# ANNUAL REPORT
## FY 25-26

GANDANGARA
Local Aboriginal Land Council

Marumali
Health Services
Transport Services




Local Aboriginal Land Council
Gandangara Local Aboriginal Land Council
(02) 9602 5280
www.gandangara.org.au
MEDICAL

# ACKNOWLEDGEMENT TO COUNTRY




Gandangara Local Aboriginal Land Council acknowledges the Traditional Custodians of the lands and water we span. We pay our respects to the Elders, past, present, and to all First Peoples within our community.

# ABOUT OUR LAND



Gandangara Local Aboriginal Land Council was established in 1984 as a Local Aboriginal Land Council constituted under the *Aboriginal Land Rights Act 1983* (NSW).

Consistent with this legislation, a key objective of Our Land Council is to 'improve, protect and foster the best interests of all Aboriginal persons within the Council's area and other persons who are Members of the Council (s 51 ALRA 1983) (NSW).

Our Land Council's geographic area spans seven Local Government areas, comprising a significant portion of south west Sydney and parts of the Sutherland Shire.

Our current Office is located at 64 Macquarie St, Liverpool, NSW, and our head office (currently being refurbished 2027) is located at 103 Moore St, Liverpool, NSW.

**WARNING: THIS PUBLICATION MAY CONTAIN NAMES & IMAGES OF FIRST PEOPLES WHO ARE NOW DECEASED**



Back row: Roslyn Way, Roxanne Sheridan, Steve Ingram (Public Officer), Sandra German, Amanda Roa, Bernadette Compton
Front row: Irene Smith, Tony Scholes (Chairperson), Diane Van Aken (Deputy Chairperson), Aunty Dorothy Shipley

# A MESSAGE FROM OUR BOARD CHAIRPERSON



TONY SCHOLES DONOVAN
*Chairperson*

## Providing Leadership And Oversight Of The Organisation

My role is primarily focused on governance and leadership. I ensure we are abiding by and following the directives of the Aboriginal Land Rights Act and looking after the Board of Directors. The Board's role is to oversee the performance of the Community Land and Business Plan, making sure it's being implemented properly and serving its purpose, and looking after the interests of the Members. More specifically, my role is to run our Board and Member meetings and to interact with the CEO, Dr Melissa Williams, to discuss the agendas for the meetings, the issues that need discussing, and what's coming up next. I also monitor the financial sustainability of the organisation.

## Ensuring Transparency

However, my role in ensuring compliance with processes and providing leadership and oversight of the organisation is not solely about implementation and decision-making. It also involves maintaining close, open engagement with the Board and our Members to ensure complete transparency between the Chair, the Board and the Membership. I speak on behalf of the Board and the Members all the time and am authorised to do that.

## Transparency Is Our Greatest Characteristic

As Chair, together with the Board, we are committed to maintaining integrity and cultural respect throughout the organisation. We protect that integrity by appropriately managing conflicts of interest and upholding strong governance practices, ensuring we continue to earn and maintain the trust of our Members. That's why transparency is the greatest characteristic of our organisation. If you're not transparent people begin to think you are hiding something. So, if anyone is not happy with any aspects or issues within Gandangara we encourage you to engage with and speak with us. We're open and honest and not afraid of being asked questions. So, if you have them, please come forward and ask, respectfully. Because if you don't, you'll never know. There is no need to build resentment when openness is freely available, and you will be heard.

## The Board Makes Sure We Are Working To The Statutory Requirements

Compliance and risk management are a big part of our governance responsibilities. Gandangara has many compliance requirements, and the Board makes sure we are operating in accordance with the statutory requirements of the Land Rights Act and other legislative regulations.

The Board meets regularly to discuss matters that influence the organisation's operations and strategic direction. These discussions may relate to financial responsibilities or other urgent issues requiring the Board's attention. Addressing such matters promptly is essential, as unresolved issues can present significant risks to the organisation. In this context, it is helpful to distinguish between governance and risk management.

Governance refers to the framework of oversight, accountability, and decision-making exercised by the Board. It includes setting strategic direction, ensuring compliance with legal and regulatory obligations, and maintaining appropriate policies, controls, and ethical standards across the organisation.

Risk management, while closely related, focuses specifically on identifying, assessing, and mitigating risks that could impact the organisation's objectives. This includes financial, operational, and strategic risks, as well as emerging or unforeseen issues that may require timely intervention.

