



WALHALLOW
ABORIGINAL CORPORATION



Annual Report 2024–25

Acknowledgement of Country

We acknowledge and respect the Kamilaroi, Gamilaroi, Gomeroi people, and pay our respects to Elders past, present and emerging. We ask all those who walk, work and live on Aboriginal lands to be respectful of culture and traditions, and to work together as one to improve Aboriginal health.

Cultural content notice

This Annual Report contains Aboriginal cultural information and perspectives. It may include references to people who have passed away, and to experiences of grief, racism and the impacts of colonisation. We share this content with respect, and invite readers to engage in a culturally safe and considerate way.



About the artist and the meaning of the artwork used in this report

Tamika McInnes was born in Tamworth, NSW, on Gomeroi Country. She began painting three years ago, drawing inspiration from her late father, who taught her and her sisters how to paint Aboriginal artwork when they were young. Continuing his legacy after his passing holds deep meaning for her, and she is proud to carry forward his talent through her own work in a way that is both emotional and meaningful.

This artwork represents guidance and family, and the importance of supporting one another through life's toughest challenges.

With her sister having cancer and Tamika carrying the gene herself, the message also highlights the importance of regular breast and ovarian cancer checks.



WALHALLOW
ABORIGINAL CORPORATION

Walhallow Aboriginal Corporation
(trading as *Walhealth*)

ABN 16 209 174 798

Indigenous Corporation Number (ICN) 69

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Overview

This section will help you understand what the report covers, how to navigate it, and what the data can and cannot show.

About this report and how to read it

Who we are Walhallow Aboriginal Corporation, trading as Walhealth, is an Aboriginal Community Controlled Health Organisation.

What this Annual Report covers This Annual Report highlights our achievements, governance, and efforts to deliver safe, high-quality primary health care and community programs. It brings together key activities, progress on priorities, and the stories and partnerships driving better health and wellbeing for our communities.

The reporting period and what is included This report covers the 2025 reporting period and highlights the year’s achievements, challenges and lessons. It includes messages from our leaders, an overview of our clinics and programs, governance and compliance updates, and our audited financial statements. Where data is available, we include snapshots of service demand and improvement activity, and we outline priorities for the year ahead.

Who this report is for This Annual Report is written for our Aboriginal communities, Members and Elders, our patients and families, our staff and Board, and our partners, funders, supporters, and decision-makers.

Data limitations and baseline year *i* Because the service was in Administration and consistent data capture was not in place, comparable historical figures are not available. This report, therefore, sets 2025 as our baseline year for reporting, with strengthened systems now in place to enable year-on-year comparisons from 2026.

Reporting scope, sites, and time period Walhealth operates from three sites, Quirindi, Coledale and Walhallow. This report covers activity and performance across these locations for the 2025 reporting period, noting that some service and workforce figures are reported as at specific snapshot dates where stated.



Our story and identity

Walhealth was established to support community aspirations for self-determination and better outcomes in Walhallow, Quirindi, and Coledale.

Country, community, and service footprint in brief

Walhallow is a small rural village near Caroona, west of Quirindi, within the Liverpool Plains Local Government Area. The Walhallow Local Aboriginal Land Council area is within the boundaries of the Kamilaroi Nation. Local records refer to the former Aboriginal Reserve, often known as the Caroona mission, first gazetted in 1897 and expanded in 1907.

Walhallow in our history

Walhallow also holds an important place in the organisation's story. Walhealth notes that Walhallow was established as a pastoral lease in the early 1900s and later became a centre of work, connection, and belonging for local Aboriginal people.

Corporate identity and legal standing

Walhallow Aboriginal Corporation, trading as Walhealth, is an Aboriginal Community Controlled Organisation (ACCO) registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act), with oversight by the Office of the Registrar of Indigenous Corporations (ORIC). Walhealth operates as a community-controlled organisation under Aboriginal and Torres Strait Islander corporate governance arrangements.

As a community-controlled organisation, Walhealth follows Aboriginal and Torres Strait Islander governance practices that emphasise accountability, transparency and cultural integrity. These practices help ensure services meet community expectations, comply with regulatory and funding requirements, and support long-term care for current and future generations.



What we do

Walhealth provides primary health care and community programs for Aboriginal and non-Aboriginal people in our area. Our services are grounded in respect for culture and guided by community needs.

Guided by Aboriginal leadership, we listen to what our communities need and deliver clinic-based care alongside outreach and preventative initiatives for people of all ages. Our services

include general practice, chronic disease care, mental health and social and emotional wellbeing support, child and maternal health, preventative health screenings, and culturally based community initiatives.

We work with local and regional partners to make it easier for people to access care, strengthen continuity of care, and support better health outcomes close to home.



WALHALLOW
ABORIGINAL CORPORATION

Mission, vision, and values



Mission

Our mission is to provide holistic, person-centred healthcare that respects and celebrates Aboriginal culture, knowledge, and connection to Country. We strive to improve health outcomes by working in partnership with communities, strengthening self-determination, and ensuring every individual feels safe, heard, and empowered in their health journey.



Vision

Our vision is to deliver culturally safe, high-quality care that lifts health outcomes and empowers Aboriginal people.

Values



Cultural health and wellbeing



Community empowerment



Excellence in care



Respect and integrity



Holistic wellbeing



Equity and access

Driving Health Equity for Aboriginal People

Health equity goal

Our five-year goal sets direction for reducing inequity through accessible, culturally affirming primary health care.



Five-year aspirational goal

Walhealth will be acknowledged as a driving force in reducing health inequities and closing the gap for Aboriginal people through accessible, high-quality, and culturally affirming primary health care.



Our six key priority areas



Governance
and Leadership



Service
Expansion



Workforce
Development



Community
Engagement and
Partnerships



Financial
Sustainability



Quality
Improvement



Message from the Chair



On behalf of the Board, I present the Annual Report to the communities in which we live and work. I begin by acknowledging all Aboriginal nations across our footprint and paying my respects to Elders past, present and emerging. I recognise Elders as knowledge holders and leaders whose guidance continues to shape stronger health and wellbeing outcomes for our communities.

I also extend that respect to all Aboriginal and Torres Strait Islander peoples across the nation, particularly those working to address persistent disparities in health, education, employment and housing, and in the protection of culture and heritage.



Change across the organisation

As Chair, I express my sincere appreciation to the diverse communities we serve for their support during a period of significant organisational restructuring. This period of change has required collaboration, trust and shared commitment to the long-term sustainability of services.

Decentralising operations

I extend a special thank you to our teams across all sites for their continued dedication during a major shift in business operations. The decentralisation of operational authority has strengthened local autonomy, accountability and transparency, enabling communities to play a greater role in how services are delivered. Throughout the year, we have renewed our focus on local partnerships and on listening closely to community voices about the future direction of our services.

Leadership and workforce pathways

Under the leadership of our CEO, and guided by the Board and Executive, the organisation has adopted new ways of working to expand primary health care and community-based population health prevention and promotion programs. These changes focus on growing our own workforce, strengthening local leadership and creating clear career pathways for those aspiring to leadership roles within health disciplines and across the organisation.

Sustainability and partnerships

This year, the organisation pursued business development and sustainability opportunities through engagement with local, regional, state and national agencies, corporates and philanthropic partners. These partnerships support socially responsible collaboration with Aboriginal communities and the Aboriginal community-controlled health sector.

Challenges and governance focus

The year 2025 presented a number of complex and challenging circumstances. In response, we strengthened governance arrangements to support and sustain our operational model, ensuring the continued delivery of professional and culturally appropriate health services to the communities we serve.



Raylene Saunders

Chair
Walhallow Aboriginal Corporation



Message from the CEO



I pay my respects to Aboriginal peoples on the lands where we live and work, and to Elders past, present and emerging. Elders, as knowledge holders, continue to guide stronger health and wellbeing for our communities. I also extend my respect to Aboriginal and Torres Strait Islander peoples nationwide, particularly those who are contributing to improved outcomes for individuals, families and communities.

Alongside this acknowledgement, I recognise our responsibility to continue strengthening governance and business operations to support quality service delivery and improved population health outcomes across all service sites.



