



GANDANGARA
Local Aboriginal Land Council

ANNUAL REPORT 2021-2022

A MESSAGE FROM THE CHAIRPERSON



Anthony Scholes

YOUR CULTURAL AND CORPORATE CONTRIBUTIONS TO GANDANGARA

Have we, as an organisation, lived up to the promise we made, to our Members, that is inherent in the words CONNECT. BELONG. THRIVE? We have to ask ourselves, as directors, managers and staff at Gandangara:

Do these three words mean the same to me, personally, as they do to our Members?

Of course they do. Some members have different ideas of how the organisation should be run, but most agree with what we're doing and are supportive. I am of the same selfless mind as most of our Members.

When we connect with our people, and with our organisation, we all feel the same thing – that there's a real opportunity for the future. We are a family who comes together, to engage together, as one people, in each other's company.

Belonging is an important part of the organisation because we belong together as a family. I believe that when we do engage with each other in a positive way, we become more effective in our relationships and partnerships. We can say we belong because we've gone forward and not backwards.

This is down to much of what Melissa has done to strengthen us, to build us up and make us a better organisation. This is appreciated by me as chairperson and the board, along with most of our members. When we get together for meetings, we can feel that connection and belonging amongst ourselves

And so, we thrive as a result of those feelings and what we get from the organisation.

Am I responding to each of those words in the same way that I am expecting our Members to respond?

Of course, I am. As long as I've been in this organisation, and while being the chairperson, I have flourished. I have become more attuned to what is going on, what should be going on, and what outcomes we should be looking for. This also allows me to report on these important operational matters back to the board and our Members.

I can see the belief our members and our staff have in us as an organisation by the numbers of members who show up and



are expressing a positive attitude at our Members' Meetings, or in the staff who show a positive approach to their work. I have a lot of faith in our staff to deliver positive outcomes. When the staff and Directors hear our CEO speak, they hear someone with a positive attitude and know that Gandangara LALC has the potential to expand and continue to gain momentum.

Am I living up to my part of the bargain, that the organisation I work for, has made with our Members?

I believe I am. I have put a lot of time and energy into the organisation. I don't run the organisation but I'm there, with the board, to make sure that the organisation is run well, risk-free, fully compliant and delivering on our targets.

Should my performance, in my role at Gandangara, be in any way assessed against the way I reflect those three words in the workplace?

If I'm not seen reflecting those words, why should anybody else. If I don't turn up, why should they? If I don't go to welcome to country, or NAIDOC, or the many other events, and don't show support where possible in my capacity as the Chairman, I shouldn't be in that role.

When we Connect, belong and thrive, those words mean a lot to me as a chairperson. I am the figurehead of the organisation and see myself as an influential supporter of the organisation. I want to be seen as an equal rather than hierarchical. My authority and influence come as being a part of the Board, i.e. a Board which is here to ensure that Gandangara delivers its charter, and its purpose, which is to look after the wellbeing and interests of our members.

Are these words even relevant to my job description and key performance indicators?

Yes, they are. I can't be a chairperson if I'm not connecting with the people, the members and the organisation. I have to engage with everyone to show them how to connect and belong. That's my role.

As Gandangara people we agreed to those words being used to engage, encourage and inspire our Members. Now the time has come for each of us to question whether or not we believe in the power of those words and whether they apply to us in our roles here.

Do I connect personally and professionally with the organisation and its' goals?

This is a question that is important to our future. If you are personally connected to the organisation, you're showing unity. If you're connected professionally, you're also showing unity, because you've embraced the organisation's goals, as you work on delivering them.

Do I genuinely belong in my job here?

I believe I do. I know that when work needs doing I get it done. I make sure I finish it before moving on to the next task. Knowing our CEO and how hard she works, and how stringent she is on the way she works – task after task she delivers – I try and do the same. If there's work needed from the chairperson, she tells me, and I make sure I get it done.

Am I thriving here?

I am. Thriving is a word that is continual, and whether I continue being chairperson or not (and that is yet to be decided) I am thinking of the future.

Whose responsibility is it for me to Connect, Belong and Thrive?

It's mine. It's up to me as the chairperson and as an individual. It's my responsibility to act in the best possible way as chairperson of the organisation, to reflect those words. Working with people



who share mutual respect and who are transparent (the CEO and Board) helps me to connect, belong and thrive.

Do I know what its' real requirements are?

The central requirement of my role is to ensure compliance with the standards of the NSWALC and all other regulatory bodies.

Is my attitude right for what is required?

I believe that I have the right attitude as the chairperson. I always try to keep us going forward safely and securely. I always try to keep on top of how things are going, and how they should be going given the advice of the CEO.

THE RESPONSIBILITIES OF THE BOARD

A central requirement and responsibility of the Gandangara Board, to our Members, is the implementation of the objectives and strategies established in the Community, Land and Business Plan.

1. THE PROTECTION AND PROMOTION OF ABORIGINAL CULTURE AND HERITAGE

Understanding And Respecting Our Partners

In the last year we have signed agreements with several different stakeholders to ensure our culture and heritage is protected and cared for. By doing so we have grown in our understanding and respect of each other as organisations. These agreements are a focus for the future of our organisation and our partnerships.

The Board's main directives as a board, is to work with the CEO and authorise organisational structures, look at the risk and financial position and to develop a Community Land Business Plan. The Board meet regularly to discuss issues relating to GLALC. Resolutions and actions are made by the Board on whether or not to proceed on certain matters that require the endorsement of members. For example, if some land becomes available for purchase, we assess the benefits and

move a motion to present to the members for agreement and to move forward.

2. THE PROVISION OF COMMUNITY BENEFIT SCHEMES

We Continue To House And Educate Our People

We have our housing program that provides decent, affordable homes that wouldn't otherwise be available for our Members.

We have a high school and higher education scholarship program to encourage and support hard working students who have shown genuine academic ambitions, by helping them with the cost of fees and equipment.

3. THE ACQUISITION, MANAGEMENT AND DEVELOPMENT OF LAND AND OTHER ASSETS

In July 2021 the board adopted a new Land Management strategy relating to land claim prioritisation. Staff examined over 2000 undetermined land claims to categorise them according to likelihood of success, and over the past year we have submitted another nine land claims which we will prioritise due to the cultural significance of the land in the applications.

In addition to these, and probably most significant in terms of the acquisition and development of new or existing



land for GLALC are the WestInvest submissions that were created in the last financial year. The four projects that were developed include projects that will greatly enhance existing projects, such as the refurbishment and redevelopment of our existing property 103 Moore St; the new construction of an Early Learning and Family Centre on our existing land at 446 Park Rd, Liverpool; the heritage refurbishment of 4 buildings on Linnwood Estate in Guildford thereby supporting a land claim we have in place for the 20 acre property; and the purchase of three commercial properties for the construction of a Health and Wellness Precinct. Collectively, if successful, these projects will bring assets worth approximately \$72.94 million to GLALC, and perhaps more importantly expand our business operations through a greatly expanded health service, a series of new enterprises including a 150-place early learning centre

and a Youth and Veterans centre and the completion of our cultural hub and keeping place.