## We Always Act To Protect Our Organisation, Our Members And Our Staff

A simple example of how we simultaneously practise both good governance and risk management is if a disgruntled Member was discovered to be spreading malicious, unfounded criticisms or making false accusations of the Board or the organisation in the community. This can bring us all into disrepute so we



# A MESSAGE FROM OUR BOARD CHAIRPERSON

need to protect ourselves, our staff and Members. In response we have a process that we follow. The first step we take is to seek legal advice to determine what risks this behaviour presents to the organisation, our Members and staff. We closely look at the issue itself and the problems it is creating, and then consider what the ramifications would be if the Board didn't act on it, or respond appropriately. That's why we get appropriate legal advice first, in order to deal with it in the best way, making sure we have all our 'i's dotted and 't's crossed.

The Board's role is to always ensure that strong governance structures are in place, while also maintaining appropriate oversight of the organisation's risk management processes. Through regular meetings and ongoing review, the Board ensures that risks are identified early and managed effectively, thereby safeguarding the organisation's sustainability and performance.

## Ethical Behaviour Is Everyone's Responsibility

Even though it is the Board's responsibility to have policies and processes to ensure they are managing risks effectively, good professional practice, and honest, ethical behaviour is everyone's responsibility. Every level and aspect of our organisation has its own degree of risk and everyone working here is responsible and accountable for their actions. By doing the right thing, all the time, all of us are protected.

## We Support Operations, Stand By It And Do Not Implement Ourselves

We employ a CEO who, together with her team, manages the organisation and is responsible for implementing its operations and programs. The Board, including the Chair, do not interfere with the operations, we oversee it. Our position is to support operations, and stand by it, we do not implement ourselves. We don't act on or put ourselves above operations.

We must go through the proper channels to make decisions as part of our legally defined responsibilities. The separation of powers is essential. By keeping governance and implementation separate, it protects us and avoids conflict and confusion.

We are also proud that our CEO, Dr Melissa Williams, was recognised through the ZEST Award for Outstanding Community Sector Leader. This achievement reflects not only her leadership and commitment but also the collective efforts of the Board, staff, partners, and community who continue to support the growth and success of our services.

## Our Sustained Financial Growth Gives Us Strength And Self-Determination

I believe that Gandangara is being managed well. 100%. Our CEO has extensive experience and insight, with a proven track record of success







at Gandangara. Dr Melissa Williams has also helped deliver significant financial growth for the organisation and to sustain it. This gives us strength and self-determination. That's why we hired her; to give us sound advice, and we must listen to her, because we trust her based on many years of delivering beneficial results.

The CEO is also rigorous in her advice and ensures that it is implemented effectively and there is no breakdown in the process. Her management team run the operations and the programs. That's their job, and why they were hired. They follow the Board's decisions. That's what the Community, Land and Business Plan does: it makes everybody accountable. The Board, the CEO, the Staff and the Members are all accountable sharing the risk together to future-proof the organisation. Nobody gets away from accountability.

## We're A People Business

The quality of our staff and their working environment are also important factors in our success as an organisation. We try to make sure our staff are happy to be here and work here, which makes for a more effective and efficient workplace. We also have health workers and psychologists who work with our staff to provide any psychological help they may need. We have another important asset in grant technical writers, who can compose effective, well-considered funding applications, and who can articulate and address issues clearly and persuasively, which are essential for successful communication with our Members, partners and community.

## We Have Cultural Authority And Apply It

At Gandangara we have cultural authority that we work to apply within the organisation. We see culture as being grounded in respect, both individually and through our organisational protocols. Our services, Health and Transport are all expected to use cultural authority. We also provide Welcomes to Country and Acknowledgements of Country, smoking ceremonies and other cultural aspects of the organisation.

Ultimately, it's all about being ethical in how we do things, to be culturally safe and respectful in our leadership. If we show respect to others we will get it back, which is fundamental because we operate on community trust.

## Country, Culture, Community And Care: What Do They Mean?

Country is about identity. It's where we come from. It's family kinship. It's where we live and a sense of community belonging. That's why it's important to everyone.










# A MESSAGE FROM OUR BOARD CHAIRPERSON

Country involves your whole being. Your spiritual, emotional and physical wellbeing comes from Country. Being on Country, on your homeland, gives you something you can't get anywhere else. It's that feeling you have when you've been away and you come back, it never leaves you. That's the source of your emotions. They come from the heart, that's where your spirit lies. It's not in your head, or brain, it's in your heart.