Service activity and programs

Despite a year marked by adversity and significant change in management, our clinic and community program teams continued to deliver essential services. During 2025, we recorded increased activity and achievement across clinic clusters, including child and maternal health, preventative health and chronic disease services. Strong partnerships supported the delivery of community programs for children and families, alcohol and other drug services, mental health, family safety and counselling. We also progressed an innovative approach to population health promotion through the implementation of our Cancer Strategy and Framework.

Succession planning

Our succession planning approach focuses on strengthening organisational learning and development across all entities and teams. By building the skills and capability of our workforce, we are lifting the maturity of service delivery and improving outcomes across social, economic and cultural health environments for our communities, families and individuals. These workforce and governance strategies support continuity of care while enhancing the quality of health services.

Structure and finance support

The organisation's growth is supported by a newly adopted structure designed to stabilise and sustain operations. As part of this structure, roles such as Operations Officer and Human Resource Manager were created. We engaged new local accountants, SAGE, and expanded finance support. Fiscal responsibilities are now clearly delegated across the Board, the CEO and the Operations Officer.

Community voice and responsiveness

Our revised structure reflects feedback received through community engagement conducted with McGrathNicol and Morris Consultants. These consultations highlighted the need to be more present and responsive to community needs, to prioritise support for our most vulnerable, and to reduce duplication through partnerships while improving service delivery and health outcomes.

Looking ahead

We remain committed to delivering high-quality health services while supporting sustainable business growth in 2026.

Darren Green

Darren Green

Chief Executive Officer
Walhallow Aboriginal Corporation



Foreword: Governance review

The Board commissioned an external review to check alignment, identify improvements, and support realistic next steps.

Why the review was commissioned

After a period of change, the Board asked for an independent review of Walhealth's governance, leadership, and operations in late 2024. The goal was to make sure Walhealth meets its obligations under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act), follows its Rule Book, and is ready to provide culturally safe, sustainable services in the future.

This review shows the Board's commitment to being transparent, accountable, and always improving as a community-controlled organisation.

What the review examined

The independent review looked at governance, leadership, management, business and financial operations, organisational structure, and the systems that support quality, safety, and sustainability. The review included looking at documents and talking with Board members, staff, and key stakeholders, while keeping everything confidential. No patient records or sensitive clinical information were accessed.

What the review confirmed

The review found that Walhealth has strong foundations as an Aboriginal Community Controlled Health Organisation. It has clear community governance, compliant systems, and capable leadership. The review also confirmed that Walhealth is registered and meets ORIC requirements, has the right accreditation, and has the key policies, plans, and systems needed to operate well.



Aerial view of Walhallow Aboriginal Community (Caroona, NSW)

2025

What has changed as a result

The review gave practical advice to help the Board and leaders put good governance into daily practice. Since then, Walhealth has taken steps like improving governance training, making the roles of governance and operations clearer, strengthening risk oversight, and supporting quality improvement across the organisation.

These changes help Walhealth make better decisions, improve accountability, and deliver services more consistently at all sites.

Looking ahead

The governance review was an important turning point for Walhealth. Its findings still guide the organisation's priorities, such as workforce development, service planning, financial sustainability, and partnerships. By basing future decisions on strong governance and Aboriginal community control, Walhealth is better able to provide safe, high-quality care and improve health outcomes for the communities it serves.

Year at a glance

Reporting period: July 2024 to June 2025



20,990

Contacts

Client contacts recorded by the service



17,191

Episodes

Episodes of care recorded across services



2,079

People

Aboriginal clients recorded during the reporting period



1,875

Regularity

Aboriginal regular clients receiving ongoing, consistent care

Knowing Our Clients

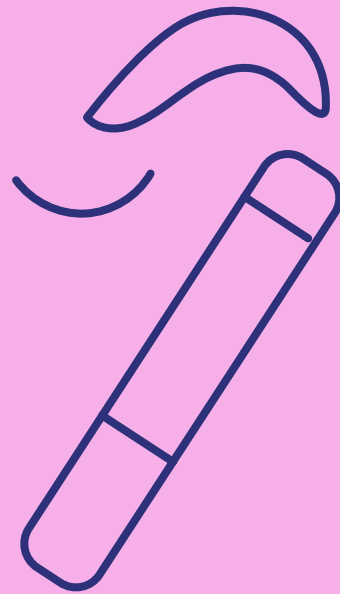
Strong foundations through consistent health data

93%

70%



Proportion of babies born within the previous 12 months, who attended the organisation more than once, whose birthweight has been recorded.



Proportion of regular clients whose smoking status has been recorded within the previous 24 months.

Managing Healths

Ongoing monitoring and care

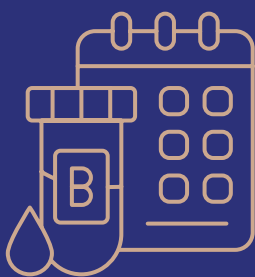
67%

Proportion of regular clients with Type 2 diabetes who have had a blood pressure measurement result recorded.



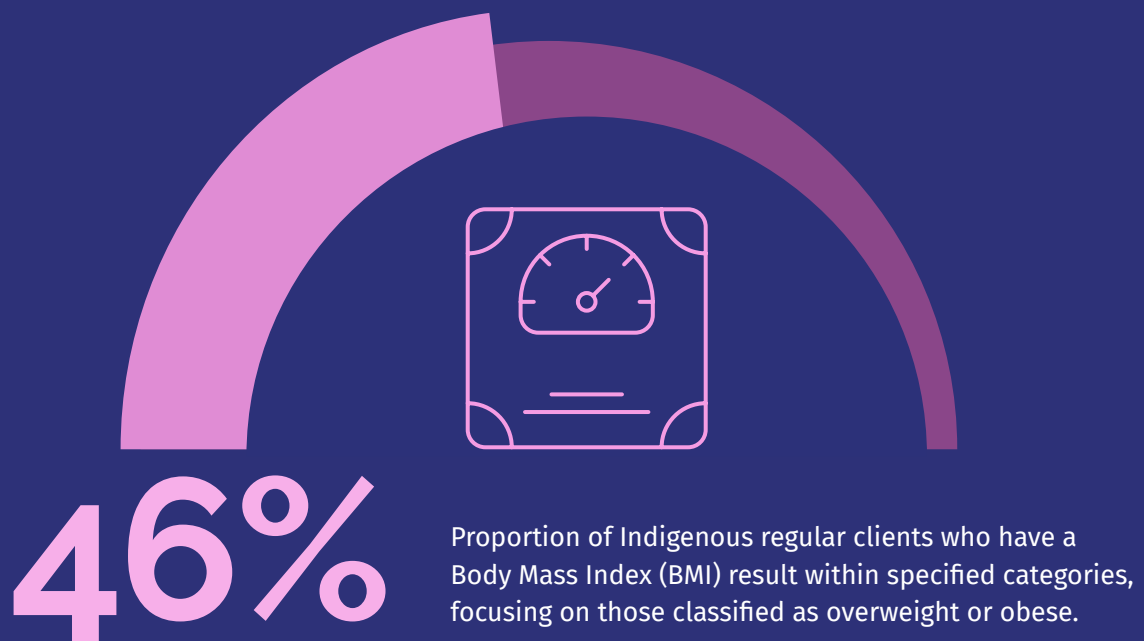
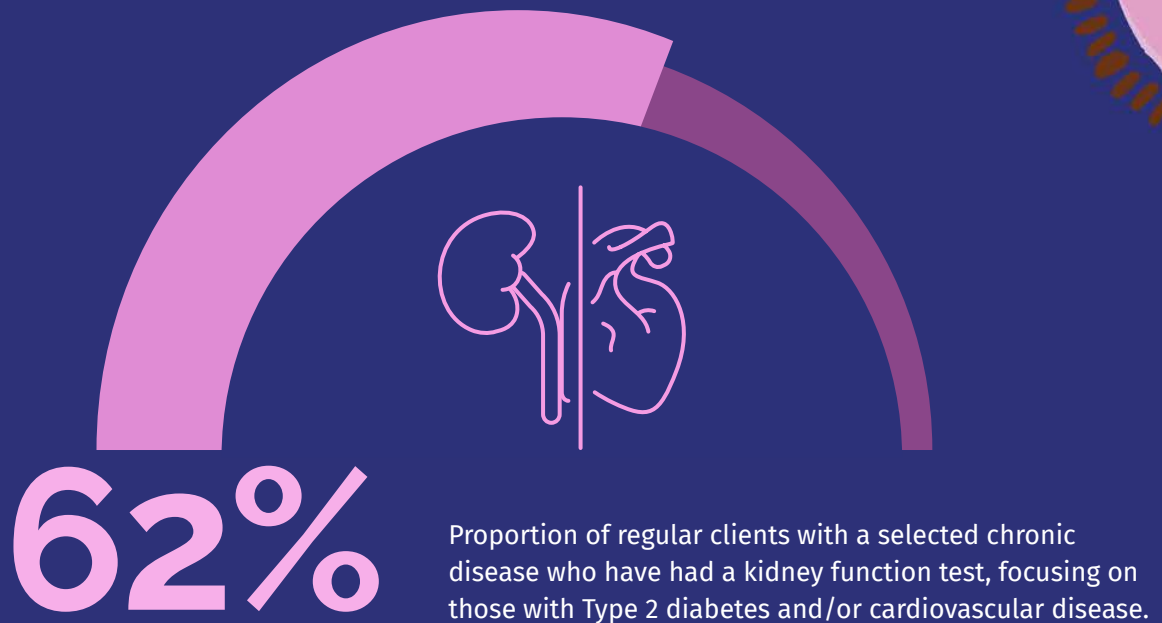
64%

