designed to address identified oral health needs within the community, with a particular focus on children's oral health, prevention of sports-related dental injuries, and improving access to dentures for community members experiencing tooth loss.

Program Activities

The Armasmile program was delivered across Armajun's service area through a combination of community engagement, school visits, mouthguard clinics and outreach activities.

Key activities included:

- Visiting local schools to provide oral health education.
- Promoting mouthguard clinics through social media and community networks.
- Engaging with local football clubs to increase awareness of the importance of mouthguards in preventing sports-related dental injuries.
- Providing oral health education to children attending Armajun's dental clinic and mobile clinic bus.
- Discussing oral hygiene practices, including how often and how children clean their teeth.
- Providing education around healthy dietary choices and their impact on oral health.
- Promoting the importance of wearing a properly fitted mouthguard during sporting activities.

DENTAL SERVICES

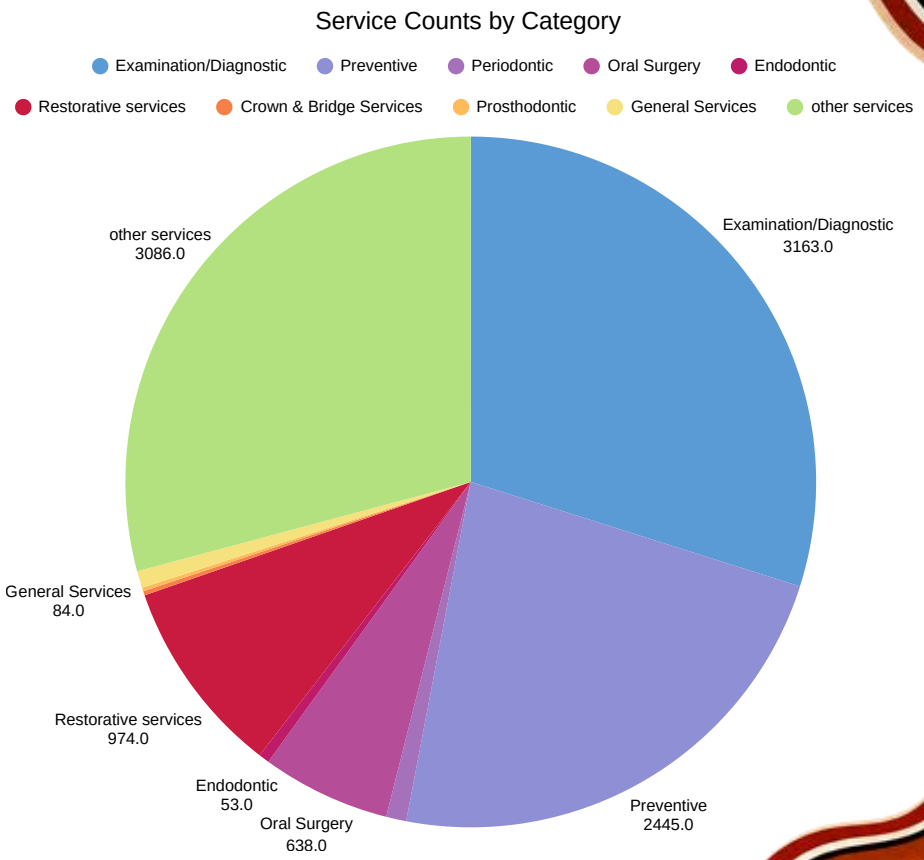
2025-26

Denture Component

The denture component focused on existing Armajun clients who were partially or fully edentulous. Clients were selected based on their ongoing engagement with Armajun and their commitment to improving their overall health and wellbeing.
Many of these clients regularly access a range of Armajun services, including dental care and medical support, with some also engaging with counselling and drug and alcohol services where required. The denture support has contributed to broader health and wellbeing goals, including improved confidence, social participation and readiness to pursue employment and greater social stability.
Key Outcomes
The program achieved the following key outputs:

- 150 mouthguards supplied throughout Armajun's service area.
- 22 dentures provided to eligible community members.
- Increased opportunities for children and families to access oral health education.
- Increased awareness of the importance of mouthguards in preventing sports-related dental injuries.
- Strengthened engagement with schools and local football clubs.
- Improved access to dentures for clients experiencing partial or complete tooth loss.
- Supported clients to progress broader health, wellbeing and social goals.