While the outcome is not certain, we have put our best foot forward and the planning we have done will never be wasted but will become the basis of what we can become in the future.

4. THE DEVELOPMENT OF BUSINESS ENTERPRISES AND INVESTMENTS.

If We Can't See It, We Didn't Do Our Job As A Board.

In the next year I want to see the successful outcomes of all things we set out to do. I want to see that everything we wanted out of our Community, Land and Business Plan has been achieved. I want to see new buildings and renovations to our older ones, I want to see our land at Heathcote Ridge finally cleared up. I want to see a legacy from this board that shows everybody that we have delivered on all the promises we made, and met all the objectives of the Community, Land and Business Plan we approved on behalf of our Membership. If we can't see those things having been achieved then we haven't done our job as a Board.



**Melissa
Williams**

A MESSAGE FROM THE **CHIEF EXECUTIVE OFFICER**

THE OFFICE OF THE CEO

1: MANAGEMENT AND LEADERSHIP OF STAFF RESPONSIBILITIES

We Are Responsible For Each Other

We have developed and published Workplace Behaviour Expectations, a clear and concise guideline that aims to ensure, as far as is reasonably practical, that all GLALC employees, volunteers and contractors conduct themselves in a professional manner, by outlining the behaviour that is expected to be demonstrated.

We have done this because we are all responsible to the community, to the organisation, and we are responsible to each other. Everyone who joins Gandangara has the expectation of enjoying a better working life. To do that, we have to work hard for each other. Be accountable to each other, and to those we serve if we're to keep our doors open. We have to do what is right for all.

We have implemented policies and procedures that define workplace expectations, and everybody has to be a custodian of those standards and procedures. These have been approved at the governance level, by the Board, and not just by the management, to define how we should act and behave, in an appropriate manner, towards those we serve.

The policies and procedures include the importance of punctuality, of being diligent, of being willing to ask for help, and being accountable. Most importantly, it focuses on the appropriate management of disputes, how to comply properly with occupational health and safety legislation, supporting teamwork and collegiate behaviour. It is also designed to ensure awareness of what constitutes workplace bullying, discrimination, harassment, sexual harassment and victimisation, and the obligations and rights of individuals with respect to what is, and what is not appropriate workplace behaviour and language.

We all have to have unity of purpose in meeting these expectations because others are working on protecting our rights. We have governments legislating on behalf of the rights of First People, we have governments committed to closing the gap – they put money into Marumali, our Trainee Program, our Transport Services, our Health & Wellbeing services including COVID-19 strategies and health promotion programs. We have to work hard together, collaboratively to protect our rights, here, where we work.

We have published these guidelines, and we have regular conferences, meetings, training programs and professional development courses, to make sure it isn't a surprise to anyone that you are expected to perform at this level. This is another example of our commitment to continuous improvement in our performance at every level.

2: LAND ACQUISITION, LAND USE AND MANAGEMENT RESPONSIBILITIES

We Are Prioritising Our Land Claims.

Over the past year we have lodged nine land claims to be determined. We are prioritising these claims because the land is very important to us culturally and spiritually, and it also increases our asset values, which is essential to keeping us both independent and viable.

We also spend a lot of time auditing the land we already have, to determine

how best to use it, based on what our Members have asked us to do for them, and how to best protect and restore it. It's very important that we do not lose any precious genetic material (such as plant species and seed sources for example) or diminish the land's cultural value through unnecessary development.

We are working to a simple, powerful truth in doing these things – the healthier the land we have, the healthier we are as a people.

3: FINANCIAL STEWARDSHIP RESPONSIBILITIES

Going Forwards, And Upwards, On A Bumpy Road

Two years ago, we developed a long-term investment strategy to give us safe, sustainable growth of our financial assets, and to also generate income. We then invested \$26 million. Since then, we've endured the worst of the pandemic restrictions and business closures, we've suffered floods and fires, and now we are feeling the effects of slowing global growth because of war, supply chain and energy shortages, and rising inflation. All in all, these have been very difficult and volatile times for investors. Despite that, I am happy to report that our initial investment of \$26 million has grown to \$27.13 million. Overall, our portfolio of investments has generated \$2.167 million in income since its' inception.

We are continuing to work hard at keeping our investments safe and growing, as best we can, in these difficult conditions.

4: ABORIGINAL CULTURE RESPONSIBILITIES

Setting Ourselves Up As Cultural Education Providers

As each year passes, our reputation for Aboriginal cultural and historical knowledge and expertise, and our passion for protecting our land, continues to grow throughout the region. Our voice is growing too, and it is being heard in council chambers and corporate boardrooms when decisions about development and Aboriginal land interests are being made.

It is our role to protect our land in every way possible, which means finding it, fighting for it, and managing it. This process is never ending and it includes a wide range of plans and activities across our land holdings, and throughout our community. These plans are constantly evolving, and are at different stages of being implemented. The plans we are currently working on include the following:

- Host regular Yarn Up sessions with Elders
- We're creating a cultural map of our lands, and a geographical information tool that enables us to look at where our land is within our jurisdiction, and what policies exist around it

- We're developing of a range of land management strategies to protect our various land holdings
- We're working closely with all our stakeholders – the local councils and peak bodies, to ensure the protection of our culture and heritage in our area
- We're performing an advocacy role, where and when it's needed, to ensure the protection of significant sites in our area
- We employed a culture and heritage officer to locate, monitor, evaluate and manage our sites, make sure those sites are uploaded into our mapping tools
- We're refurbishing 103 Moore Street to become a cultural hub and keeping place
- We provided cultural dance and music classes
- We are educating schools and local government departments on how to present and raise awareness of cultural knowledge
- We perform regular Welcome to Country
- We provide cultural tours led by our ranger
- We are training the staff of local businesses in cultural sensitivities and Aboriginal protocol with the use of exhibitions and public talks
- We are looking at the potential for cultural tourism locally in our region, as well as interstate and internationally, by making greater use of our lands and our history, to improve the understanding of our culture and increase interest in

it, and the income streams that can flow from it

- We designed and launched our own website to provide information and easy access to all our services.
- We are running cultural capabilities training programs
- With our increasing involvement and influence in our community, and the strengthening of our working partnerships with the other councils in our region, we are setting ourselves up as the a cultural education provider for the future, paving the way for the many social and economic benefits that will come as a result.
- We are also effectively raising the community awareness of our brand with online activities, high profile bus and building signage. This increased awareness, of who we are and what we offer, attracts more investment and more business for our services.

5: HEALTH AND TRANSPORT RESPONSIBILITIES

Bringing Health To People. Bringing People To Health

We are effectively creating a benevolent synergy between our Health and Transport Services and our lands, to enhance the holistic wellbeing of our Members and the community. Our Transport Service is making sure more and more of our people are getting to the health services and providers they need, more regularly, and in a timely manner.

Ease of access to health care, getting to appointments, talking to the right health professionals, receiving the right treatments are indivisible from achieving the desired outcome of improved health and wellbeing.