Proportion of regular clients with Type 2 diabetes who have had an HbA1c measurement result recorded within the previous 12 months.



Risk & Prevention

Supporting long-term wellbeing



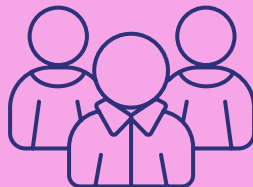
Key Numbers at a Glance



3

Sites

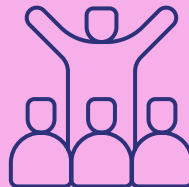
Quirindi, Coledale
and Walhallow.



17

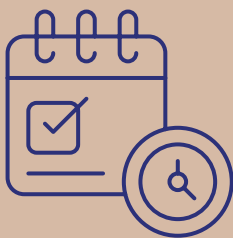
FTE Workforce

17 filled / 10 part-time



110

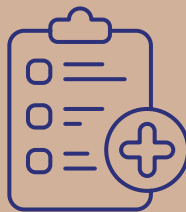
Members



245

Visits/Week

19,696 Visits/Year
Around 75 visits per clinic day



474

Health Checks

Target: 500



\$1.306m

**Medicare
Revenue**



Organisational snapshot (point-in-time figures)

- Walhealth operates across three sites: Quirindi, Coledale and Walhallow. At the end of the reporting period, the workforce comprised 17 full-time equivalent (FTE) positions and 10 part-time roles, including two part-time Nurse Practitioners located at Quirindi and Coledale.
- Membership totalled 110.

Service activity and demand (snapshot)

- Across its three sites, Walhealth recorded an average of around 48 patient visits per clinic day, equivalent to approximately 12,000 visits per year based on 250 working days.

Medicare and key performance indicators

- Over the past 12 months, Walhealth completed 474 Aboriginal and Torres Strait Islander Health Assessments (MBS item 715). A practical benchmark of 500 assessments per year has been established, supported by site-level targets and an organisation-wide Medicare strategy.
- Medicare revenue totalled \$1.31 million, equivalent to around \$26,200 per week across 50 operating weeks.

Key funders

Key funders include:

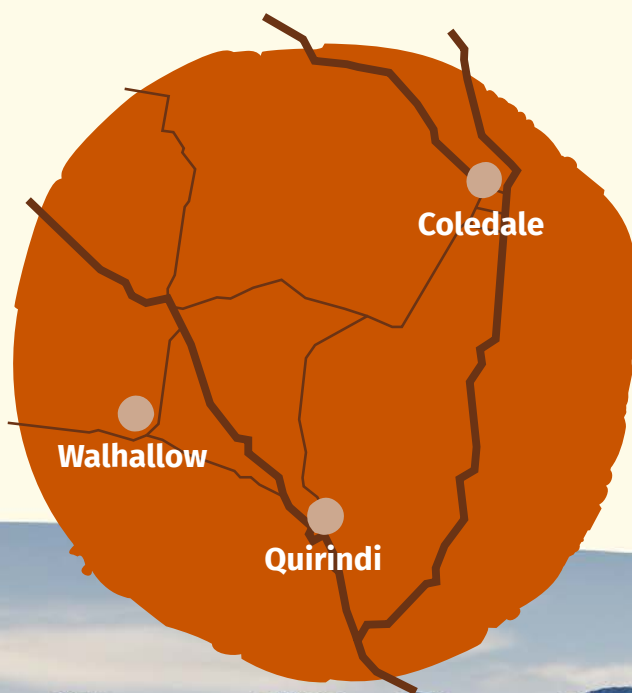
- Indigenous Australians Health Programme (IAHP)
- National Aboriginal Community Controlled Health Organisation (NACCHO)
- Rural Doctors Network (RDN)
- Aboriginal Health and Medical Research Council of NSW (AH&MRC of NSW).

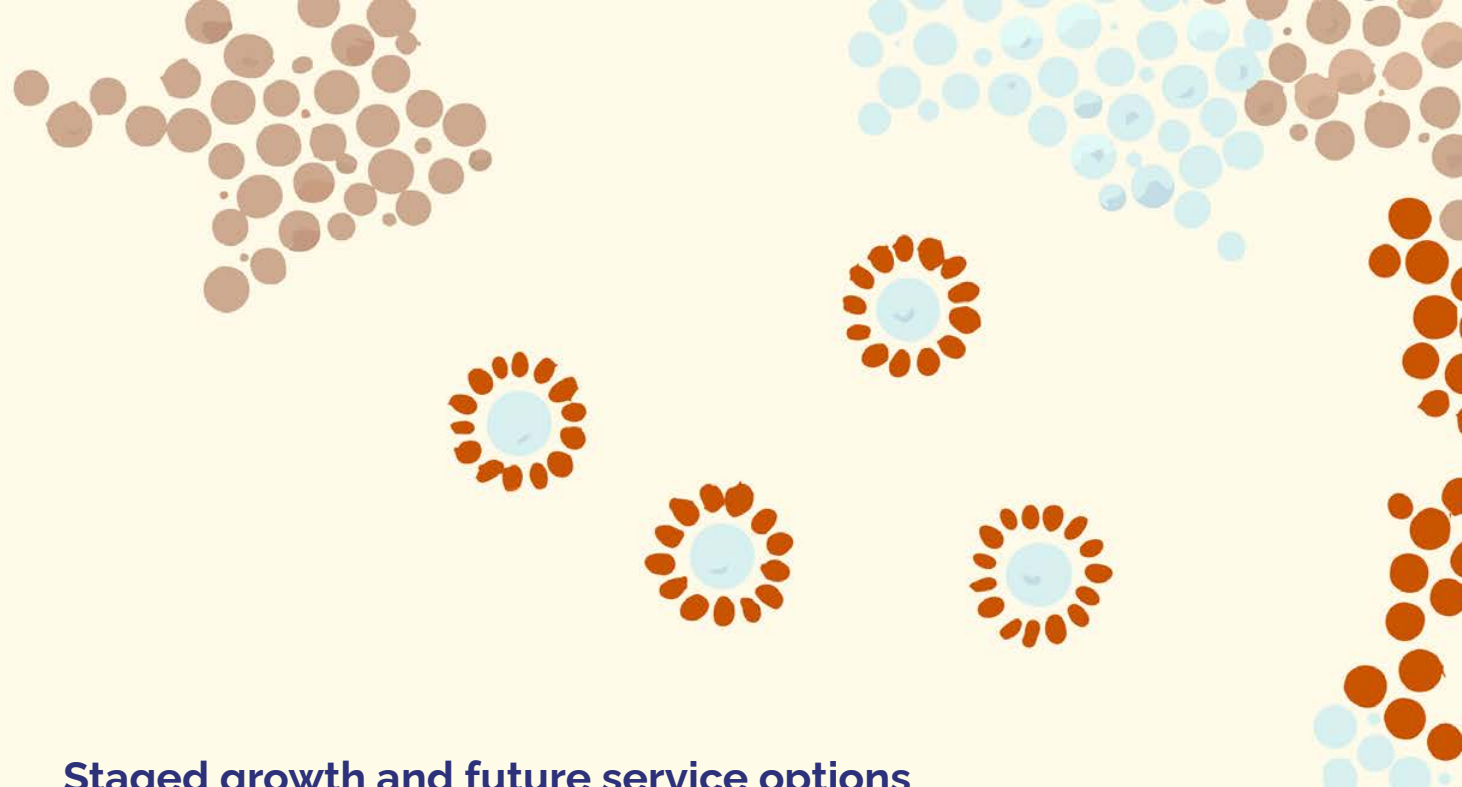
Understanding our region

The communities we serve today, and how we plan sustainable growth while protecting continuity of care.