Dental Accreditation
Tanya Crisp, in collaboration with Kathy Helsdingen, has been working towards achieving Dental accreditation. This has involved coordinating and completing the necessary requirements and documentation to support the accreditation process. This was submitted on the 8Th August.





SECTION 07

Quality, Safety & Learning

Accreditation,continuous quality improvement,clientfeedback and workforce learning.

QUALITY, SAFETY & LEARNING

Quality & Accreditation



Strengthening Quality Across Our Services

Throughout 2025–2026, Armajun continued strengthening its commitment to safe, high-quality and culturally appropriate healthcare. A significant achievement was Inverell GP Clinic successfully maintaining AGPAL accreditation on 6 August 2025, demonstrating continued compliance with national general practice standards. Quality improvement activities focused on increasing preventative health screening, strengthening clinical documentation and improving vaccination coverage. Dental services also progressed preparation against the National Safety and Quality Primary and Community Healthcare Standards. These activities reflect Armajun's ongoing commitment to clinical excellence, accountability and continuous improvement across its services.

Governance, Improvement and Recognition

Quality improvement remained a key organisational priority, supported by regular policy reviews, clinical monitoring and staff engagement. Reviews addressed risk management, staff induction, conflicts of interest, asset management and transport safety. Armajun also received recognition through an AH&MRC quality award for its Telecare Paediatrics Clinic, acknowledging its contribution to quality management practice. Together, these achievements highlight the importance of strong governance, innovative service delivery and maintaining safe, accessible healthcare for Aboriginal communities.

6 AUG 2025
AGPAL accreditation

1
Quality award

Quality improvement priorities

Screening • Clinical documentation
Vaccination • Dental standards

QUALITY, SAFETY & LEARNING

Workplace Safety & Team Development

Supporting a Safe and Healthy Workplace

Workplace health and safety remained a strong focus during 2025–2026, with 57 incidents and hazards recorded compared with 55 in the previous reporting year. Client aggression accounted for approximately 35% of reported incidents, identifying an important area for ongoing risk management and staff support. Incident reporting continued to inform improvements to workplace procedures, hazard identification and preventative safety measures. Armajun remains committed to maintaining a safe working environment for employees, clients and visitors while strengthening a culture of shared responsibility and continuous improvement.

Recognising and Strengthening Our Workforce

Armajun continued investing in its workforce through professional development, team planning and staff recognition. Site-based planning activities provided opportunities for staff to identify service priorities, strengthen communication and contribute to future improvements. The annual Deadly Staff Awards recognised 16 individual employees and three teams for their dedication, leadership and contributions to service delivery. These activities support a positive workplace culture and acknowledge the important role staff play in delivering culturally safe and responsive services across the region.

57
Incidents & hazards

INCIDENT COMPARISON



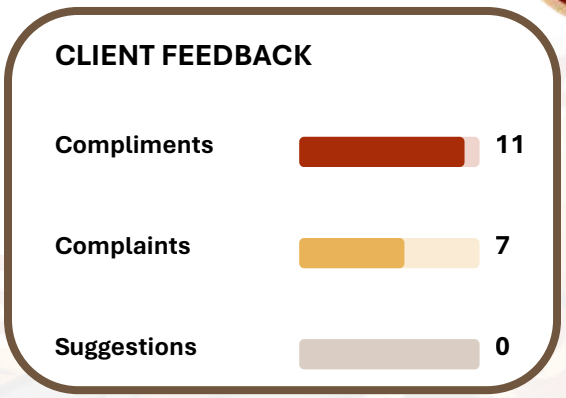
35%
Client aggression

QUALITY, SAFETY & LEARNING

Client Feedback & Learning

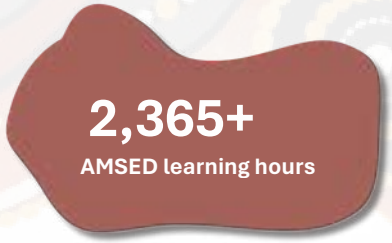
Listening to Our Community

Client feedback continued to play an important role in strengthening service quality and responsiveness throughout 2025–2026. Armajun received 11 compliments and seven complaints, with no formal suggestions recorded during the reporting period. Compliments acknowledged positive staff interactions, quality care and improvements in service delivery. Complaints were reviewed and addressed through appropriate follow-up, with opportunities identified for staff education and service improvement. By encouraging feedback and responding to community experiences, Armajun continues working towards services that are respectful, accountable and responsive to the needs of Aboriginal people and families.