Our Transport Service has expanded its services into chronic care patients, to ensure our most needy are being looked after. They are also providing outings to events, and bringing our people together with our lands. Our indoor benefits are now being matched to our outdoor blessings. This is connection in the round.

We are working at protecting and restoring our lands, to bring them back to full health. In turn, the healthy land is helping our people restore themselves, by giving them the opportunity to enjoy natural beauty, breathe fresh air, feel peaceful. It's then that they can truly appreciate how everything is connected – the living land to the living being.

6: GOVERNANCE AND BOARD OF DIRECTORS RESPONSIBILITIES

We Keep The Directors Informed

All of our Directors share the important responsibilities of representing and protecting the interests of our Members. Even though they do not have direct managerial or implementation roles (which is the responsibility of the CEO and the management teams in each of our entities). Directors play their part by



attending all Member, Board and RAS meetings, where they present the voice of the Members by sharing the feedback they get from Members and the wider community. Also vital to their role is them reading all relevant documents and proposals, and then discussing, debating and deciding on proposals and business plans that are developed to serve the best interests of the Members. They then oversee the implementation of all the annual objectives of each current Community, Land and Business Plan.

The responsibility of the CEO and Executive Management team is to provide

the Directors with regular, timely reports on CLBP related tasks being carried out on behalf of members

We Are Fully Compliant

The Gandangara Local Aboriginal Land Council is obliged, by law, to comply with three sets of statutory guidelines, each of which has many stringent conditions. GLALC itself, falls under the guidelines of the Aboriginal Land Rights Act 1983 and administered by the New South Wales Aboriginal Land Council, the state's peak representative body in Aboriginal Affairs. The individual operational entities of our



organisation – our Health and Transport Services and Marumali Health Brokerage – are all regulated by the Australian Corporations Act. While our status as a not-for-profit organisation falls under the directions of the Australian Charities and Not-for-profits Commission.

Compliance with all three is a continual process of both administrative implementation, and quality control of performance of the various roles assigned by them. In each case we have fulfilled all our statutory obligations in exemplary fashion. Our diligent adherence is reflected in the 100% rating we achieve in the NSWALC Risk Assessment System.

Keeping Everything Out In The Open

The Council have ensured the protection of our Members' interests with our own Code of Conduct embedded into the GLALC Governance Charter. The Code of Conduct makes the Board of Directors of the Council collectively responsible for the governance and strategic direction of the Council. The Code of Conduct also guarantees that the decisions of the Board are always made in the interest of all Aboriginal persons within the Council's area.

In the spirit of openness, and in order to provide complete transparency into the

expectations of Council performance, all our rules and Codes of Conduct are freely available to Members, any time during normal business hours at the Council Head Office.

In addition to providing transparency of process we have also launched our own website that presents who we are and what we do to the public. It gives everybody an opportunity to know everything about us, and to have easy access to our services. It is our direct line of connection with our Members, and the wider community. We are also publishing quarterly Newsletters, daily social media updates, texts and emails, to keep our Members informed, and up to date with all the Board's and Council's decisions and initiatives.

To provide our Members with direct access to our Board, and management teams, we are holding as many meetings as possible. Despite the disruptions caused by COVID-19 restrictions, floods and fires, we have seen a significant increase the number of Members attending these meetings. Having these regular, open exchanges of ideas, thoughts and feelings benefit all of us because it helps us to understand each other better, making us all stronger.

Everyone's Trust Is Protected

All these strict governance compliance, training, and risk controls we have in place are there to ensure we all enjoy open,

honest governance, and that everyone in an executive, decision-making position is held accountable for their decisions. They also give all of us the confidence to have complete faith in the Board to make the best decisions on behalf of our Members.

I am extremely proud of all the hard work the Gandangara Team do across all our entities. They have achieved a very high-performance standard across all our operations, thereby achieving the 100% Risk Assessment System (RAS) Score for the fourth year in a row.

The purpose of the RAS Audit is to gather information in relation to the LALC's current operations and enter it into the RAS to provide both the LALC and NSWALC with a measure of the LALC's overall performance in the form of a risk rating. The LALC's risk rating is a score out of 100 percentage points and measures the LALC's performance over five key areas of operation:

- Financial Management
- Administration Management (Office Systems)
- Human Resources
- Housing Management
- Governance.

Gandangara Team Members have made a choice to set high standards of behaviour that in turn allows very high-quality outcomes to be achieved. By doing this with give our community

its best chance to Connect. Belong. Thrive. These behaviours are built upon expectations we have put on ourselves in a variety of situations whether it be in our work, events, in the workplace or in the community.

There Is So Much More To Look Forward To, And So Much More To Be Done.

We can all be justifiably proud of what Gandangara has become – a strong and confident organisation that is successfully helping to improve the lives of our Members, and the wider community in so many ways.

Even though we are slowly closing the gap in many areas, we are not satisfied, we are not finished, because there is still so much more to be done. But we are confident that what is still needed will be done.

Everyone at Gandangara is passionate about, and dedicated to delivering improved outcomes, so we will never stop working hard, trying hard to find ways to do better for you. However, it takes more than time and effort to achieve good outcomes, it also requires imagination and money. The imagination to visualise and plan for how things can be made better, and the financial support needed to realise those visions and plans.

WestInvest is providing \$5 billion in government grants to fund

transformational infrastructure programs across Western Sydney. These projects will improve the livability of communities, and support economic recovery that will make a real difference to the quality of life in the eligible Local Government Areas. We have grasped this opportunity with both hands and submitted several proposals based on our Community, Land and Business Plan and Community feedback. The applications we have submitted include the creation of a Cultural Connections Hub, a Health and Wellness Precinct, an Early Learning and Family Centre and a Veterans and Youth Support Centre.

All of these projects are designed to enhance and accelerate the work Gandangara is already doing – improving our connection with each other, strengthening our sense of belonging and providing the means for all of us to thrive.

Our Members: Who we are

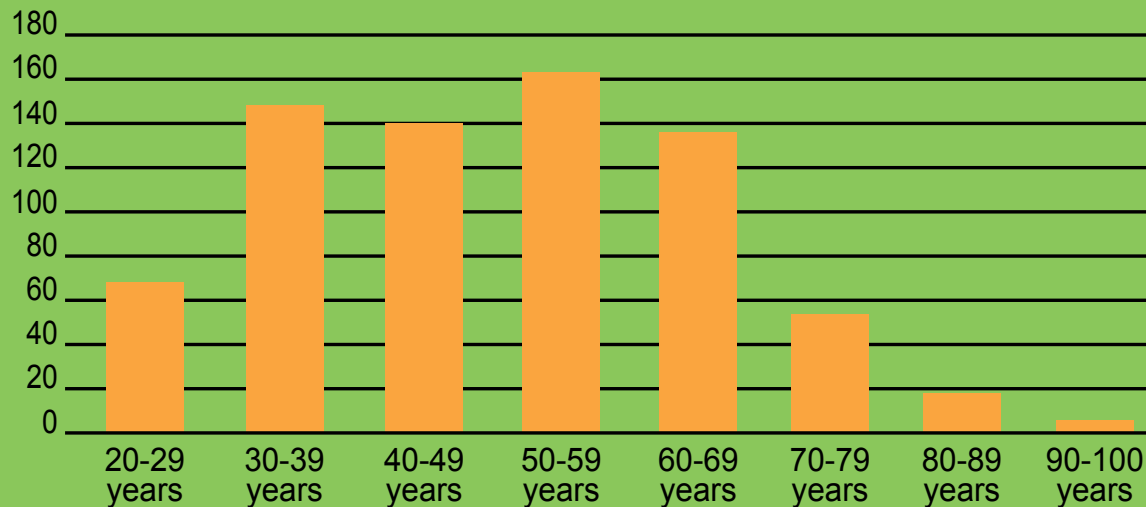
Our Land Council has a large and growing membership base comprising Aboriginal people from all across the country, who now live in Our Land Council's area.