Community profile across our service area

Culturally, our footprint sits on Kamilaroi, Gamilaroi and Gomeroi country. Geographically it covers Liverpool Plains Shire and Tamworth Regional Council. The estimated Aboriginal population within or close to this footprint is about 12,429 (ABS, 2021 Census). This population profile, together with travel distances across the Plains, explains the ongoing demand for accessible primary health care.





Staged growth and future service options

Our planning focuses on careful growth inside this footprint so more people can get care close to home. We currently support about 3,567 patients and can responsibly grow by strengthening current sites and considering additional or expanded clinics where viable, for example Werris Creek and Gunnedah as a possible option if viable.

Why service boundaries matter

Clear boundaries help communities know where to go, protect continuity of care, reduce service duplication for the large patient base at Coledale and safeguard Medicare, Australia's public health insurance, revenue that funds day to day services.



How we deliver care today

Walhealth supports people each day through our clinics and programs, building wellbeing, safety and connection to culture.

Service model overview

Walhealth provides community-based primary health care and programs across three sites: Quirindi, Coledale and Walhallow. Our focus is simple: people should get the care and support they need close to home, in a way that is culturally safe, respectful and guided by local community priorities.

In late 2024, the Board commissioned an independent review of Walhealth's governance, leadership and operations to strengthen the foundations for sustainable, culturally safe service delivery. A summary of the review is in the Governance review foreword.

Clinic-based care across our sites

Care is delivered through clinics in Quirindi, Coledale, and the Walhallow Aboriginal Health Post. Our teams include GPs, nurses and Aboriginal Health Practitioners, supported by visiting clinicians and specialist providers where available. We provide general practice care and support for chronic disease, mental health, social and emotional wellbeing, child and maternal health, preventive health screening, and related primary health services.

Across our clinics, care is organised around key focus areas: Child and Maternal Health, Preventive Health, and Chronic Disease. In 2025, we continued work to strengthen GP coverage so people can access more consistent primary care and follow-up when needed.

Outreach, visiting services and partnerships

We work with local and regional partners to make it easier for people to access services and to support continuity of care. This includes visiting services and linked supports where available (for example, podiatry, diabetes education and counselling). In Coledale, the clinic also coordinates with external stakeholders and partners to support access, service navigation and community connection.

We also help clients access appointments locally and in regional centres, including transport support when needed.



Quirindi Board Meeting
June 2025

Community health and programs

Alongside clinical services, Walhealth delivers community-led programs that support people needing additional support and strengthen social and emotional wellbeing, safety, prevention and connection to culture. These programs create safe, welcoming spaces for people to yarn, learn, connect with supports, and take steps towards stronger health and wellbeing.

Programs described in this report include School Checks (MBS Item 715 health assessments), the Elders program, Women's Group, Nurture Nest (Mums and Bubs), Men's Group, delivered through culturally safe approaches and in partnership with community and service stakeholders.

Primary health care approach

As a community-controlled organisation, Walhealth is guided by its Members and governed under its Rule Book through a Board structure with community-based directors and independent specialist directors. This governance model keeps services accountable to community priorities, culturally grounded, and focused on improving health and wellbeing.

Care at each site

An overview of services at Walhallow, Quirindi and Coledale, plus key activity highlights and improvements from the year.

Walhallow Clinic and Quirindi Clinic

About the clinics

Walhealth provides community-based primary health care services in Walhallow and Quirindi for Aboriginal people and the wider community. We aim to make care accessible and culturally safe, so people can get support close to home. Services include GP appointments, nurse-led primary care, and support from Aboriginal Health Practitioners. We also host visiting specialist services where available, including podiatry, diabetes education, and counselling. Care is delivered through a team approach, working with clients and families to support health and well-being and promote prevention.

Our impact and activity highlights

The clinic team is multidisciplinary and works across three clinical focus areas and related community programs: Child and Maternal Health, Preventive Health, and Chronic Disease. In 2025, we focused on strengthening GP coverage by actively recruiting when opportunities arose. We increased salaried GP and GP registrar support across our clinic sites, and this support will continue while we work towards more permanent GP positions. This work supports consistent access to primary care and strengthens continuity of care for patients across Walhallow and Quirindi.

Quirindi Clinic

Walhallow Clinic



Coledale Clinic

Coledale Clinic

About the clinic

The Coledale Clinic plans, delivers, coordinates and advocates for effective clinic and community-based primary health care for the Aboriginal community in Coledale and surrounding areas. The clinic provides culturally sensitive, holistic care that respects traditional values and supports health and wellbeing for Aboriginal and Torres Strait Islander people. Care is designed to respond to community needs and to connect clients with the right supports, both within the clinic and through trusted partners.

Our impact and activity highlights

Coledale has continued to establish and maintain strong working relationships with external stakeholders, including the Primary Health Network (PHN), the Hunter New England and Central Coast Primary Health Network (HNECCPN), the NSW Rural Doctors Network (RDN), NSW Health (Centre for Population Health), Hearing Australia, Legal Aid, podiatry providers, and Justice Health. These relationships have strengthened how we coordinate services and have also supported representation on regional health advisory committees.

Coledale is focused on expanding community engagement through events and activities that bring people together and improve access to primary and cultural health sessions delivered by local health and cultural professionals. We will continue to build community events so people can access information, support and services in a welcoming setting. Monthly health promotion and education sessions will cover topics including men's health, cancer information, diabetes, domestic and family violence, mental health and primary health. A calendar of allied and cultural health events will be available for clients and the community to participate in interactive health sessions across 2026.

Supporting wellbeing in community

Programs that strengthen social and emotional wellbeing, safety, prevention, and connection to culture across our service footprint.

Culturally safe programs

Walhealth programs support Aboriginal community members who are assessed as vulnerable in relation to health, social and emotional wellbeing, drug, alcohol and other substance misuse, offending, violence and victimisation.

Across our communities, Walhealth continues to strengthen programs wherever possible by providing cultural health activities, counselling, healing activities and other supports that promote cultural, social and emotional wellbeing. These programs aim to support strong, healthy and resilient individuals, families and communities. In turn, they may enhance pathways to education and employment and help reduce substance abuse, violence and contact.

2025 was a successful year for programs delivered by Walhealth across the Liverpool Plains District and for Coledale. The following highlights reflect the breadth of community-led activity and the practical outcomes achieved through consistent engagement and culturally safe delivery.



National Sorry Day
May 2025

Primary health care for healthy kids

In 2025, Walhealth delivered Aboriginal and Torres Strait Islander health assessments under Medicare (MBS) Item 715 through School Checks across Liverpool Plains local schools.

Walhealth delivered school health assessments at:

- Walhallow Public School
- Quirindi High School
- Werris Creek Public School

How the service worked

This service provided to schools included a GP and an Aboriginal Health Practitioner (AHP) who completed thorough health assessments for Aboriginal and Torres Strait Islander children.

