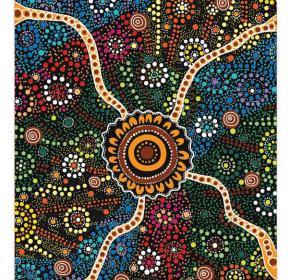


ACKNOWLEDGEMENT

The Aboriginal Health and Medical Research Council (AH&MRC) offices are located in Sydney CBD and Little Bay New, South Wales (NSW). We acknowledge the Gadigal and Bidjigal Clans who traditionally occupied the lands along Sydney CBD and Sydney Coast. We pay our respects to Elders past, present, and emerging.

We would like to acknowledge the staff and board members from our Aboriginal Community Controlled Health Organisations (ACCHOs) across New South Wales. Your unwavering commitment to enhancing the health and wellness of First Nations people is truly commendable. Your dedication on the front lines, delivering essential services and maintaining the safety of our communities, are invaluable. This dedication and hard work continue to make a significant difference in the lives of those you serve; we deeply value the vital role you play in advancing our collective vision for a better future and improved health and wellbeing outcomes across our communities.





About the AH&MRC Artwork

"Yamanha" by About the artists Dalmarri Trevor Eastwood and Jason Douglas

"Yamanha" means accompany and it's exactly how AH&MRC help support, nurture, and improve the standards of Aboriginal health in communities.

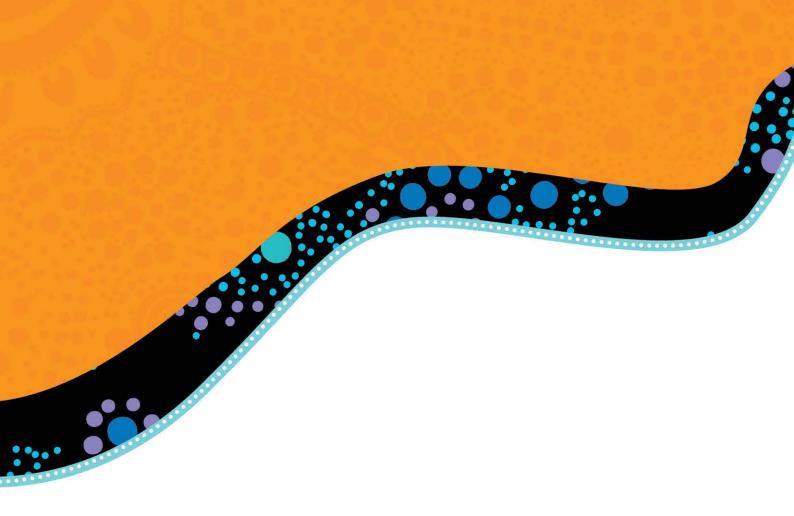
The song line to this artwork is AH&MRC of NSW in the centre meeting place with the colours circles of their logo. Half circles are all the staff, support staff, professional research and medical team who continually work out better ways to improve health for aboriginal people.

This meeting place has pathways leading out to communities. The core messages of trust, compassion and better health standards are brought out to all communities across the state.

Those blue colours are the coastal communities, the green of the suburban and bush country and the browns colours of the outback which represents our whole state of NSW.