We have over 700 Members. Our strategic direction has been developed to increase our Land Council's engagement with, and to ensure that our services and operations are working to meet, the needs of our Members and the broader Aboriginal community.

***Applicants must be aged 18 years & over to become a Member of GLALC**

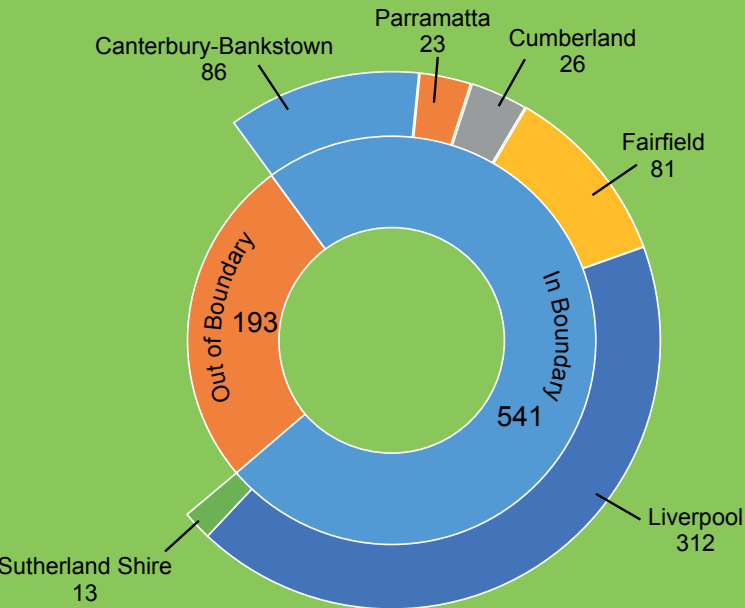
734 Members

Members by Age range

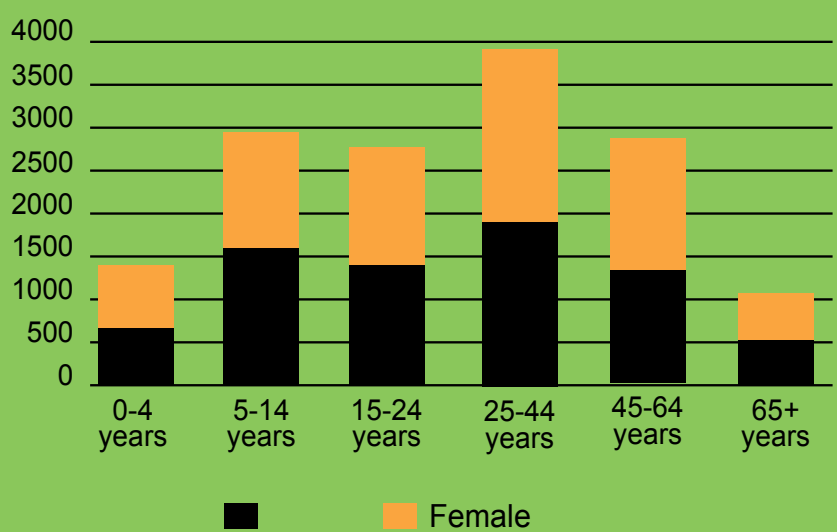


Gandangara Local Aboriginal Land Council Members' Meetings Financial Year 2021/2022	
Meeting	Date
Ordinary	20/12/2021 (held)
Annual	20/12/2021 (held)
Ordinary	17/03/2022 (held)
Ordinary	22/06/2022 (held)

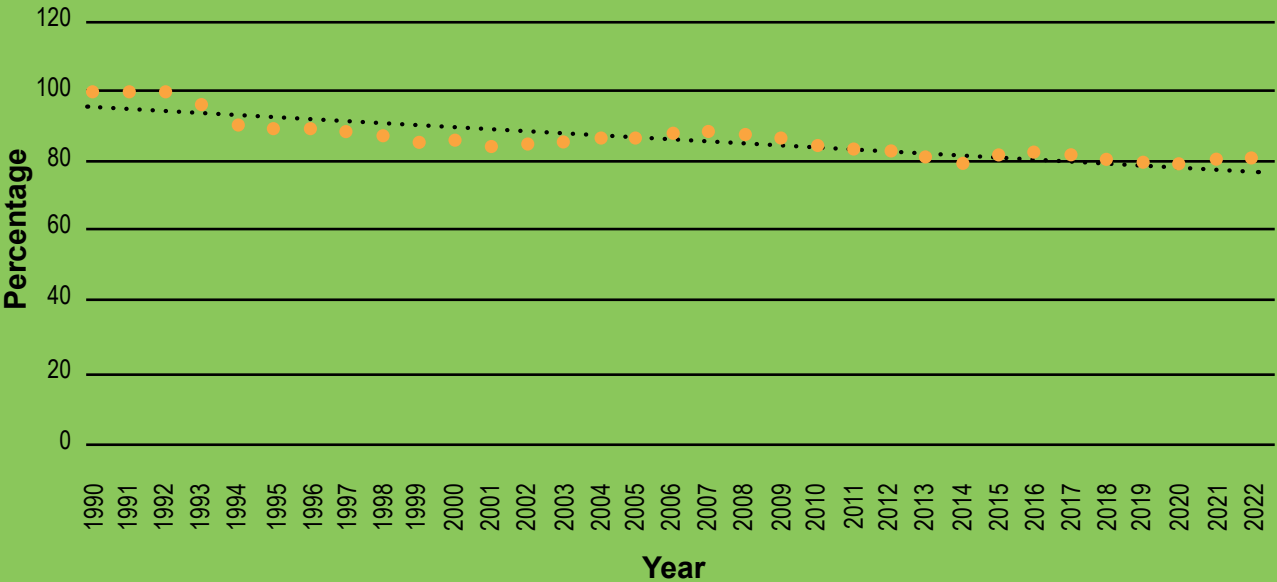
Residence of our Members by LGA



Total Aboriginal Population by Age and Gender across the six GLALC LGAs



% of Voting Members



STRONGER MEMBERSHIP

THE MORE WE GIVE THE MORE MEMBERS WE WANT

We exist to serve the needs and interests of our Members; the more Members we have the more we can give. It is encouraging to see our membership grow but we are keen to see them grow faster, especially amongst our youth. They are our future and we are their path to a better one. We can provide them with scholarships to improve their education and traineeships and employment opportunities in our services. We can look after their health and wellbeing. Help them have a happy future.