Risks identified and referrals

Through this valuable program, important health risks were identified and referrals were made to:

- Optometrists
- Hearing Australia
- Speech pathologists
- Psychologists

Without a dedicated check, issues like these can be easily overlooked, and identifying them early helps ensure children receive the right support and follow-up care.

Continuation and income generated

Because of the success of this program, Walhealth will continue delivering MBS Item 715 health assessments in local schools to support children to lead happy, healthy lives. Delivering this vital program for our community, with a strong focus on identifying physical and mental health risks, also generated income for the Corporation of \$17,651.00.



Elders Olympics, Inverell NSW
April 2025

Elders program

The Elders program was designed to educate Aboriginal Elders aged 50 years and older about available services, and to engage Elders and encourage them to utilise supports that strengthen their health and wellbeing.

Group and setting

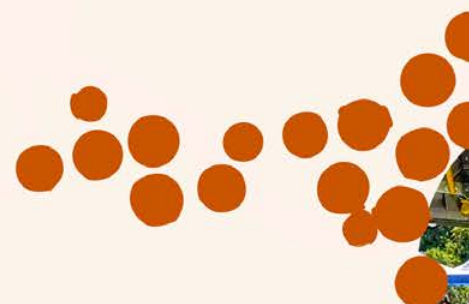
The Elders group, consisting mainly of community members from Quirindi and Werris Creek, continues to provide a safe social, cultural, and health environment for Elders to enjoy time together and with preferred service providers, bringing information and support to meet their needs.

2025 delivery and participation

In 2025, Walhealth delivered various group events, reaching and engaging Elders regularly, and more through larger events. Alongside information-sharing and health supports, the group is also a strong yarning circle. Social activities are part of what keeps people coming back, including the popular game of bingo, with healthy food choices as prizes.

2025 highlight: Elders Olympics

A key event in 2025 was taking the Elders to Glenn Innes for the Elders Olympics. Walhealth supported 7 Elders and two support teams to participate. Each attendee was provided with support packs and individualised support across the event to ensure comfort and safety. The event offered an alternative set of activities to support health education, empower Elders, and connect them with local services to improve wellbeing and lifestyle. This helps enable Elders to stay in their homes longer, living longer and healthier.



Case study: 2025 Elders Olympics (Inverell)

Coming together in Inverell

The 2025 Elders Olympics in Inverell saw Aboriginal Elders from across the region come together for several days of activity and connection. The annual event provides an opportunity for Elders to take part in a range of modified sporting games that promote physical health, teamwork and participation in a supportive environment.

More than the games

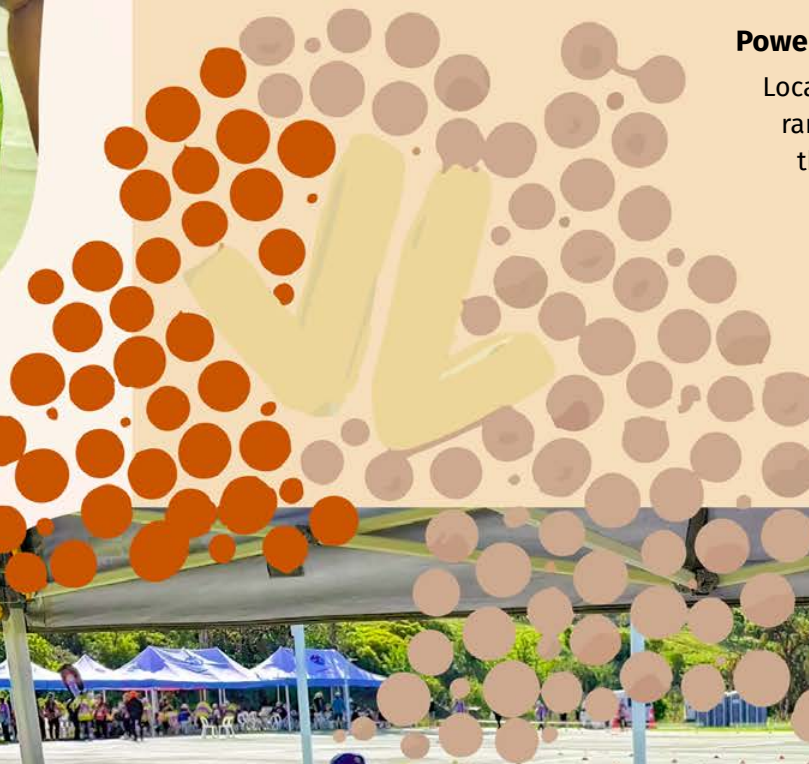
Teams competed in good spirits, with plenty of encouragement from fellow participants and supporters. Beyond the games themselves, the event created space for social connection and strengthening relationships between communities.

Powered by community

Local organisers and volunteers ensured the program ran smoothly, with strong attendance reflecting the importance of initiatives that support healthy ageing.

With thanks

The Elders and Community Program staff would like to thank the Board and management for supporting this initiative for connection between the Elders.



Elders Olympics Team, Inverell NSW
April 2025

How governance works in practice

See how our Board, Rule Book, and risk oversight keep Walhealth accountable to community priorities.

As a community-controlled organisation, Walhealth is guided by its Members and governed under its Rule Book. The Board includes community-based directors and independent specialist directors, supporting strong cultural accountability alongside specialist capability. This structure keeps decision-making anchored to community priorities, strengthens oversight of risk and compliance, and supports safe, high-quality services across our footprint.

Board composition and capability

The Board has five members and can grow to eleven, including two independent directors under the Rule Book.

In 2025, we delivered five governance training sessions on the Rule Book, fiduciary duties, financial literacy, risk management, planning, and the separation of governance and operations. This program supports compliance with the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act) and enhances oversight of organisational quality and safety.

List of Board Members

Position	Name
Chair	Raylene Saunders
Deputy	Jason Allan
Secretary	Jason Smith
Director	Lorraine Nean
Director	Tannika Moore

Workforce roles across sites

This table lists the positions that support service delivery across Coledale, Quirindi and Walhallow, including roles that work across all sites. Positions are shown as role types only (not staff names, headcount, or Full-Time Equivalent (FTE)).

Coledale	Quirindi	Walhallow	All sites
2x Aboriginal Health Practitioners (AHP)	Aboriginal Health Education Officer (AHEO)	Caretaker	Chief Executive Officer (CEO)
2x Registered Nurses (RN)	Aboriginal Health Lead	Community Liaison Officer (CLO)	Finance and Medicare Coordinator
2x Medical Receptionists	Centrelink and Administration Officer		Corporate Services Manager
3x General Practitioner (GP)	Cleaner		Human Resources Manager (HR)
Practice Manager	Clinical Nurse, Endorsed Enrolled Nurse (EEN)		
1 x Nurse Practitioner	General Practitioner (GP)		
	2x Medical Receptionists		
	Trainee Aboriginal Health Worker		
	Transport Officer		
	Clinical Lead		
	Aboriginal Health Worker		
	1 x Nurse Practitioner		

Walhallow Aboriginal Corporation

ABN: 16 209 174 798

Indigenous Corporation Number (ICN): 69

Financial Statements

For the year ended 30 June 2025

Walhallow Aboriginal Corporation

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Auditor's independence declaration to the directors of Walhallow Aboriginal Corporation

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- no contraventions of the auditor independence requirements of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

Roberts + Morrow Audit Services Pty Ltd
Authorised Audit Company Number 517597

A handwritten signature in dark ink that reads 'Carolyn Cooper'.

Carolyn Cooper

Partner

Tamworth NSW, 13 February 2026

ACCOUNTING
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Walhallow Aboriginal Corporation

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue	4		
Revenue from contracts with customers		6,640,969	8,587,360
Revenue from other sources		127,915	374,792
Total Revenue		6,768,884	8,962,152
Interest income		66,749	56,915
Total income		6,835,633	9,019,067
Employee benefit expenses	6	(2,456,743)	(2,918,636)
Depreciation expenses		(35,800)	(38,634)
Interest expense		(4,049)	(3,115)
Repairs and maintenance	6	(24,322)	(172,848)
Other expenses	6	(2,732,700)	(3,057,171)
Total expenses		(5,253,614)	(6,190,404)
Profit/(loss) before income taxes		1,582,019	2,828,663
Income tax		-	-
Profit/(loss) for the year		1,582,019	2,828,663
Other comprehensive income, net of income tax			
Items that will not be classified subsequently to profit or loss			
Revaluation changes for property, plant and equipment		-	(2,845)
Other comprehensive income for the year, net of tax		-	(2,845)
Total comprehensive income for the year		1,582,019	2,825,818

The accompanying notes form part of these financial statements.