## We Are The United Nations Of Aboriginality

Gandangara is made up of people from many different countries around Australia, which goes hand in hand with what Gandangara represents. We are the United Nations of Aboriginality because we reflect all their values and help them establish new homes in their new place. If they come from different Country, speak a different dialect, have different names for Country, it establishes who they are. It affects their education, development, childhood, adulthood, employment history and their health. So, we talk to them about it, which is important to preserving it for them. If it isn't discussed it will get lost. We protect Country. It all comes down to consultation, talking to Members and community. We make them heard, and if they feel heard they feel safe and content.

Our collective, traditional knowledge comes from within individuals who want to share their knowledge. Many retain a lot, but don't share a lot. And some have only bits and pieces but don't know enough and they need to be taught. Even though there are so many different groups, backgrounds and dynamics, the way they say things, act and look at life, we reach them all.

## Identity Culture Is Always The Same. It Never Changes

Culture comes out of Country. It's your people and their accumulated knowledge. Whether it's family or group culture, not everybody has the same culture. As individuals we have different cultural and behavioural patterns. But, identity culture is always the same. It never changes. When you practise your culture, it's your history and your people. If you don't practise your culture, or are trying to change it, you're going against your history and your people. It's like rewriting your language, you don't need to do it because it's already written. Our Elders have an enormous amount of cultural knowledge, and they willingly share it with everybody who asks. Sharing it keeps it alive. It must be protected. It cannot be changed.

Our biggest contribution to our culture is connection. We connect with our Membership and community, and we help them to belong and they can thrive. We connect them to culture and Country, to family and community. And when they belong, they are in a safe place.

## Gandangara Serves The Needs Of Both Aboriginal And Non-Aboriginal People, And All Their Needs Are Different

On a personal level, when I'm discussing Aboriginal







people, I don't talk about community, I talk about Mob. However, the broader subject of community is about all people. All those who live around us. All the rules and regulations that are in place, where and how you live. Gandangara has many people working here, that's a community of its own. We think of them as a whole and not just individuals. We work together, and create opportunities together, we laugh and cry together.

Gandangara serves the needs of both Aboriginal and non-Aboriginal people, and all their needs are different. Their health, employment, housing and family requirements are all different. That's why we vary, and are very flexible, in what we do and how we do it. We have to be creative too, in providing unique and individualised solutions.

We provide help for many non-Aboriginal people in our services. It was a natural development of simply just being there and available. It all started with one person walking in off the street and asking for help and it grew from there. We don't turn away anybody. Ever. We try to help everyone.

## There's No Sitting On The Fence When It Comes To People's Lives. You Either Help Them Or You Don't

Caring is not just about health or housing or transport. Having a caring attitude is just as important. You must show people you have it. If you care about someone let them know, show them support, listen to them. Closing the Gap can only go one of two ways. It's either be positive or be negative. There's no sitting on the fence when it comes to people's lives. You either help them or you don't. That's our role in our community and our Members' lives. We're making sure they're safe, their needs are being met and we're giving them the support they need.

## When It Comes To Measuring Success, Seeing Is Believing

Success comes from being active. If everybody is active and carrying out the roles they're supposed to, and there are results, then success comes. If you're employed to do a role, it's not your position it's your role. You don't own it; you're employed to do it. Your position is to carry out the role you've been given. If you're not accountable to that role, you're not being honest to it, and you're not achieving the expected outcomes for that role. In that case, you can't be considered successful no matter how long you're in the job.

When it comes to measuring success, seeing is believing. If you start with a small number and end up in a big number that's success. It's growth.

Success in my role is to make sure everyone is compliant. If we're not compliant, we're not successful. If we're leaving things out, and not following up, we're not successful. It goes to commitment and professionalism.










# A MESSAGE FROM OUR BOARD CHAIRPERSON

### The Short, Medium And Longterm Views Of Success

For us, short-term success is about Membership and community engagement. To have a clear view of what we are offering and making sure our services are adequately used.

The medium-term success of our organisation comes down to governance, what we're achieving, what sort of programs we're running, and what we need to be compliant in for those programs.