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Let us encourage every young one we know to come and see what we can offer them. We can grow and thrive together.

We have the means to deliver many benefits for our Members and our community

- Our managed funds are safely invested, and providing a steady income stream
- We have secured over \$2.9 million in external grant funding for our services
- We map, manage and protect our sites of cultural and historical importance
- We are making successful land claims that are continuing to add to our cultural and financial strength
- We are working on making all our services and business entities efficient sources of sustained income, so we can reinvest in more and improved services.

We are fostering community pride

- We provide regular social gatherings and events for our community such as morning teas, barbecues and outings
- We celebrate all significant days in Aboriginal history and culture
- We present the NAIDOC Week Lecture
- We commemorate International Day of the World's Indigenous Peoples, which is celebrated around the world.

We encourage Members to participate in GLALC

- We have quarterly Members Meetings and post invitations to all Members, encouraging them to attend. All Board Members attend these meetings.

We promote formal and informal opportunities for communication

- Our 'Open The Doors' initiative provides regular opportunities for engagement and consultation with our Members and community across our Land Council's area, to strengthen relationships and understand the needs of our community
- We provide meeting rooms and other buildings for our community and Members to connect with each other, and to learn about the history of our Land Council
- We provide regular communications to our members through our website,

newsletters and social media, to promote our work, and increase attendance and participation at Member's meetings.

We strengthen Member ownership of the Community, Land and Business Plan by making it a truly participatory process.

- We regularly consult with the Members to determine their needs
- We made the Business Plan realistic, based on a sound business case.
- We hold a monthly Yarning Circle to discuss progress in the implementation of our Business Plan
- We hold quarterly meetings at which Members can meet and talk with the Board and Managers
- The Business Plan is published and available to everyone
- You are invited to talk to Directors for further explanations and processes of implementation of the Business Plan
- GLALC operations are aligned with the Business plan.

We encourage younger ones to become Members

- We provide scholarships to support their ambitions for higher education.
- We provide a range of traineeships to give them qualifications and skills
- We offer quality employment opportunities in our services.



**ANTHONY
SCHOLES**
Chairperson

I am a proud Aboriginal man with connections to the Dunghutti nation out of Kempsey on the North Coast. My family are the Donovan & Donahue families. I also have family connections to the Yuin Nation. Throughout my professional life I have helped many Aboriginal communities in various organisations. My education qualifications include: Bachelor Adult Education & Community Mgt, Masters of Mgt Business in Non-for-Profit Organisations (UTS) 2015. My primary duty as Chairperson is to ensure the successful functioning of the Board, the Council and achievement of the Council's objectives.

Professional Employment Experience

1993-1997 Home Care
2000, 2003 AEC for ATSIC elections
2000-2004 Department of Juvenile Justice
2005-2008 Co-ordinator Life Without Barriers & Coffs Harbour Aboriginal Family Community Care Centre
2008 Chairperson of Coffs Harbour & District LALC & Local Government Elections
2009-2010 Aboriginal Development Officer for Liverpool City Council
2011-2012 Mens Health Information Resource Centre (WSU)
2013-2015 Badanami Centre, Western Sydney University (WSU)
2013-2015 Various organisations including Ability Options
2015-now Board of Directors, Gandangara LALC



**DIANE
VAN AKEN**
Deputy Chairperson

I was born in Liverpool Hospital in 1970 and grew up in Sadlier, where I went to Sadlier Public School. I only had one year of high school in Ashcroft before spending the next two years in juvenile institutions. I eventually completed year ten at Liverpool Girls High School after which I went to Secretarial College in Liverpool and got a traineeship with Sport and Recreation followed by reception work.

I started at the NSW Aboriginal Land Council in 1992 and worked with them until 2017, where I was Administration Record and Procurement Manager.

I initially came onto the GLALC Board in 2015, during the time it was coming out of administration, while I was still employed at the NSW Aboriginal Land Council, and I stayed until 2017. I then re-joined the Board in 2019, and my current responsibilities include financial stewardship and compliance requirements.



**GAIL
SMITH**
Director

I am a proud Dunghutti Goori Gulbun woman from Kempsey North Coast. I grew up on a Reserve, so I know and understand the Stolen Generation. I'm a hands-on person with much personal local experience which helps me help others, especially children, who I regularly foster.

I have worked for the South Western Sydney Health District as a community health educator and coordinator for over 20 years and I have been involved in aged care facilities as well as in child care. I am also on the consultative group for Liverpool Council.

I have been a Member of GLALC for over 30 years, serving on the Board for the past six years. I'm responsible for looking after our Memberships, encouraging more of our people to be active Members, not just for themselves but for their children's futures. I am also responsible for verifying Membership qualifications and identity.



**BARRY
BROOKER**
Director

My Aboriginality comes from my grandmother, Florence May Gibson, from the Dharawal people in the Dapto & Kiama regions. My father died before he was recognised as Aboriginal & my mother is of English & Irish heritage. I started work as an apprentice butcher. On completion I stayed with the trade on a casual basis & gained employment as a "Garbo" on Bankstown Council where I stayed for 20+ years & also worked as a butcher for extra income.

I sourced out other employment opportunities in the Garbage Industry & became a company driver for SITA in the "Trade Waste Areas". I have been in the Garbage Waste Industry for over 36 years. I became an owner driver for over nine years. When I finished at SITA, I started my own garbage & recycling business Brooker Waste & Recycling Pty Ltd was highly successful throughout Sydney with many customers and four trucks on the road. Due to ill health this business was sold.

I obtained a Certificate IV in Real Estate and started Brooker Real Estate Pty Ltd servicing Parramatta. My daughter then applied for a job as a Stevedore. I've been on the wharves at Port Botany for over 16 years. As a Director my responsibilities include Housing Chairperson & Finance & also Culture & Heritage. I enjoy the challenges that these positions generate.



**BERNADETTE
COMPTON**
Director

I am a proud descendent of Gamilaraay, Yugembeh and Minjungbal nations of the mainland. Born in Surry Hills (Gadigal).

I am a multi-skilled Indigenous performer and dancer in traditional Minjungbal dance. I have been dancing and sharing cultural knowledge for many years in schools across the Wider Sydney area and internationally with my sons' group Muggera.

In 2004 I was the Indigenous liaison officer for St Gregory's Marist College, taking care of over 20 Indigenous students and consulting with their families and communities. My foster caring journey began at Kari in 2012 where I continued to nurture and take care of children who were in Out of Home Care (OOHC) and supervised contact visits with their parents.

I am passionate about working with children, community, and culture. I have a diploma in Child, Youth and Family Intervention, Certificate III in Education School Support Services, Certificate 111 for In-School Support Services and Certificate 111 for Business Administration. I have started my own business with my partner designing Indigenous clothing, which is where I currently work. As a Board director at Gandangara, I am working with the Culture and Heritage sub-committee, membership Sub-Committee and housing Sub-Committee.