Building Knowledge and Capability

Professional learning remained an important investment in maintaining a skilled and capable workforce. During the reporting period, staff completed more than 2,365 hours of online education through AMSED, supported by additional First Aid, CPR, professional conferences, workshops and role-specific training. These learning opportunities strengthened staff knowledge, supported compliance requirements and encouraged the sharing of contemporary practice across programs and clinical services. Continued investment in workforce development helps Armajun maintain high standards of care while responding to changing community needs and service demands.





SECTION 08

Social Supports

Drug & Alcohol, Family Healing, Homelessness and Elder Care — culturally responsive support across the region.

SOCIAL SUPPORTS

Drug & Alcohol and Family Healing

Culturally responsive care, recovery, family safety and sustained support

253
AOD CLIENTS

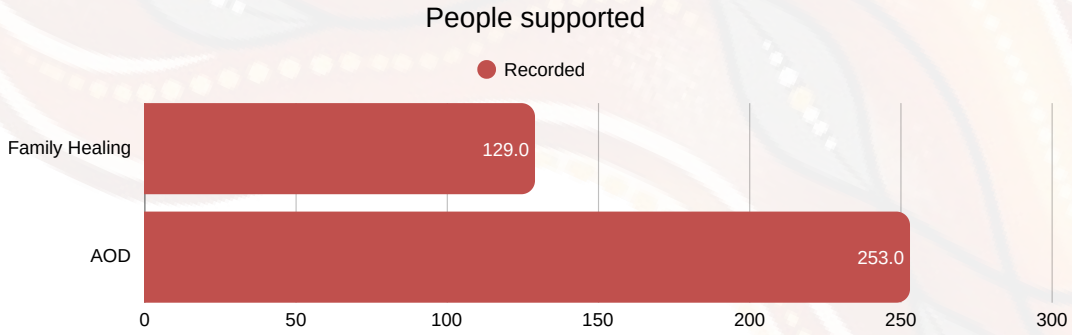
2,352
AOD CONTACTS

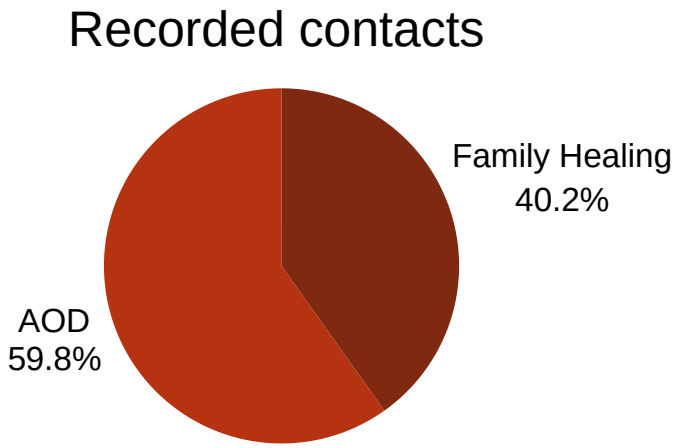
129
FAMILY HEALING CLIENTS

1,579
FAMILY HEALING CONTACTS

DRUG & ALCOHOL (AOD)

The AOD Program supported 253 people, including 228 Aboriginal clients, and recorded 2,352 contacts. Eighty-four clients had open plans. Staff recorded 1,519 hours and 17 minutes of direct engagement, casework and travel. The developing Inverell AOD Day Program will bring together harm minimisation, recovery planning, cultural healing and coordinated support.





FAMILY HEALING

Family Healing supported 129 people, including 120 Aboriginal clients, through 1,579 contacts. All 129 had open plans. Staff recorded 1,253 hours and 32 minutes across direct contact, casework and travel, including intensive support in Armidale and outreach to surrounding communities.