In the longterm, we must make sure everything we do is going to be sustainable long after we all leave. That it will all be ongoing and able to continually expand. That it will continue building and growing, making sure it's always getting better for the Members, the community, the staff and all our entities.

### We Can't Do Everything, And We Can't Be Everything

A large majority of our Members are happy with the way the organisation is running and what we're achieving. However, a small minority want things now that they don't want to wait for. Unfortunately, we can't do everything and be everything with our limited resources. We can't put things together overnight or have all the right people needed to deliver them. But we are making the most of the resources and people we do have. It's also important to understand that everything we do has to be sustainable, not just for the current Members but for all the young people coming through. And they're coming fast.

### What We Are Doing Is Quite Impressive

I think the funding wins we attained through the Western Sydney Infrastructure Grants Program have been a great achievement for us, as they brought in a lot of much-needed money. Money that has given us the means to develop the Cultural Hub at 103 Moore Street, to purchase 105 Moore Street to serve as our Health and Wellbeing hub, with expansions in Liverpool for community tourism, and the development of our Veteran Support Centre and Youth Diversion Facility Centres.

Our Transport Service has grown, and we established our Community Health Centre. All of which will be making significant contributions to the needs of our Members and community today and well into the future.

We have also established an Eco Depot at Heathcote Ridge to serve as educational hub for the cleanup of Heathcote, where we can expand into our vision for a cultural education centre, which is a part of eco, cultural and education tourism strategy. Leveraging the new Western Sydney Airport, will enable Gandangara to realise further opportunities.

### I'd Like To See Our Ambitions Realised, And Our Desired Outcomes Delivered

I want to make sure that everything we have put into place is working and sustainable. During the ten or twelve years I've spent as a director, I have done everything in accordance with policy and procedure, and in line with the Community, Land and Business Plan. I'd like to see our ambitions realised and all the desired outcomes delivered. That everything we do is not for nothing.

### Our Annual Report Is A Key Tool For Communication And Trust-Building With Members And Stakeholders

Producing an Annual Report goes beyond simply meeting legislative requirements, it is important because it adds real strategic, governance, and stakeholder value to the organisation in five distinct ways.

It captures a snapshot of what the organisation has achieved, experienced, and focused on during the reporting period, creating a clear record of progress.

It enables performance measurement, helping assess whether objectives were met and how successful the organisation has been.

It identifies key stakeholders, clarifying who was involved, engaged, and influential over the period.

It builds organisational memory, documenting what worked, what didn't, and where improvements can be made, supporting better governance and risk management over time.

It strengthens transparency and accountability, giving Members and stakeholders insight into our activities and enabling them to hold the Board and management to account.

In essence, an Annual Report isn't just a compliance document, it's a key tool for communication, reflection, continuous improvement and trust-building with Members and stakeholders.

# A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER



**DR MELISSA WILLIAMS**
*Chief Executive Officer*
BBus. UTS, GCRS,
PhD WSU (Business)

## The World In Which We Operate

It may come as a surprise but Gandangara is only one of over 52,000 registered charitable organisations in Australia. Collectively, we are also one of the country's largest employment sectors with over 1.6 million paid employees (according to the data from the Australian Charities and Not-for-profits Commission) which makes up around 11% of all working people in Australia. They also have the help of 3.9 million volunteers. Within those impressive numbers 53% of all charities run with no paid employees at all and rely solely on volunteers. So, their contribution to our country goes well beyond the people they were set up to help.

## It's Not Easy Trying To Do Good Works For Others

Yet, despite their significant contribution to our communities they are all facing the same growing challenges to their operations. They include increasing employee and running costs, and weighty governance and reporting and compliance demands, which are both complex and time consuming.

## With Our People

Attracting and retaining skilled professionals remains one of our greatest priorities. Delivering specialised services requires qualified and experienced staff who are committed not only to their profession, but also to making a positive difference in the lives of others.

Our continued growth in both services and workforce is a reflection of the strong reputation Gandangara has built as an employer of choice. We thank our dedicated team whose expertise, passion, and commitment enable us to deliver meaningful outcomes for our community every day.

## The Atmosphere Of Suspicion Surrounding Local Organisations Looms Over Us

As a matter of public record there are various ongoing and recently completed ICAC inquiries and public hearings in our region.

Once it is raised, suspicion becomes infectious and can spread very quickly, casting aspersions on even the most honest and scrupulous operators and organisations.