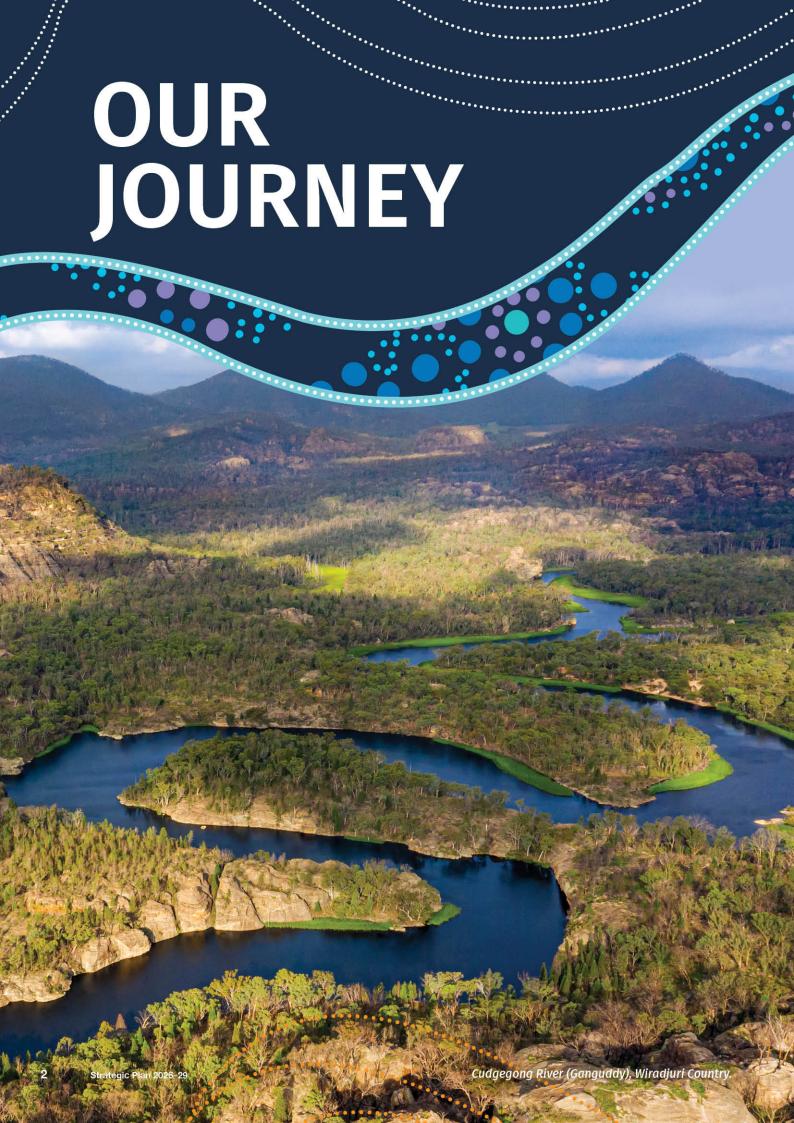
The small circles are the major towns in those communities with roads, tracks and pathways helping the staff of AH&MRC connect and improve the standards of living.

The bright colours are our people gaining their health and feeling happy thanks to the help of AH&MRC.



CONTENTS

Our Journey	2
A Message from our Board of Management	3
A Message from our CEO	4
Our Members	5
Our Vision	6
Our Purpose	8
Our Values	10
Our Priorities	12
Priority One	14
Priority Two	15
Priority Three	16
Priority Four	17



A MESSAGE FROM OUR BOARD OF MANAGEMENT

The Board would like to acknowledge the enduring legacy of AH&MRC, guided by the determination and wisdom of many leaders over the years, paving the way for a better future, and a collective voice to improve health and wellbeing outcomes for Aboriginal and Torres Strait islander people. We would like to extend this acknowledgment to our member services board of management and operational staff, we recognise the strong leadership seen across our communities starts with a shared vision. good governance and a dedicated workforce that drives meaningful change.

We recognise our CEO Nicole Turner, our executive team and all the AH&MRC staff that have contributed along our journey. Along with our Board of Directors; our team has had an instrumental role in guiding our organisation toward a transformative future unifying our targets, hopes and aspirations as we work in close collaboration with Member services and stakeholders to align our vision with the community's needs for a self-determined prosperous future.

Over the past years our communities have endured ongoing challenges, as a sector we are still navigating the ongoing longer term impacts of the COVID-19 pandemic, the impacts of natural fire and flood disasters on our communities, state and federal government and political changes, the outcome and ongoing legacy of the 2023 referendum, and the ongoing effects of the National Closing the Gap policy – which continues to fall short for us as Aboriginal and Torres Strait Islander people, noting that only 5 of the 19 targets are on track as identified in the most recent Closing the Gap report.

As we look to the future, these challenges will not deter us, we will continue to push for positive change while strengthening our sector. The referendum has not silenced us, our voice will continue to be heard and elevated. The government and systems within it will be held to account, as we work together for better shared decision-making processes that privileges our community grass roots voices. Discussions and negotiations will continue regarding direct commissioning to our sector, while we work to further strengthen our governance and operational management, increased opportunity for broarder organisational development, expand on our workforce capacity building initiatives through our Registered Training Organisation (RTO) and streamlining our ethics and research areas of our organisation.