Combined: 3,931 contacts • 2,772h 49m recorded activity • Client counts are not deduplicated across programs

SOCIAL SUPPORTS

Homelessness and Housing Support

Armajun Homelessness Service

33
PEOPLE SUPPORTED

309
RECORDED CONTACTS

32
ABORIGINAL CLIENTS

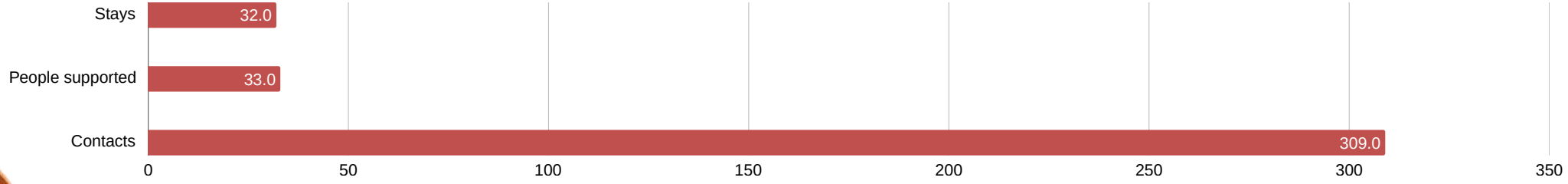
32
STAYS

$19,187
RECORDED ASSISTANCE

PRACTICAL HOUSING SUPPORT & COORDINATED CARE

The Armajun Homelessness Service assisted people experiencing housing insecurity through referrals, practical assistance, accommodation pathways and connections to health and community services. The reporting snapshot recorded 33 people supported, including 32 Aboriginal clients, 309 contacts, 32 stays and $19,187 in assistance.

Homelessness service activity



SOCIAL SUPPORTS

Mental Health & Social and Emotional Wellbeing

Counselling, play therapy, outreach, prevention and culturally responsive care

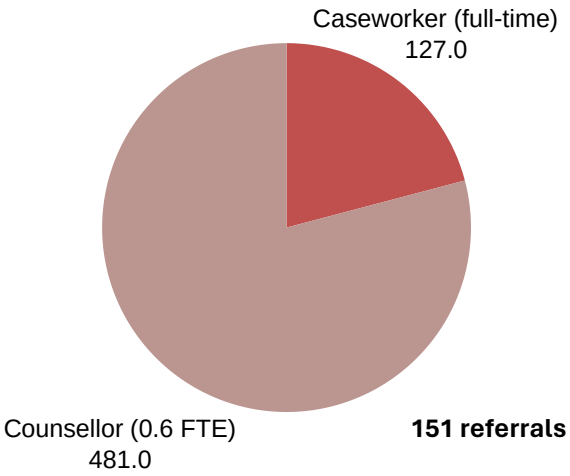
151
REFERRALS

608
CLIENT CONTACTS

481
COUNSELLOR CONTACTS

127
CASEWORKER CONTACTS

Mental health client contacts



COUNSELLING, PLAY THERAPY & COMMUNITY OUTREACH

The service supported children with behavioural and trauma-related concerns, adolescents experiencing anxiety, depression, self-harm or suicidal ideation, and adults seeking support with relationships, trauma and wellbeing. Fortnightly outreach reached Tingha and Ashford. Staff attended the National Indigenous Mental Health & Suicide Prevention Conference; the counsellor also attended Recreating Songlines from Trauma Trails.

151 referrals • 608 recorded contacts • Further awareness and prevention work planned with enhanced staffing



SECTION 09

Community Programs

Culture, connection, early intervention, prevention and community-led participation.