Walhallow Aboriginal Corporation

Statement of financial position

As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents		6,780,647	6,221,777
Trade and other receivables		162,393	2,155
Other assets	8	64,436	-
Total current assets		7,007,476	6,223,932
Non-current assets			
Property, plant and equipment	7	55,055	88,645
Total assets		7,062,531	6,312,577
Liabilities			
Current liabilities			
Trade and other payables	9	414,731	1,349,187
Employee benefits	11	216,200	102,857
Other liabilities	10	791,185	791,185
Total current liabilities		1,422,116	2,243,229
Non-current liabilities			
Employee benefits	11	40,289	51,241
Total liabilities		1,462,405	2,294,470
Net assets		5,600,126	4,018,107
Equity			
Retained earnings		5,600,126	4,018,107

The accompanying notes form part of these financial statements.

Walhallow Aboriginal Corporation

Statement of changes in equity

For the year ended 30 June 2025

2024	Retained earnings \$	Total equity \$
Opening balance	1,192,289	1,192,289
Profit for the year	2,828,663	2,828,663
Other comprehensive income	(2,845)	(2,845)
Closing balance	4,018,107	4,018,107

2025	Retained earnings \$	Total equity \$
Opening balance	4,018,107	4,018,107
Profit for the year	1,582,019	1,582,019
Closing balance	5,600,126	5,600,126

The accompanying notes form part of these financial statements.

Walhallow Aboriginal Corporation

Statement of cash flows

For the year ended 30 June 2025

	2025	2024
	\$	\$
Cash flows from operating activities:		
Receipts from customers	1,407,695	3,851,238
Payments to suppliers and employees	(6,462,716)	(7,650,710)
Grant from IAHP including GST	5,550,808	6,492,309
Interest received	66,749	56,915
Interest paid	(1,456)	(3,115)
Net cash flows from/(used in) operating activities	561,080	2,746,637
Cash flows from investing activities:		
Proceeds from sale of plant and equipment	624	-
Purchase of property, plant and equipment	(2,834)	(63,390)
Net cash provided by/(used in) investing activities	(2,210)	(63,390)
Net increase/(decrease) in cash and cash equivalents	558,870	2,683,247
Cash and cash equivalents at beginning of year	6,221,777	3,538,530
Cash and cash equivalents at end of financial year	6,780,647	6,221,777

The accompanying notes form part of these financial statements.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

1. Basis of preparation

These financial statements cover the Walhallow Aboriginal Corporation as an individual entity. Walhallow Aboriginal Corporation is an entity incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards and the Corporations (Aboriginal and Torres Strait Islander) Act 2006.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Material accounting policy information is consistent with prior reporting periods unless otherwise stated.

2. Material accounting policy information

a. Income tax

The Corporation is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

b. Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

c. Impairment of non-financial assets

At the end of each reporting period the Corporation determines whether there is evidence of an impairment indicator for non-financial assets.

The recoverable amount of an asset or cash generating unit (CGU) is the higher of the fair value less costs of disposal and the value in use. Value in use is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

2. Material accounting policy information (continued)

d. Leases

The Board have considered the requirements of AASB 16 *Leases* in preparing these financial statements. AASB 16 requires lessees to recognise most leases on the statement of financial position through the recognition of a right-of-use asset and a corresponding lease liability.

After assessing the nature, terms and value of the Corporation's leasing arrangements, the Board have determined that the adoption of AASB 16 would not materially impact the financial statements. Accordingly, the Corporation has elected not to adopt AASB 16.

Lease payments made during the year have been expensed on a straight-line basis over the relevant lease term, consistent with the Corporations accounting policy in prior years. The Directors consider this treatment to result in reliable and relevant reporting of the Corporations operations consistent with prior periods.

3. Critical accounting estimates and judgements

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

a. Key estimates - impairment of property, plant and equipment

The Corporation assesses impairment at the end of each reporting period by evaluating conditions specific to the Corporation that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

b. Key estimates - revenue recognition - long term contracts

The Corporation undertakes long term contracts which span a number of reporting periods. Recognition of revenue in relation to these contracts involves estimation of future costs of completing the contract and the expected outcome of the contract. The assumptions are based on the information available to management at the reporting date, however future changes or additional information may mean the expected revenue recognition pattern has to be amended.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

3. Critical accounting estimates and judgements (continued)

c. Key estimates - estimation of useful lives of property, plant and equipment

The Corporation determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

4. Revenue and other income

a. Accounting policy

i. Revenue from contracts with customers

Revenue is recognised on a basis that reflects the transfer of control of promised goods or services to customers at an amount that reflects the consideration the Corporation expects to receive in exchange for those goods or services.

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Corporation have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

ii. Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Corporation are:

1) Provision of services

Income derived from the provision of services relates to contracted fees for health services and Medicare income. Service income is recognised on an accruals basis when the entity is entitled to it.

2) Grant income

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied. Performance obligations are varied based on the agreement but may include grants for the purchase of specific property, plant and equipment.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

4. Revenue and other income (continued)

a. Accounting policy (continued)

iii. Revenue recognition policy for contracts which are either not enforceable or do not have sufficiently specific performance obligations

The revenue recognition policies for the principal revenue streams of the Corporation are:

1) Grant income

Where grant income arises from an agreement that is not enforceable and/or does not contain sufficiently specific performance obligations then the revenue is recognised on receipt.

2) Other revenue

Other revenue is recognised on receipt.

b. Revenue from contracts with customers

	2025	2024
	\$	\$
Grant income		
Indigenous Australians' Health Programme (IAHP)	4,937,088	4,230,804
Recognition of carried forward underspend	-	1,200,111
Total grant income	4,937,088	5,430,915
Provision of services		
Aboriginal Health and Medical Research Council - AH & MRC	-	32,515
Australia Post	7,998	7,995
Burnet Funding - Hep C Campaign	-	18,000
Department of Human Services (DHS)	74,162	64,813
GP Synergy	9,076	258,083
HNECC Primary Health Network (PHN)	-	19,000
IHSPS - Qumax	-	22,258
Medicare	1,306,234	1,581,537
National Aboriginal Community Controlled Health Org (NACCHO)	220,262	530
NSW Health	-	10,000
NSW Rural Doctors Network (RDN)	86,149	271,667
Other unexpended funds carried forward	-	870,047
Total provision of services	1,703,881	3,156,445
Total income from contracts with customers	6,640,969	8,587,360

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

4. Revenue and other income (continued)

c. Disaggregation of revenue from contracts with customers

Revenue from contracts with customers have been have been disaggregated, with the breakdown displayed in the following tables:

	2025	2024
	\$	\$
Funding Type		
Federal Government	7,517,594	8,418,497
State Government	-	10,000
Other	323,485	950,048
	7,841,079	9,378,545

d. Other revenue

	2025	2024
	\$	\$
Other revenue from other sources		
Workers compensation	123,804	119,650
Miscellaneous	4,111	255,142
Total other revenue from other sources	127,915	374,792

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

5. Auditor's remuneration

	2025	2024
	\$	\$
Remuneration of the auditor of the Corporation for:		
Auditing the financial report	10,500	10,000

6. Result for the year

The result for the year includes the following specific expenses:

	2025	2024
	\$	\$
Employee benefit expenses		
Salaries and wages	2,075,198	2,589,516
Superannuation expenses	234,336	298,355
Workers compensation	28,707	33,852
Employee provisions	102,391	(14,081)
Other employee expenses	16,111	10,994
Total employee benefit expenses	2,456,743	2,918,636
Repairs and maintenance		
Buildings and property	24,322	172,848
Total repairs and maintenance	24,322	172,848