**TANYA
ELLIS**
Director

My mother's people are the Warrumungu in the Northern Territory. My father is from Kamilaroi around Mungindi, north west of Moree. I grew up in Western Sydney with a large family who were all leaders in the community, working in hospitals, land councils and the community as a whole. I was the only one working in culture. I started as a visual artist, and doing screen printing, working as a community artist, creating artwork for several Aboriginal organisations.

I am an Aboriginal culture woman teaching others about our culture. I became a dancer and had my dance troupe, Pemul Kudjurri, for nearly twenty years. I've been performing and creating art all my adult life. I have a Cert III in Lighting Operator. I'm now bringing my experience into the Land Council to benefit Aboriginal Members and the wider community.

As a Director of Gandangara, I serve as the Council's Public Officer, being responsible for all our compliance requirements – legal and financial accountability. I also serve on the Culture and Heritage sub-committee.



**MATTHEW
FELLINGHAM**
Director

My father and his family are originally Awabakal in the Newcastle region. He was born in Surry Hills and raised in Redfern with his twin brother. My mother is of English and Scottish heritage. I am the founder and Director of Lumen & Co, providing innovative light solutions to residential, commercial, health and education sectors.

I have a passion for continuing the design principle evolution from ancient times of First Peoples, making a difference in creating and manufacturing bespoke luminaries. It is my mission to use my connection to the land to see changes in design that are sustainable and purposeful. A recent highlight was having a creation of mine being released and presented at the international design trade show at the Salone del Mobile Milano during April 2019.

I studied at Southern Sydney Art School, National Art School East Sydney and achieved a Business Diploma. Currently, I am on the Board of Directors of Gandangara Local Aboriginal Land Council, working with Culture and Heritage.



**STEVE
INGRAM**
Director

My father and grandfather are Wiradjuri from the Condobolin region, and my mother was of English heritage. She met my father in Eveleigh Street Redfern. I was born in Canly Vale, close to the first Gandangara office. My work experience gives me the confidence and skills to contribute positively to Gandangara. I left school to work for the CBC Bank in Sydney, doing the daily ledger and mail, working up to being the Teller and Small Business Accounts Manager.

In 1973, I joined the army and did two stints for a total of nine years. In 1987, I joined the NSW police department as a Special Constable, Internal Security looking after dignitaries and visiting VIPs for ten years. I also served as president of the union for the Specials. In 1996, I joined NIB health fund as a Business Development Manager, promoting a health fund and teaching sales skills.

In 2006, I joined Ezi Security as a specialised consultant, selling public and crowd security as well as terrorism security for military bases, until 2014. I have been a full-time carer for one of my sons since then and do voluntary work for the community. As a Director of Gandangara, I serve on the Housing Sub-Committee, and the Risk, Audit, Investment, People & Policy Sub-Committee.

GLALC Board of Directors who held office in the reporting year

The names of the Directors in Office at the date of this report and throughout the entire financial year of 2021-2022 are as follows:

Anthony Scholes (Chairperson)
Diane Van Aken (Deputy Chairperson)
Barry Brooker (Director)
Bernadette Compton (Director)

Tanya Ellis (Director)
Matthew Fellingham (Director)
Steve Ingram (Director)
Gail Smith (Director)

Norma Burrows (Director)
Wendy Morgan (Director)

GLALC BOARD MEETING ATTENDANCE

Board Member	Meetings Attended	Meetings Eligible to Attend	Date Appointed	Date Resigned
Anthony Scholes	8	8	30/09/2015	
Diane Van Aken	8	8	01/05/2019	
Barry Brooker	6	8	18/09/2019	
Bernadette Compton	7	8	18/09/2019	
Tanya Ellis	7	8	18/09/2019	
Matthew Fellingham	6	8	18/09/2019	
Steve Ingram	8	8	18/09/2019	
Gail Smith	8	8	30/09/2015	
Norma Burrows	0	1	18/09/2019	06/09/2021
Wendy Morgan	1	1	30/09/2015	03/08/2021

Elections for GLALC Board Members are held every four years. Board Members hold office for four years or until the election of the next Board. The current Board Members were elected at the Annual General Meeting of Gandangara Local Aboriginal Land Council which was held on 18 September 2019, the next election is expected to be held in September 2023.

GLALC BOARD MEETINGS HELD WITHIN THE REPORTING YEAR

Meeting Type	Date
Ordinary	19 Jul 21
Ordinary	20 Sep 21
Ordinary	15 Nov 21
Ordinary	24 Jan 22
Ordinary	14 Mar 22
Extraordinary	11 Apr 22
Ordinary	22 May 22
Ordinary	20 June 22

Photos opposite (from top left to bottom right): Anthony Scholes, Bernadette Compton, Matthew Fellingham, Tanya Ellis, Gail Smith and Steve Ingram, Gail Smith, Barry Brooker, Diane Van Aken.

STRONGER GOVERNANCE

IRON CLAD PROTECTION OF YOUR INTERESTS

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As a designated not-for-profit organisation, the required standard of governance for us is a serious matter. It brings with it both legislative and legal responsibilities, and we face severe penalties for failure to comply appropriately.

The Gandangara Local Aboriginal Land Council is obliged to comply with three sets of statutory guidelines, each of which has many stringent conditions.

The Gandangara Local Aboriginal Land Council itself, falls under the guidelines of the Aboriginal Land Rights Act 1983 (NSW) and administered by the New South Wales Aboriginal Land Council, the state's peak representative body in Aboriginal Affairs.

The individual operational entities of our organisation – our Health and Transport Services and Marumali Health Brokerage – are all regulated by the Australian Corporations Act as it applies to them.

Our status, as a not-for-profit organisation, falls under the directions of the Australian Charities and Not-for-profits Commission.

Compliance with all three is a continual process of both administrative implementation, and quality control of performance of the various roles assigned

by them. In each case we have completely fulfilled all our statutory obligations in exemplary fashion. Our diligent adherence is reflected in the 100% rating we achieve in the NSWALC Risk Assessment System, for the fourth consecutive year. This is no small feat and a real measure of the diligence and integrity of all our management teams.

We now have an exemplary business management reputation. This, is not easy to do in an increasingly volatile and aggressively competitive business environment, so we should all be proud of what we have achieved.

We should also feel safe and confident of our future because not only do we do what is required of us, but we do it very well. In addition, we have developed a thorough and robust method of management, which further increases the quality of our governance.

Central to all these governance regulations is the need for transparency in the actions and accountability of management. One example is to avoid any possible conflicts of interest by Board Members four clear controls have been implemented. All Board Members have undertaken the NSWALC governance training program to ensure they have a clear understanding of

their responsibilities and accountability for their actions.

- Every Board Member and CEO must provide a signed Pecuniary Interest Declaration and is handed to the Chair before the start of each Board meeting
- Every Board Member and CEO must provide a signed Conflict of Interest Declaration to be handed to the Chair before the start of each Board meeting.