COMMUNITY PROGRAMS

Community Programs | At a Glance

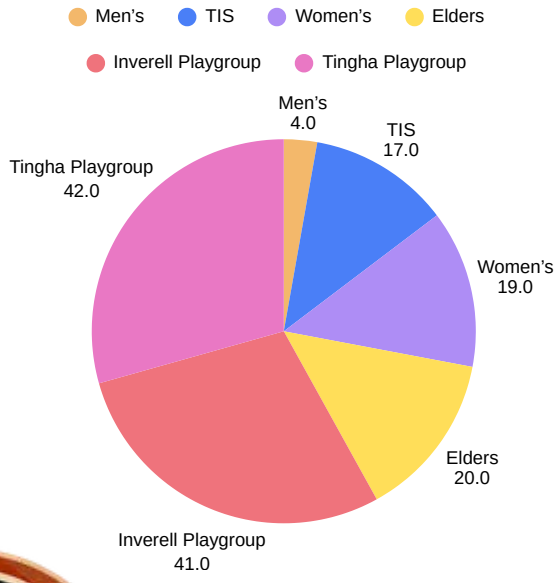
143

1,340
RECORDED PARTICIPATIONS

83
CAFS PLAYGROUP SESSIONS

719
CAFS PARTICIPATION

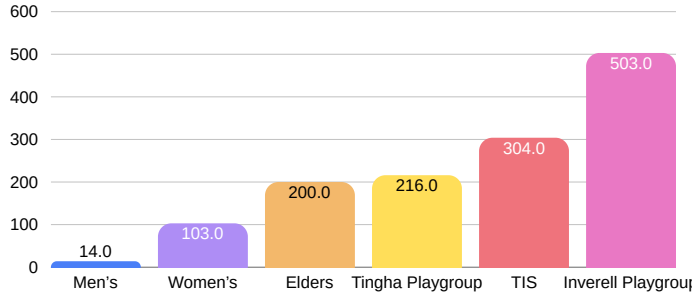
Sessions delivered by program



During 2025–2026, Armajun Community Programs delivered 143 sessions across playgroups, Elders, Women's and Men's Groups, and Tackling Indigenous Smoking. Inverell and Tingha playgroups accounted for the largest proportion of sessions, reflecting our continued commitment to early childhood development and family engagement. Elders and Women's Groups provided regular opportunities for cultural connection, wellbeing and social participation. While Men's Group experienced challenges with consistent delivery, the development of the Tingha Men's Shed will create further opportunities for engagement. Overall, these figures highlight the breadth of activities delivered and our ongoing commitment to providing culturally safe community programs.

Across our six community programs, 1,340 participations were recorded during 2025–2026, reflecting the strong community involvement in Armajun's activities. Inverell Playgroup recorded the highest participation with 503, followed by Tackling Indigenous Smoking with 304, Tingha Playgroup with 216, Elders Group with 200, Women's Group with 103, and Men's Group with 14. These figures highlight the importance of accessible, culturally appropriate programs that encourage family participation, social connection, health awareness and cultural wellbeing. The results also help identify opportunities to strengthen engagement in smaller groups and expand activities based on community interests and needs. Participation figures represent recorded attendances across programs, not unique individuals.

Recorded participation by program



COMMUNITY PROGRAMS

Families, Children & Cultural Connection

CAFS • Elders • Women's and Men's Groups • Investment in long-term participation

503
Inverell playgroup participation

216
Tingha playgroup participation

200
Elders participation

103
Women's Group participation

CAFS: Supporting early childhood and families

Inverell delivered 41 sessions and Tingha delivered 42 sessions. Our culturally safe playgroups help children learn through play and give parents and carers opportunities for yarning, peer connection, early intervention and links to other services. A new five-year DCJ-funded CAFS contract replaced the earlier Targeted Early Intervention arrangement.

Elders: Healthy ageing and connection to Country

The Elders Group recorded 20 sessions and 200 participations. Cultural On Country experiences supported by LDAT strengthened connection to Country, social wellbeing and knowledge sharing. Regular opportunities to meet and participate remain important for reducing isolation and supporting healthy ageing.

Women's Group: Culture, creativity and confidence

The Women's Group recorded 19 sessions and 103 participations. Activities included yarning, shared experiences and cultural expression. Aboriginal Affairs NSW funding supported development of the Tingha Women's Cultural Sewing Group, creating further opportunities for cultural skills, creativity and supportive relationships.

Men's Group: Rebuilding engagement

Four Men's Group sessions and 14 recorded attendances reflect a challenging year for participation. Our focus is on rebuilding a consistent, welcoming program. Development of the Tingha Men's Shed offers a future space for practical activities, cultural learning, mentoring and social connection.

COMMUNITY PROGRAMS

Community Programs & Engagement

Armidale | 2025–2026

Throughout 2025–2026, Armajun delivered and participated in a broad range of community programs, health promotion activities and engagement initiatives in Armidale. Activities were developed around the needs and interests of local Aboriginal and Torres Strait Islander community members, with a strong focus on culture, wellbeing, prevention, physical activity and connection.