We are proud of our team and the achievements from the outgoing strategic plan and will continue to strive to ensure that the AH&MRC is viable, present, consistent and reflective of our Member services' needs, and that the delivery of health and wellbeing care remains culturally safe, accessible, and specifically tailored to meet the unique and multi-layered needs of our communities.





Scott Monaghan

A MESSAGE FROM OUR CEO

As we continue to build towards a stronger AH&MRC supporting the community-controlled sector in NSW, I, on behalf of the board and our Members, am pleased to release our 2026-2029 Strategic Plan. The last financial year was a period of reset and deep reflection. It is through this reflection that we acknowledge the long legacy of AH&MRC and its importance to our sector in NSW, but also our influential role in National policy and platforms.

Our Members and communities are the experts in our own lives, health and wellbeing. The role of AH&MRC is to advocate for, advise and support our Members in delivering culturally safe and responsive health services for Aboriginal Communities in NSW, as well as work with governments to facilitate a supportive environment with opportunities for our sector.

This mandate, our strong focus on continuous improvement and the challenges we know our Members are facing have informed our approach to the next three years, which is based on a number of fundamental truths: Supporting our Members is what drives us every day. Our sector is ever changing and the environments our Members navigate to deliver on their visions is complex. We know that the National Agreement on Closing the Gap speaks to the transitioning of government funding and services to the community-controlled sector, and how impactful this will be for our services, communities and people.

The 2026-2029 Strategic Plan seeks to support our Members and sector in NSW to ensure we are well prepared to make the most of the opportunities available to us all through this transition. The plan also seeks to prepare our Members for arising challenges of the future, supporting the sector to respond to the ever changing technological and political landscape.

Strong governance is what keeps us grounded. By prioritising transparency and accountability, we can ensure that our decisions align with what our Members truly aspire to. Our focus on governance is about ensuring sustainability, ensuring integrity and building trust – facilitating a unified and strengthened voice for the ACCHO sector in NSW.

We have the unique opportunity to drive workforce development through training. We know that a culturally safe and responsive health workforce, across all disciplines is a critical priority for our sector. With a consolidated approach to training and growth, we can directly support learning opportunities for our mob to enter the health workforce and find the health career pathways they aspire to. In addition to the above, we also recognise that AH&MRC is uniquely placed to support innovative health research, support experts to deliver effective health promotion and facilitate large scale health programs.

We look forward to working with our Members, communities, partners and the broader health sector over the next three years.

Nicole Turner Chief Executive Officer

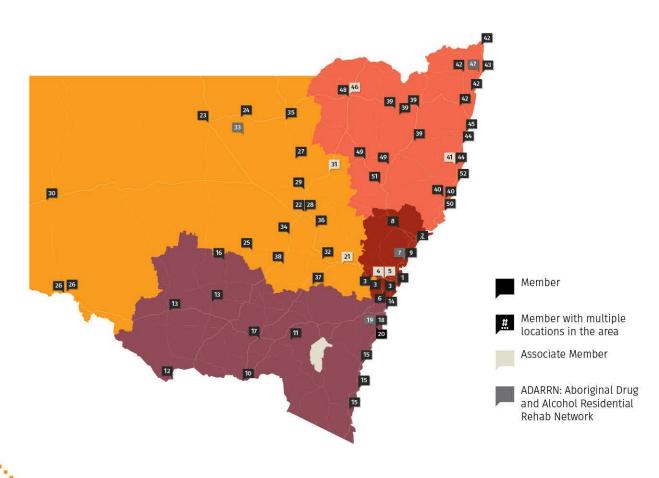
OUR MEMBERS

The AH&MRC, formerly the Aboriginal Health Resource Co-op (AHRC), was established in 1985 following a recommendation of the Brereton Report by the NSW Aboriginal Task Force on Aboriginal Health in 1982-83. The Report recognized Aboriginal Community control as a crucial element in laying the foundation for a better standard of health care for Aboriginal people. The role of the AH&MRC, is to advocate, advise and support ACCHOs in administering and improving holistic health outcomes for Aboriginal Communities in NSW. Since the first ACCHO was established in Redfern in 1971, there are now more than 140 ACCHOs across Australia.