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

6. Result for the year (continued)

	2025	2024
	\$	\$
Other Expenses		
Accounting, audit and administration	53,344	86,129
Advertising	136,722	14,908
Bank charges	1,176	803
Catering	6,813	2,571
Cleaning services and supplies	47,920	56,146
Community programs	92,091	45,518
Consultancy	115,792	241,497
Employment assistance	7,100	4,875
Employment hero integration	-	4,502
Electricity and gas	24,103	19,228
Legal fees	73,198	5,580
GP accommodation	155,235	-
GP services	1,083,142	1,561,386
Hardware and IT expenses	160,729	257,003
Storage unit rental	5,332	5,382
Insurance	33,783	27,587
Management committee expenses	18,156	6,972
Medical specialist, supplies and medicines	130,648	96,302
Minor equipment purchases	2,517	-
Motor vehicle expenses	92,442	99,527
Mowing and maintenance supplies	3,990	7,790
Printing, postage and stationery	21,470	40,636
Rent	113,749	81,789
RDN expenses	151,967	178,593
Security costs	4,645	2,115
Staff uniforms	16,459	5,252
Subscriptions	13,386	10,250
Telephone and internet	53,666	58,466
Team building	-	5,717
Travel and related staff development	107,501	25,302
Upgrade sites	-	90,345
Website	5,000	15,000
Net loss on disposal of assets	624	-
Total other expenses	2,732,700	3,057,171

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

7. Property, plant and equipment

a. Accounting policy

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment.

i. Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the Corporation, commencing when the asset is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

The estimated useful lives used for each class of depreciable asset are shown below:

Fixed asset class	Useful life
Plant and equipment	1 - 15 years
Computer equipment	1 - 5 years
Motor vehicles	7 - 8 years

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

When an asset is disposed, the gain or loss is calculated by comparing proceeds received with its carrying amount and is taken to profit or loss.

b. Property, plant and equipment details

Summary	2025 \$	2024 \$
Plant and equipment	19,868	28,397
Computer equipment	24,154	45,536
Motor vehicles	11,033	14,712
	55,055	88,645

2024	Plant and equipment \$	Computer equipment \$	Motor vehicles \$	Total \$
Opening balance	21,525	22,731	19,633	63,889
Additions	14,960	48,430	-	63,390
Depreciation	(8,088)	(25,625)	(4,921)	(38,634)
Closing balance	28,397	45,536	14,712	88,645

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

7. Property, plant and equipment (continued)

b. Property, plant and equipment details (continued)

2024	Plant and equipment \$	Computer equipment \$	Motor vehicles \$	Total \$
As at 30 June 2024				
At cost	112,790	119,736	165,387	397,913
Accumulated depreciation	(84,393)	(74,200)	(150,675)	(309,268)
	28,397	45,536	14,712	88,645

2025	Plant and equipment \$	Computer equipment \$	Motor vehicles \$	Total \$
Opening balance	28,397	45,536	14,712	88,645
Additions	2,834	-	-	2,834
Disposals	(624)	-	-	(624)
Depreciation	(10,739)	(21,382)	(3,679)	(35,800)
Closing balance	19,868	24,154	11,033	55,055

As at 30 June 2025				
At cost	52,978	70,072	165,387	288,437
Accumulated depreciation	(33,110)	(45,918)	(154,354)	(233,382)
	19,868	24,154	11,033	55,055

8. Other assets

Current	2025 \$	2024 \$
Prepayments	62,316	-
Other assets	2,120	-
	64,436	-

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

9. Trade and other payables

Current	2025	2024
	\$	\$
Trade payables	84,593	92,317
GST payable/(receivable)	(29,328)	(24,831)
Employee benefits	190,280	34,591
Accrued expenses	169,186	47,000
Approved DOH underspend	-	1,200,110
	414,731	1,349,187

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

10. Other liabilities

Current	2025	2024
	\$	\$
Other liabilities		
Unspent Funds Carried Forward DOH	471,185	471,185
Underspend NACCHO	320,000	320,000
Total Other liabilities	791,185	791,185

11. Employee benefits

a. Accounting policy

Provision is made for the Corporation's liability for employee benefits, those benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements.

Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

11. Employee benefits (continued)

b. Employee benefit details

Current	2025	2024
	\$	\$
Long service leave	51,262	-
Annual leave	164,938	102,857
	216,200	102,857
Non-current	2025	2024
	\$	\$
Long service leave	40,289	51,241

12. Financial risk management

The Corporation is exposed to a variety of financial risks through its use of financial instruments.

The Corporation's overall risk management plan seeks to minimise potential adverse effects due to the unpredictability of financial markets.

The most significant financial risks to which the Corporation is exposed to are:

Specific risks

- Liquidity risk
- Credit risk
- Market risk - currency risk, interest rate risk and price risk

Financial instruments used

The principal categories of financial instruments used by the Corporation are:

- Trade receivables
- Cash at bank
- Trade and other payables

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

12. Financial risk management (continued)

Financial assets	2025	2024
	\$	\$
Held at amortised cost		
Cash and cash equivalents	6,780,647	6,221,777
Trade and other receivables	162,393	2,155
	6,943,040	6,223,932
Financial liabilities	2025	2024
	\$	\$
Financial liabilities measured at amortised cost	(414,731)	(1,349,187)
	(414,731)	(1,349,187)

a. Objectives, policies and processes

The Board of Directors has overall responsibility for the establishment of the Corporation's financial risk management framework. This includes the development of policies covering specific areas such as foreign exchange risk, interest rate risk, liquidity risk, credit risk and the use of derivatives.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Corporation's activities.

The day-to-day risk management is carried out by the Corporation's finance function under policies and objectives which have been approved by the Board of Directors. The Chief Financial Officer has been delegated the authority for designing and implementing processes that follow the objectives and policies. This includes monitoring the levels of exposure to interest rate and foreign exchange rate risk and assessment of market forecasts for interest rate and foreign exchange movements.

The Board of Directors receives monthly reports which provide details of the effectiveness of the processes and policies in place.

Mitigation strategies for specific risks faced are described below:

b. Liquidity risk

Liquidity risk arises from the Corporation's management of working capital and the finance charges and principal repayments on its debt instruments. It is the risk that the Corporation will encounter difficulty in meeting its financial obligations as they fall due.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

12. Financial risk management (continued)

b. Liquidity risk (continued)

The Corporation's policy is to ensure that it will always have sufficient cash to allow it to meet its liabilities as and when they fall due. The Corporation maintains cash and marketable securities to meet its liquidity requirements for up to 30-day periods. Funding for long-term liquidity needs is additionally secured by an adequate amount of committed credit facilities and the ability to sell long-term financial assets.

The Corporation manages its liquidity needs by carefully monitoring scheduled debt servicing payments for long-term financial liabilities as well as cash-outflows due in day-to-day business.

Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well as a rolling 30-day projection. Long-term liquidity needs for a 180-day and a 360-day period are identified monthly.

At the reporting date, these reports indicate that the Corporation expected to have sufficient liquid resources to meet its obligations under all reasonably expected circumstances and will not need to draw down any of the financing facilities.

Financial guarantee liabilities are treated as payable on demand since the Corporation has no control over the timing of any potential settlement of the liabilities.

The timing of cash flows presented in the table to settle financial liabilities reflects the earliest contractual settlement dates and does not reflect management's expectations that banking facilities will be rolled forward. The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

c. Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Corporation.

Credit risk arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions, as well as credit exposure to wholesale and retail customers, including outstanding receivables and committed transactions.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

i. Trade receivables

Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of accounts receivable.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

12. Financial risk management (continued)

c. Credit risk (continued)

i. Trade receivables (continued)

The Corporation has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Corporation's standard payment and delivery terms and conditions are offered. The Corporation review includes external ratings, if they are available, financial statements, credit agency information and industry information. Credit limits are established for each customer and the utilisation of credit limits by customers is regularly monitored by line management. Customers who subsequently fail to meet their credit terms are required to make purchases on a prepayment basis until creditworthiness can be re-established.

The Board of Directors receives monthly reports summarising the turnover, trade receivables balance and aging profile of each of the key customers individually and the Corporation's other customers analysed by industry sector as well as a list of customers currently transacting on a prepayment basis or who have balances in excess of their credit limits.