Cultural Healing & Connection

The Women's Cultural Healing and Creativity Group continued every second Wednesday at the Armajun office, providing a culturally safe space for women to connect, share experiences, participate in creative activities and strengthen cultural identity. The group welcomed around 10 new participants during the year and continued to grow.

The Elders Native Gardening Program ran every second Thursday at the Armidale Culture Centre & Keeping Place, supporting gardening, cultural knowledge sharing, connection to Country and social engagement.

Physical Activity & Healthy Ageing

The weekly exercise program at Entity Health Gym continued to support physical health, balance, fitness, muscle building and pain management. Developed from the Ironbark Project, the program reflects collaboration between community members, UNE and Armajun.

Armajun also supported a team of 11 Elders to participate in the Elders Olympics at Yamba—the community's first participation in the event in 10 years. The experience promoted movement, teamwork, enjoyment and social connection.

Health Awareness & Education

Health promotion was delivered across a wide range of priority areas including dementia awareness and the Virtual Reality EDIE experience, Carer Gateway information, cancer awareness, diabetes education, Tackling Indigenous Smoking, healthy eating and nutrition, breast and prostate cancer awareness, mental health and suicide prevention, Closing the Gap education, Homelessness Week and Women's Health Week.

Armajun also participated in the AMSA Rural Health Summit Health Panel and community cancer-awareness events, providing opportunities to increase health knowledge, encourage prevention and screening, and connect community members with appropriate information and support.



2025–2026 focus: Culture • Connection • Prevention • Physical wellbeing • Community-led participation

COMMUNITY PROGRAMS

Engagement, Partnerships & Future Focus

Armidale | 2025–2026

Community & Service Engagement

Armajun staff actively participated in community events and service expos to strengthen partnerships, promote available services and maintain a visible presence in the community. Engagement included A Day in the Dale, Oorala 40th Anniversary Celebration, the Women's Shelter Community Event, SORA Meet and Greet, Minimbah and Community NAIDOC events, the ACCKP Services Expo, Ascent Group PJ Day for children in care and the Murawin ALS Information Day. These activities created opportunities to build relationships and connect people with health and support services.



School Engagement & Health Checks

Initial meetings were held with Minimbah School and Armidale Secondary College to explore collaboration and the implementation of Aboriginal and Torres Strait Islander Health Checks. Armajun and Community Elders also participated in an Elders Day with students from Drummond Memorial School. Discussions with the Guyra community focused on establishing relationships for future support.

Looking Forward

The work undertaken during 2025–2026 established positive foundations for future partnerships with schools, community organisations and service providers. Continued collaboration will support preventive health initiatives, strengthen pathways into services and create further opportunities to improve access to culturally appropriate health and wellbeing support.

2025–2026 Summary

Armidale Community Programs and Engagement activities successfully promoted health awareness, cultural wellbeing, physical activity and community connection. The breadth of activities reflects Armajun's ongoing commitment to working alongside Aboriginal and Torres Strait Islander community members and responding to local priorities.

A Year of Growth, Connection and Community

Throughout 2025–2026, Armajun Aboriginal Health Service continued to grow and strengthen its commitment to improving the health and wellbeing of Aboriginal and Torres Strait Islander people across the New England region. Through the expansion of services, community programs and partnerships, Armajun continues to create opportunities for individuals and families to access culturally safe, holistic care.

Community participation remained a strong focus throughout the year, with Elders activities, men's and women's groups, early childhood programs, cultural gatherings and community events bringing people together. These activities support social connection, reduce isolation, strengthen cultural identity and encourage greater engagement with health and wellbeing services.

Armajun continued to strengthen its integrated approach to healthcare through clinical services, preventative health, dental care, maternal and child health, mental health, alcohol and other drug support, and health promotion initiatives. By connecting community programs with clinical services, Armajun provides opportunities for people to access support that considers their physical, emotional, social and cultural wellbeing.

The continued development of family and early childhood services, alongside stronger partnerships with local organisations, reflects Armajun's commitment to meeting the changing needs of our communities. These partnerships support improved access to services, stronger referral pathways and greater opportunities for community involvement.

As Armajun looks towards the future, our focus remains on expanding services, strengthening community connections and creating positive health outcomes for current and future generations.

Together, we continue to build stronger connections, healthier families and thriving communities.

2025–2026

A year in pictures



Armajun Aboriginal



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21 Years of Culture, Care and Community.