The AH&MRC Membership is comprised of Aboriginal Community Controlled Health Committees (ACCHCs), or Aboriginal Community Control Health-Related Services (ACCHRSs) are led by their respective Aboriginal communities to deliver comprehensive and culturally appropriate health-related services.

During the previous strategic plan, AH&MRC experienced an increase in Membership, with numbers rising to 49 in 2023 and 51 in 2024. In 2025, Membership totalled 52, consisting of 42 full Members, 6 associate Members, and 4 ADARRN Members.

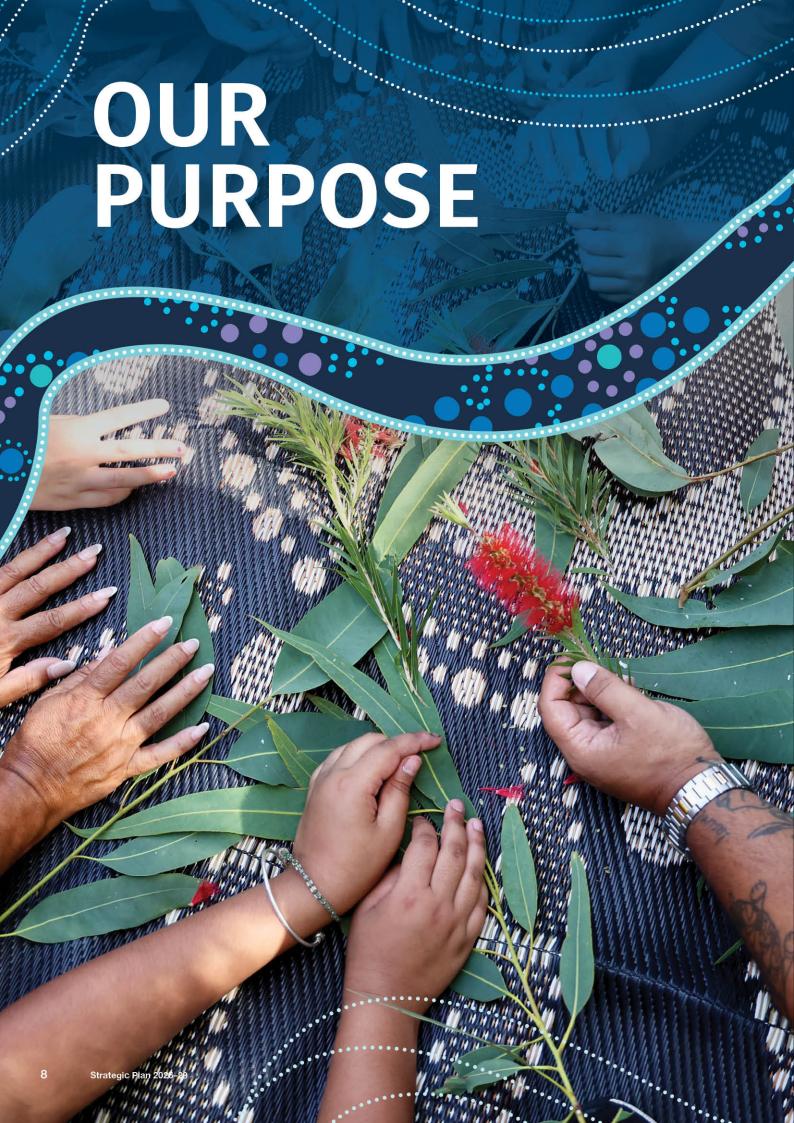
AH&MRC has successfully provided sector capacity building opportunities for Member services to engage in Governance and Management training, Strategic advice and support engagement, Continuous Quality Improvements (CQI), education and workforce training, key communication and engagement for health and public health programs, in addition to continued networking opportunities across the sector and broader health and wellbeing field.