The latest addition to our integrity management tool set is a Gift Register and Policy. We have introduced this Gift Register to ensure all gifts, over the value of \$20, offered to Board Members, executives, managers and staff members are registered as a matter of public record. The reasons are to avoid any suspicion of our employees' motives, and to eradicate opportunities for anyone at Gandangara to be unduly influenced by the generosity, or other motives, of outside parties.

Lastly, the Council have added further protection of our Members' interests by including our own Code of Conduct embedded into the GLALC Governance Charter. The Code of Conduct makes the Board of Directors of the Council collectively responsible for the governance and strategic direction of the Council. The Code of Conduct also guarantees that the

decisions of the Board are always made in the interest of all Aboriginal persons within the Council's area.

In the spirit of openness, and in order to provide a completely transparent view into the expectations of Council performance, all our rules and Codes of Conduct are freely available to Members at any time during normal business hours at any GLALC office.

In addition to providing transparency of process we are also engaging openly, frankly and regularly with our Members, and community. We are doing this in many effective ways – through our recently launched website, publishing quarterly Newsletters, through social media, mobile texts and emails. It is our way of keeping our Members fully informed and up to date with all the Board's and Council's decisions and initiatives. We are also holding regular Members meetings and are seeing a notable increase in the number of Members attending. We're all benefiting from having more open, regular exchanges of ideas, thoughts and feelings.

In addition to overseeing and improving the performance of the Board, we also have in place an assessment process of the Chief Executive Officer's performance.

All of these measures see to it that we all enjoy efficient, open, honest governance and ensures that everyone in an executive, decision-making position is

Board Member	Sub-Committees			
	Membership	Risk, Audit, Investment, People & Performance	Housing	Culture, Heritage & Land Management
Anthony Scholes		●		
Diane Van Aken	●			
Barry Brooker		●	●	●
Bernadette Compton	●		●	●
Tanya Ellis		●		●
Matthew Fellingham				●
Steve Ingram		●	●	
Gail Smith	●			
Norma Burrows		●		
Wendy Morgan				

held accountable for their decisions. It also gives us all reason to have complete faith in the Board to make the best decisions

on behalf of our Members. The ultimate benefit is feeling secure as Members, and confident of Gandangara's future.

GLALC Board Remuneration

FY2021/2022

Board Member	Amount received including Superannuation and Welcome to Country payments	Rental Paid	Arrears
Anthony Scholes	\$15,173		
Diane Van Aken	\$2,118		
Barry Brooker	\$3,045		
Bernadette Compton	\$7,054		
Tanya Ellis	\$3,203		
Matthew Fellingham	\$1,941		
Steve Ingram	\$4,980		
Gail Smith	\$5,446	\$14,271	\$343
Norma Burrows			
Wendy Morgan			

The Council has undertaken a significant body of work in improving all aspects of its operations during the 2021/22 financial year.

This has involved substantial work in the areas of governance, processes, legal risk, human resources, financial reporting, membership processes and community engagement.

Each of the Directors have participated in meetings, events and training as part of their ambassadorship in addition to attending Directors' meetings (including many extraordinary meetings that lasted many hours) and Board committee meetings.

The remuneration amount received by the Board of the Directors includes Superannuation as well as Welcome to Country and Acknowledgement of Country payments.

There were no other related party transactions entered into by the Council during the year.

Checklist for important compliance dates

Financial Statements to Auditor	17 August 2021
Audit Report	1 November 2021
Annual Report	1 November 2021
Budget	April
Annual General Meeting	Annually
Membership Roll	Annually
Business Activity Statement	Quarterly
Instalment Activity Statement	Monthly
Rates Due	Quarterly
Superannuation	Quarterly
Workers Compensation	Annually
NSWALC Risk Rating Assessment	Annually (dependant on risk rating score)
Internal Policies reviewed	Annually
Bad Debt write-off	Annually
Delegation Register	Annually
Stocktake of Assets	Annually
Australian Charities & Not-for-profits Commission	Annually
Public Interest Disclosure	Half Yearly

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Gandangara Local Aboriginal Land Council Member Payments for FY21/22

GLALC Member	Welcome/Acknowledgement to Country
Malcolm Maccoll	\$945

INCOME RECEIVED

During the 2021-2022 Financial Year, GLALC and its Controlled Entities received the following income:

Funding Source	\$
COVID-19 Stimulus Grant Funding	137,760
Investment Income	2,748,902
Other Income	856,237
Rendering of Services	373,760
Rental Income	1,394,538
	410,519
	\$5,921,716

FINANCIAL REPORTS FOR THE PERIOD ENDED 30 JUNE 2022

Financial Reports
The ALRA 1983 (NSW) and related NSWALC policy and the funding agreements require that LALCs lodge annual reports with NSWALC by 1 November. LALCs are also required to have these reports receipted by Members at an annual general meeting (AGM) by 30 September.

LAND ACQUISITION & DISPOSAL

There were no land acquisitions by direct purchase and no land disposals during the 2021-2022 Financial Year.

EASEMENTS GRANTED

Easements N/A

RISK MANAGEMENT & INSURANCE

The Council continued to use the services of Corporate and Commercial Insurance Brokers for the placement of insurance policies and related advice during the 2021-2022 Financial Year.

LALC LONG TERM LEASES

Long Term leases N/A

The Council accounts are paid through the accounts office as and when they fall due in accordance with the Regulations 2020 and other relevant financial reporting requirements.

Our auditors review GLALC and Controlled Entities accounting systems and associated policies and processes annually. The Finance Manager has confirmed where possible that all accounts are settled as and when they fall due.

PAYMENT OF ACCOUNTS

Consultant	\$ excl. GST	Service/Projects
Chalk & Behrendt	31,472	Legal
Empire Technologies Pty Ltd	91,976	Contracted IT Support
Easy Step Podiatry Pty Ltd	12,500	Podiatry Services
Gamarada Universal Indigenous Resources	195,105	Psychologists/ Mental Health
Hayes Knight (NSW) Pty Ltd	42,067	Auditors
HCI	367,970	Technical Systems including ICT
Hiltoma Pty Ltd	18,685	Contracted Workplace Coaches
Independent Property Valuations	4,730	Licenced Property Valuer
JBWere Limited	115,173	Financial Advisor
Madrigal Communications	15,840	Management Consultants
Monarch Construction & Carpentry Services	91,031	Licenced Builder
PCC Lawyers Pty Ltd	164,301	Legal
Sparke Helmore Lawyers	4,846	Legal
Unity Accounting Pty Ltd	263,619	Contracted Financial Accounting
Webcoda	19,030	Website Developers
Webscale	3,912	Cloud based Development
Words & Thoughts Pty Ltd	35,100	Content Writer
Sandbox Studio Pty Ltd	2,750	Architects
	\$1,480,107	