The Corporation's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which the customers operate.

Management considers that all the financial assets that are not impaired for each of the reporting dates under review are of good credit quality, including those that are past due.

The Corporation has no significant concentration of credit risk with respect to any single counterparty or group of counterparties.

On a geographical basis, the Corporation has significant credit risk exposures in Australia given the location of its operations in those regions.

d. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

13. Key management personnel remuneration

The remuneration paid to key management personnel of Walhallow Aboriginal Corporation for the year ended 30 June 2025 was \$178,629 (2024: \$0 due to appointment of special administrator).

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

14. Contingencies

In the opinion of the directors, the Corporation did not have any contingencies at 2025 (2024: None).

15. Related parties

a. The Corporation's main related parties are as follows:

As is common with organisations of this nature, transactions between related parties do exist however they are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

All transactions, including those with related parties, are required to be reviewed and approved by the Board. Types of transactions include salaries and wages, cleaning and minor maintenance work on assets owned or controlled by the Corporation. The Board act in an honorary capacity and do not receive remuneration for their services.

Key management personnel - refer to Note 13.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

16. Cash flow information

Reconciliation of net income to net cash provided by operating activities:

	2025	2024
	\$	\$
Profit for the year	1,582,019	2,828,663
Add/(less) non-cash items:		
Depreciation and amortisation	35,800	38,634
Changes in assets and liabilities:		
(increase)/decrease in receivables	(160,238)	3,595
(increase)/decrease in other financial assets	-	(2,844)
(increase)/decrease in other assets	(64,436)	-
increase/(decrease) in payables	(934,456)	(107,330)
increase/(decrease) in employee benefits	102,391	(14,081)
Cash flows from operations	561,080	2,746,637

17. Events occurring after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Corporation, the results of those operations, or the state of affairs of the Corporation in future financial years.

Walhallow Aboriginal Corporation

Notes to the financial statements

For the year ended 30 June 2025

18. Economic dependence

The Corporation's ability to continue operating as a going concern is dependent on the continued financial support of the Federal Government, their associated health departments and the associated funding grants received. If there is a significant decline in patient numbers, this may result in the Government and their associated departments ceasing to provide funding for the Corporation.

19. Statutory information

The registered office and principal place of business of the Corporation is:

Walhallow Aboriginal Corporation
8-22 Station road
QUIRINDI NSW Australia
2343

Walhallow Aboriginal Corporation

Directors' declaration

In the directors opinion:

1. the financial statements and notes for the year ended 30 June 2025:
 - are in accordance with the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* and *Corporations (Aboriginal and Torres Strait Islander) Regulations 2007*;
 - comply with Australian Accounting Standards; and
 - give a true and fair view of the financial position as at 30 June 2025 and of the performance for the year ended on that date of the Corporation.
2. there are reasonable grounds to believe that the Corporation will be able to pay its debts as and when they become due and payable with the continuing support of creditors.

This declaration is made in accordance with a resolution of the Board of Directors.



Raylene Saunders
Director

Dated: 13 February 2026



Jason Allan
Director



Independent audit report to the members of Walhallow Aboriginal Corporation

Report on the audit of the financial report

Disclaimer of opinion

We were engaged to audit the accompanying financial report of Walhallow Aboriginal Corporation (the Corporation), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes to the financial statements and the directors' declaration.

We do not express an opinion on the financial report due to the significance of the matters described in the 'Basis for disclaimer of opinion' section of this report. We have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on the financial report.

Basis for disclaimer of opinion - Inability to obtain evidence

The Corporation receives a significant portion of its funding through government and other grants. These arrangements often impose enforceable performance obligations under AASB 15.

During the audit, management was unable to provide reconciliations, acquittal reports, supporting schedules or other reliable evidence substantiating the unspent grant funds and contract liability balances recorded at 30 June 2025.

We were therefore unable to determine:

- whether revenue from grants had been recognised appropriately in accordance with AASB 15;
- whether performance obligations were satisfied;
- whether liabilities were complete and accurate; or
- whether adjustments were necessary to the financial report.

Because the unspent funds/contract liabilities affect both the statement of financial position and revenue recognised in the statement of profit or loss, we were unable to obtain sufficient appropriate audit evidence in this area. The potential effects may be material and pervasive.

Accordingly, we disclaim an opinion on the financial report.

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Qualified opinion - Opening balances and lease accounting

As this is the first year of engagement as auditors of the Corporation, we were not able to obtain sufficient appropriate audit evidence regarding opening balances as at 30 June 2024 due to time constraints, lack of access to prior audit working papers and limitations in the Corporations records. Consequently, we were unable to determine whether any adjustments were necessary to the opening balances, comparative information and related disclosures in the financial report.

Further, the Directors have elected not to adopt Australian Accounting Standard AASB 16 'Leases' as they do not believe its impact to materially impact the users of the financial statements. Attention is drawn to note 2(d) in the financial report which details the impact of the operating leases.

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Entity in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (the Code)* that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our conclusions are not modified in respect of this matter.

Emphasis of matter - economic dependence

Without impacting our opinion, attention is drawn to note 19 Economic Dependence, outlining the reliance on the continued support of Government.

Responsibilities of Directors for the financial report

The Directors of the corporation are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*, and for such internal control as the Directors determine is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the Corporations ability to continue as a going concern, disclosing, as applicable, matters related to going concern using the going concern basis of accounting unless those charged with governance intends to liquidate the Corporation or to cease operations or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

Due to the matters described in the 'Basis for disclaimer of opinion' section of this report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion.

Accordingly, we do not express an opinion on the financial report.

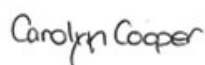
Our responsibilities

As part of an audit in accordance with the Australian Auditing Standards, the auditor exercises professional judgement and maintains professional scepticism throughout the audit. The auditor also:

- Identifies and assesses the risks of material misstatement of the financial report, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence that is sufficient and appropriate to provide a basis for the auditor's opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by those charged with governance.
- Concludes on the appropriateness of those charged with governance's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If the auditor concludes that a material uncertainty exists, the auditor is required to draw attention in the auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate to modify the auditor's opinion. The auditor's conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluates the overall presentation, structure, and content of the financial report, including the disclosures made by those charged with governance.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Roberts + Morrow Audit Services Pty Ltd
Authorised Audit Company Number 517597



Carolyn Cooper

Partner

Tamworth NSW, 13 February 2026



Abbreviations

ABN	Australian Business Number	ICN	Indigenous Corporation Number
ACCO	Aboriginal Community Controlled Organisation	IT	Information Technology
AGPAL	Australian General Practice Accreditation Limited (accreditation body)	MBS	Medicare Benefits Schedule
AH&MRC (of NSW)	Aboriginal Health and Medical Research Council of NSW	MH	Mental Health
AHP	Aboriginal Health Practitioner	mmHg	Millimetres of mercury (blood pressure unit)
AHW	Aboriginal Health Worker	mmol/mol	Millimoles per mole (HbA1c unit)
BMI	Body Mass Index	NACCHO	National Aboriginal Community Controlled Health Organisation
CATSI Act	Corporations (Aboriginal and Torres Strait Islander) Act 2006	NCPHN	North Coast Primary Health Network
CEO	Chief Executive Officer	NDIS	National Disability Insurance Scheme
EEN	Endorsed Enrolled Nurse	NSW	New South Wales
FTE	Full-Time Equivalent	ORIC	Office of the Registrar of Indigenous Corporations
FT	Full-Time	PHN	Primary Health Network
FY	Financial Year	PT	Part-Time
GP	General Practitioner	RDN	Rural Doctors Network
HbA1c	Glycated haemoglobin (diabetes marker)	WHS	Work Health and Safety
HNECCPN	Hunter New England and Central Coast Primary Health Network		
HNELHD	Hunter New England Local Health District		
HPV	Human Papillomavirus		
IAHP	Indigenous Australians Health Programme		



Cultural Health Day in Walhallow
June 2025



WALHALLOW
ABORIGINAL CORPORATION

Walhallow Aboriginal Corporation

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