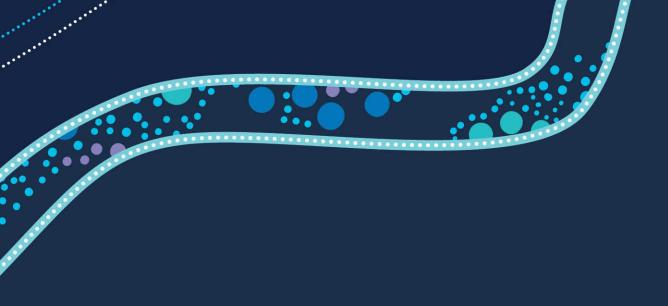






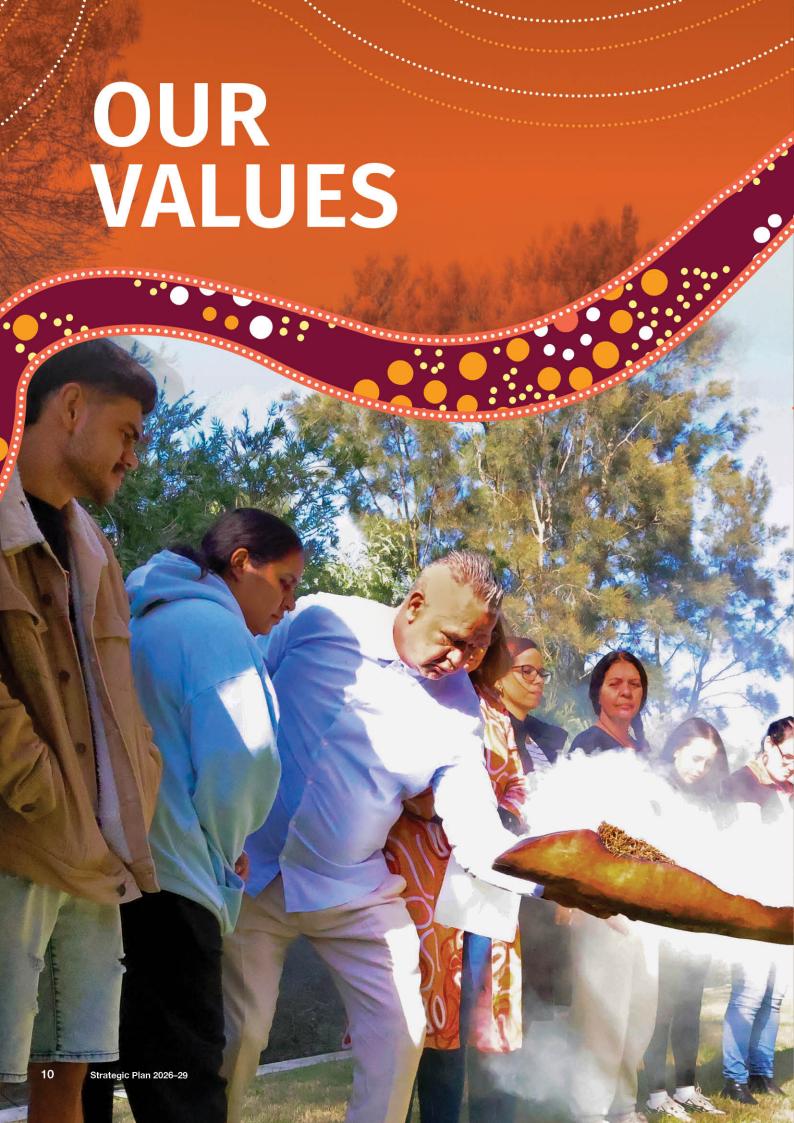
To be at the forefront of embedded positive change, leading through cultural integrity, enabling a self-determined Aboriginal and Torres Strait Islander Community Controlled Health Sector that thrives with sustainable growth, financial independence, excellence in governance and ethics, leading the way through preventative health and wellbeing initiatives, ensuring every voice is heard and valued across our communities.





We are dedicated to strengthening the Aboriginal and Torres Strait Islander Community Controlled Health Sector by providing robust leadership, advocacy, ethical standards and capacity-building initiatives that enhance governance, fosters sustainability, and uphold the trust and cultural integrity of our communities.

Our role and responsibility is to serve as a trusted leader and partner, connecting and complimenting ACCHOs across the state, amplifying their collective voice in policy discussions throughout the broader decision-making process of New South Wales. Through our efforts, we aim to be the conduit to support a robust and resilient sector that can effectively address the holistic health needs of our communities now and into the future. Achieved by fostering collaboration, sharing best practices, and advocating for necessary reforms, we strive to ensure that our people have access to high-quality, culturally safe healthcare services that are governed and implemented by their own communities.



The fundamental core values of the AH&MRC are trust, resilience, integrity, self-determination and respect. The board of management and operational staff of AH&MRC are dedicated to carrying out their duties through accountability and professionalism.