List of all Community Benefits Schemes (CBS) in the reporting year

CBS	Summary of the purpose of each scheme	The number of beneficiaries of each scheme in the year	Expenditure of each CBS
COVID-19 Care Packages	To strengthen relationships with Members and the Aboriginal community. In 2021, because of COVID-19 lockdowns and restrictions, GLALC funded an outreach drive for the benefit of its Members and their families through the provision of relief and infection control material in packages	105 Community Members accepting the offer	\$3,846
Community Events	The direct and indirect impact that events have on communities is vital in several different ways. Community activities are essential for bringing a connection into communities. They help bring people together, help to create support networks which builds bonds and relationships.	National Close the Gap Gathering 46 Participants (17 March 2022) End of Year Gathering 130 Participants (20 December 2021) Yarn Up sessions 27 Participants	\$10,000

Gandangara The Group Team Members

Gandangara Local Aboriginal Land Council (GLALC)

● **Melissa Williams, Chief Executive Officer (CEO)**

Enterprise Investment & Corporate Services

● Mark Spithill, Director of Enterprise Investment & Corporate Services

● Jasna Morales, Finance & Project Support Officer

● Dianne Davis, Standard & Maintenance Officer / Cleaner

● Trudy Healey, Property & Projects Manager (Commercial & Residential)

Gandangara Transport Services Limited

● Ann Apaola, Gandangara Transport Services Manager

● Ema Kulanoa, Booking & Assessment Officer

● Nashaat Samy, Transport Driver

● Rodney Muiser, Transport Driver

● Josh Kumar, Transport Driver

● Janey Brown, Transport Driver

● Jessica Baxter, Transport Driver

Policy, Strategy, Research & Communications

● Dr Ruth Sheridan, Policy, Research and Communications Group Manager

● Tracey Fitzgibbon, Community Development Manager

● Darren Duncan, Culture, Heritage and Land Management Officer

● Strini Pillai, Project Manager, Ecology & Land Management

● Dr Justin Garnsworthy, Media, Events and Publications Officer

● Georgia Willis, Project Support (Grants Writer & Publications)

● Kathleen Schilling, Project Officer

● Jamaine Thorne, Conservation & Ecosystem Site Trainee (CCP)

● Terry Whitbourne, Conservation & Ecosystem Site Trainee (CCP)

KEY:

- Position approved by Board, non-grant funded
- Outsourced contracts approved by the Board
- Position approved by Board, fully or partially funded by grants

Program Management Office

● Kelly Nichols, Program Director

● Liz Peard, Customer Experience

● Elisha Robinson, Business Administration Trainee

● Business Administration Traineeships x1

Gandangara Health Services Limited (GHS)

● Angela Spithill, Health Services Manager

● Dr Duc Ho, General Practitioner

● Dr Fiona Gifford, General Practitioner

● Dr Prue Kirby, General Practitioner

● Dr Sheila Knowlden, General Practitioner

● Dr Robert Kennedy, General Practitioner

● Dr Emma Cumming, General Practitioner

● Dr Michele Ferguson, GP Registrar

● Dr Alex Nguyen, GP Registrar

● Emma Smith, RN, Team Leader

● Melissa Sonter, RN, Practice Nurse

● Kaitlyn Boyle, RN, Practice Nurse

● Alex Budlevskis, Exercise Physiologist

● Sarah Robinson, Aboriginal Health Practitioner

● Khloe Bolton, Aboriginal Health Practitioner

● Brandon Brown, Health and Wellness Officer

● Jestyn Nand, Trainee Mental Health Care Practitioner

● Rachael Ingrey, Medical Practice Co-ordinator

● Caitlan Ingrey-Ferris, Medical Practice Receptionist

Marumali

● Fay Daniels, Aboriginal Health Practitioner/Team Leader

● Deegan Hunter, Senior Aboriginal Health Outreach Worker

● Stephen Kim, Aboriginal Health Outreach Worker

● Kim Moutia, Project Support Officer

● Litia Anu, Aboriginal Health Promotion Trainee



Everyone at Gandangara is passionate about, and dedicated to delivering improved outcomes, so we will never stop working hard, trying to find ways to do better for you. However, it takes more than time and effort to achieve good outcomes, it also requires imagination and money. The imagination to visualise and plan for how things can be made better, and the financial support needed to realise those visions and plans.

As discussed in our Members meetings, WestInvest is providing \$5 billion in government grants to fund transformational infrastructure programs across Western Sydney. These projects will improve the liveability of communities, and support economic recovery that

will make a real difference to the quality of life in the eligible Local Government Areas. We have grasped this opportunity with both hands and submitted several proposals based on our Community, Land and Business Plan and Community feedback. The applications we have submitted include the creation of a Cultural Connections Hub, a Health and Wellness Precinct, an Early Learning and Family Centre and a Veterans and Youth Support Centre.

All of these projects are designed to enhance and accelerate the work Gandangara is already doing – improving our connection with each other, strengthening our sense of belonging and providing the means for all of us to thrive.

Our Managers' Sub-Committee Roles

- **Melissa Williams**
Chief Executive Officer, serves on:
 - Risk, Audit, Investments, People & Performance Sub-committee
- **Ruth Sheridan,**
Manager, Policy, Research & Communications serves on:
 - Risk, Audit, Investments, People & Performance Sub-committee
 - Membership Sub-committee
- **Mark Spithill**
Associate Director, Enterprise Investments & Corporate Services serves on:
 - Risk, Audit, Investments, People & Performance Sub-committee
 - Housing Sub-committee
- **Trudy Healey**
Property Manager serves on:
 - Housing Sub-committee
 - Membership Sub-committee

UNIT | Property Management (Residential)

GLALC HOUSING

Community Benefit Scheme Residential Accommodation (CBSRA)

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Gandangara Local Aboriginal Land Council (GLALC) owns 28 residential properties within the boundary of the Land Council and continues to operate a financially viable social housing program for the benefit of our Members.

The housing program operates and is approved as a 'Community Benefit Scheme – Residential Accommodation' within the framework of the Aboriginal Land Rights Act 1983 (NSW) (as amended).

The management of our residential accommodation is provided by Century 21 Liverpool.

Periodic inspections for residential properties were carried out during the reporting period covering standard repairs and maintenance as well as scheduled cyclical maintenance.

The ability of the housing program to continue to be viable was again made evident during this reporting period. Since the inception of the scheme, the Housing Program has continued to provide support to Members and their families.

A brief overview of the financial performance of the GLALC Housing portfolio is in the Table.

Housing	
Income	Value (\$)
Rental Income	410,519
Other Income	0
Expense	Value (\$)
Depreciation	162,015
Capital Improvements	83,925
Repairs & Maintenance	51,684
Council Rates	27,250
Water Rates	18,711
Agent Fees	21,883
Insurance	37,006
Salary + Oncosts	66,232
Admin Costs	55,370
Total Expenses	\$524,076
Operating Surplus/Loss	(\$113,561)

Schedule of Tenant Forums		
Date:	Time:	Meeting:
09/04/2022	10.30 am – 12.00 pm	Completed

Gandangara

Local Aboriginal Land Council

Head Office

103 Moore Street, Liverpool 2170

Current Office

64 Macquarie Street, Liverpool 2170

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Connect. Belong. Thrive.