## Governance And Accountability

Strong governance is fundamental to achieving sustainable outcomes for our Members and community. Gandangara's governance framework is underpinned by the Aboriginal Land Rights Act 1983 (NSW), the Aboriginal Land Rights Regulation 2020, Model Rules, Board-approved delegations, policies, codes of conduct, conflict of interest requirements, and robust risk management processes.

These structures support transparent, accountable, and ethical decision-making while ensuring the organisation remains focused on its strategic objectives and Member interests.



# A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

Effective governance relies on more than systems and processes. It requires integrity, leadership, and a shared commitment to accountability. The strength of our Board, executive leadership, and management team, combined with a culture of transparency, continues to build trust and confidence in the work we do.

## Our Strategic Framework

The Community, Land and Business Plan provides the strategic framework for the Land Council's activities, investments and priorities, and procurement decisions should support the objectives approved by Members.

The Aboriginal Land Rights Act 1983 No. 42 makes our recruitment and procurement obligations very clear.

Gandangara is committed to appointing employees and Engaging service providers through merit-based selection processes that consider organisational requirements and support the achievement of strategic objectives.

## Good People Do Good Things Together

A good business operates on knowledge and that often means hiring the best people for the job rather than just ticking compliance boxes. Specialists are sought after for a good reason. They can do what you can't. And choices don't always come in great numbers.

## You Can't Achieve Good Things Without Having Good Motives

Honest endeavour and the sincere desire to help others should be at the heart of what you do. You'll make mistakes, but if you are guided by good motives, you're more likely to achieve good things. Honesty and integrity are the stuff of what solid character is built.

## From The Brink Of Extinction To A Community Powerhouse

We all know how, why and where we started and what we've been through. We started with the best intentions but fell short. Fortunately, we survived, learned our lessons, moved on and put all that behind us by having stronger governance and stronger business.

Our future is now being determined by what we have become, and the opportunities we have created for ourselves over the past six or so years. It is worth pausing to appreciate just how much we've changed, how well we've transformed from a humble, simple idea into a community powerhouse providing a wide range of life improving services for our Members and the wider community.

We have evolved from a land rights organisation into a leading community organisation, delivering one of the region's most comprehensive suites of health and wellbeing services for First Peoples and the broader community. We are now achieving outcomes that exceed the vision of our founding Members, while fulfilling and extending the aspirations that inspired our establishment.

We provide a region-wide transport service that supports clients across the area we span, including those of other health providers, ensuring people can access the care they need and essential medical appointments.

We deliver affordable, quality housing for Members who may otherwise be unable to secure safe and accessible accommodation.

We have established a dedicated Healing Centre to address the growing impacts of substance use and support individuals, families and the wider community on their healing journey. We are active supporters of healing and resilience, with dedicated, culturally safe services that support recovery, wellbeing and stronger futures for generations to come.

We have built a strong and sustainable financial foundation. We are also growing revenue through service delivery, government grants and other funding opportunities.

We are expanding our community infrastructure through the development of a Cultural Connection Hub providing a welcoming place where culture, community, learning and connection come together.

We are planning a future Living Well Hub which will bring all our health services into one, central site, and allow us to expand into other wellbeing services.

We will be bringing our administration and services together in a modern, purpose-built precinct.

We are continuing to secure legitimate land rights outcomes, and having increasing success in winning highly competitive grant funding to support new programs, services and community initiatives.



# A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

We are growing our land, property and financial assets and a continually expanding workforce of health professionals and service specialists.

Strengthening our future every year, with growing membership, expanding services, increasing financial independence, and a reputation in the region as a leading authority on community leadership.

We are poised to unlock new opportunities through the Western Sydney Aerotropolis, with increased tourism, economic activity and thousands of new visitors creating opportunities for cultural engagement, employment and community enterprise.

We are a powerful example of First Peoples leadership and self-determination, having grown from humble beginnings, overcome significant governance and management challenges, and emerged as a strong, sustainable and respected community organisation.

We are driven by possibility, not limitation, with the capability, confidence and strong foundations to pursue opportunities that are limited only by our vision and ambition.

## Reconnecting With Our Purpose

I believe our core purpose is about enabling our Members and the broader community to achieve a better quality of life, by providing services they can engage with, benefit from and begin to thrive. To achieve this, you must have the values of the people you serve and not just think of money, to work successfully with people and help them have a better life and place to live in. To leave our community in a better shape than when we arrived.