These value principles ensure that our business practices, relationships, and outcomes reflect our cultural identity and commitment to excellence.



TRUST

Establish a culture where trust is the cornerstone of all interactions—whether with staff, Member organisations, or external stakeholders. Trust is cultivated and maintained through transparent communication, clear purpose and intentions, ethical actions, and mutual respect.

RESILIENCE

Pursue excellence while nurturing resilience, ensuring continuous growth and development for all. This approach empowers individuals and communities to adapt, thrive and lead amidst challenges.

INTEGRITY

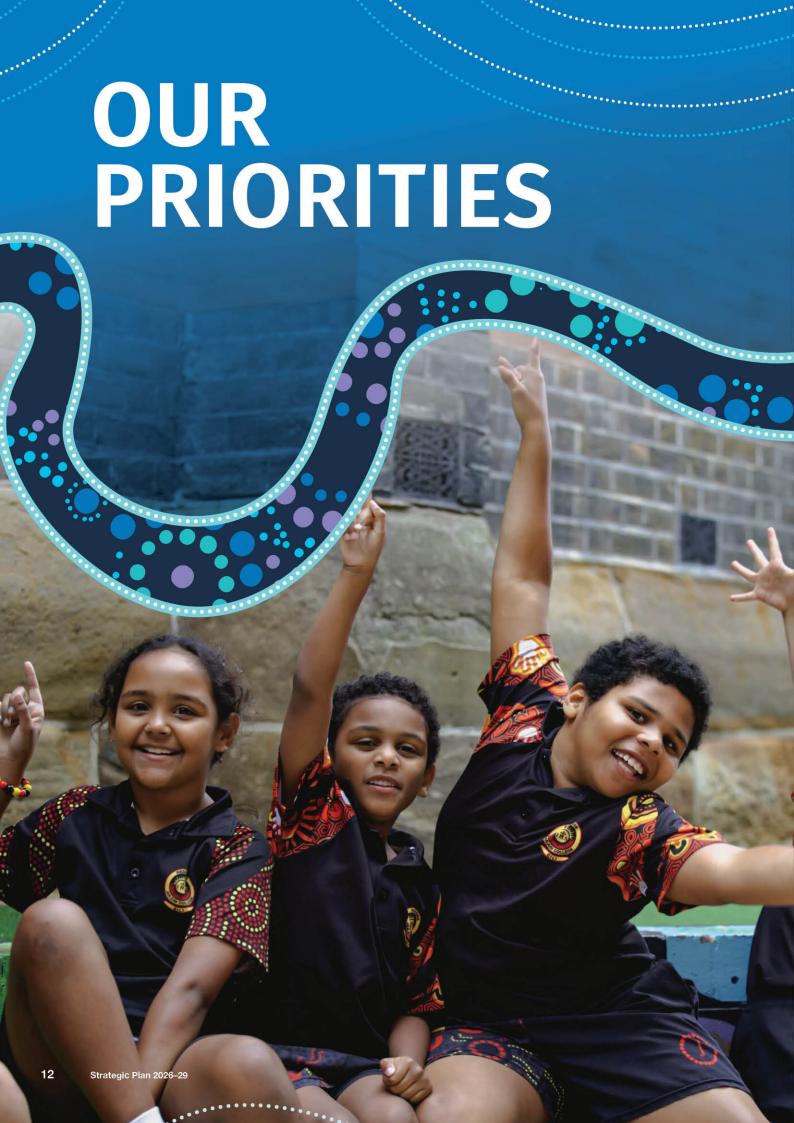
Role model and promote accountability by holding ourselves and each other responsible for our actions. Provide clarity on intension, we are accountable to our peers, our community, and our environments, ensuring that all our endeavours reflect growth, while staying true to who we are and what our values uphold.

SELF-DETERMINATION

Facilitate opportunity, providing adequate resources for individuals and communities to lead their individual health journeys, through informed choice, assuming leadership roles within their organisations and the broader community. This commitment ensures that our people have the autonomy to shape their health services, fostering a sense of ownership and pride in their cultural identity and wellbeing.

RESPECT

Honour and uphold the cultural values, traditions, customs, protocols and wisdom of our people in all interactions, decisions and actions. This respect is foundational to building trust and rapport and ensuring that health services are delivered in a manner that is culturally safe, responsive, and aligned with our community's needs and aspirations.







PRIORITY 1

Strengthening the Opportunity for Self-Determination in Community Control



PRIORITY 2

Building Strong Foundations for Sustainable Growth



PRIORITY 3

Developing a Skilled and Culturally Responsive Workforce



PRIORITY 4

Advocating for Health Equity through Research, Ethics and Policy



PRIORITY 1: STRENGTHENING THE OPPORTUNITY FOR SELF-DETERMINATION IN COMMUNITY CONTROL

Our Objective:

We are committed to strengthening ACCHOs by providing tailored support that enhances their individual needs, operational capacity and sustainability. This includes facilitating access to resources, fostering collaborative networks, providing training and education, and advocating for consistent and adequate funding. By empowering our Members, we ensure they remain self-led, resilient and capable of delivering culturally safe, comprehensive healthcare services to their communities.

1.1	Support Member services to deliver high-quality preventative health and wellbeing care through advice on service design, workforce, clinical practice, systems, and operational processes.
1.2	Strengthen the Aboriginal and Torres Strait Islander health workforce and build a culturally strong, broader workforce to improve access to care for Aboriginal people in NSW.
1.3	Provide tailored support to strengthen Members' operations and financial sustainability by improving access to grant funding, philanthropy pathways and embedding mechanisms for increased Medicare Benefits Schedule revenue.
1.4	Provide support to strengthen Member's operational, clinical and cultural governance.
1.5	Promote continuous quality improvement by sharing knowledge, tracking health trends, and advocating for funding of community-led health innovation.



PRIORITY 2: BUILDING STRONG FOUNDATIONS FOR SUSTAINABLE GROWTH

Our Objective:

We strive to foster sustainable growth and resilience within our organisation by promoting robust governance practices and operational excellence. This involves developing and maintaining strong leadership structures, implementing effective management systems, and ensuring financial sustainability. Through these efforts, we aim to build an organisation that is adaptable, accountable, and equipped to meet the evolving health and wellbeing needs of Aboriginal and Torres Strait Islander communities across NSW.

2.1	Regularly review and improve our organisational, clinical, financial and cultural governance frameworks, with clear and transparent reporting to Members and stakeholders.
2.2	Strengthen internal HR systems to support our staff, including regular policy review and clear support pathways.
2.3	Strengthen our organisation's sustainability by succession planning for key roles and clear career pathways for growth and our staff retention.
2.4	Diversify our income by pursuing new funding sources such as philanthropy, grants and research opportunities
2.5	Strengthen internal collaboration to ensure our work is connected, culturally grounded, and aligned across all priority areas.



PRIORITY 3: DEVELOPING A SKILLED AND CULTURALLY RESPONSIVE WORKFORCE

Our Objective:

We are dedicated to building a skilled and culturally responsive workforce by investing in the growth education and training opportunities for Aboriginal and Torres Strait Islander health professionals. This includes supporting the development of career pathways, providing access to professional development programs, and fostering a learning environment that values cultural knowledge and lived experience. By strengthening the capability of our workforce, we aim to enhance the delivery of culturally safe and effective healthcare services across the ACCHS sector.

3.1	Launch alternative learning models, including place-based delivery, to reduce location barriers and support learning within community.
3.2	Strengthen and grow the training capacity of the AH&MRC's Registered Training Organisation (RTO) to meet the needs of Aboriginal communities in NSW and build a culturally safe health workforce.
3.3	Embed wrap-around support and pathways for learners pursuing further study in under- represented health fields within the ACCHS sector.
3.4	Mature the AH&MRC's training business model by exploring new funding models and service offerings.



PRIORITY 4: ADVOCATING FOR HEALTH EQUITY THROUGH RESEARCH AND POLICY

Our Objective:

We aim to amplify the voices of Aboriginal and Torres Strait Islander communities by advocating for policies and practices that promote health equity and social justice. This involves engaging in research that is community-driven and culturally appropriate and promoting health literacy and education initiatives that empower individuals to make informed decisions about their health. By strengthening advocacy and research efforts, we seek to influence systemic change and improve health outcomes for Aboriginal and Torres Strait Islander peoples.







facebook.com/AHMRCNSW