This is a genuinely personal commitment. When you're truly in need, what really matters to you on your sickbed? It's that someone came to see you and showed they cared. Someone who advocated for you, someone who touched your heart. No amount of money or medicine can substitute for heartfelt concern.

It all boils down to the simple love of your fellow community member. Charity does begin at home and goes out from there, so there should be no difference between who we are at home and who we are at work. To do so is to show real character and provide authentic leadership. This is how we personally reconnect with our purpose and the reason we are here.

## Our Rules Of Engagement: What It Means To Protect, Preserve And Foster The Very Best Interests Of Our People

When you're busy managing a thriving Member-based organisation or accessing and making use of its services, or when you're organising and attending community events, your thoughts are inevitably caught up in the here and now. This is quite normal, because in practical terms today matters more than yesterday or tomorrow.








However, in doing so we can easily forget how and why we have achieved and acquired all that we have. And it can be easy to take their existence for granted. So, it is important that we reflect on and appreciate how and why we set out on the path that has brought us to where we are today.

The Aboriginal Land Rights Act 1983 (NSW) established a landmark framework for recognising the rights of Aboriginal people in New South Wales and providing opportunities to seek the return of eligible Crown Land through a legislated claims process.

The Act was designed to address the ongoing impacts of dispossession and to support Aboriginal communities in building a stronger social, cultural, and economic future. Through the NSW Aboriginal Land Council and a network of 123 Local Aboriginal Land Councils, land rights continue to play a critical role in advancing self-determination.

Successful land claims provide opportunities for Aboriginal communities to protect cultural heritage, strengthen community wellbeing, create economic opportunities, and build assets for future generations. These outcomes support greater independence, resilience, and the ability of communities to shape their own futures.

The Land Council's property portfolio comprises 70 registered assets across south-west and southern Sydney, including 39 vacant land holdings, 28 residential properties, and 3 commercial properties. These assets span multiple Local Government Areas and provide an important foundation for supporting longterm community, cultural, social, and economic outcomes.

### We Want To Protect Country For The Future, Creating A Legacy

Protecting and caring for Country is fundamental to the wellbeing of current and future generations. As traditional custodians, we recognise our responsibility to manage land sustainably, protect cultural values, and preserve important environmental assets for the benefit of our community and the broader public.

Through the Aboriginal Land Rights framework, eligible Crown land may be returned to Aboriginal ownership through a legislated claims process. These opportunities enable Aboriginal communities to take an active role in caring for Country, protecting cultural heritage, and planning for longterm community benefit.

Our goal is not only to secure land rights outcomes for our Members, but also to ensure that land is managed responsibly and sustainably. By doing so, we can safeguard cultural, environmental, social, and economic values for future generations while contributing positively to the communities in which we operate.








# A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

## In Our Hands, Land That Is Unused And Abused Becomes Valuable, Protected And Useful

Our lands hold significant cultural, environmental, and community value. We are committed to protecting cultural heritage, including important sites, artefacts, rock art, and the natural environment that sustains Country.

As our region grows and welcomes new visitors, we see valuable opportunities to share our history, culture, and connection to Country, fostering greater understanding and appreciation of Aboriginal heritage for future generations.

## Our Services Were Created Because They Were Desperately Needed

Our Health, Marumali, Transport, and Housing services were established to meet the evolving needs of our Members and community. By providing culturally safe and accessible services, we support improved health, wellbeing, and quality of life across the region.

Working in partnership with other organisations, and through strong collaboration across our own service areas, we continue to expand our reach, strengthen service delivery, and improve access to the support our community needs. As demand grows, we remain committed to investing in people, partnerships, and programs that create lasting impact.

## Our Path To Growth Since 2018: We Are Getting Smarter, As We Grow Stronger, As An Organisation

Since 2018, Gandangara has increased in value from approximately $67 million to more than $124 million. This achievement reflects the successful implementation of our strategic plans, strong governance, and our continued commitment to creating longterm value for our Members and community.

As we grow, we continue to build the capability, resilience, and sustainability needed to support future generations.

Our growth is underpinned by clear strategic direction, strong governance, and ongoing engagement with our Members, partners, and community. Through consultation and collaboration, we continue to ensure our plans reflect community priorities and aspirations.

Investment in skilled people, partnerships, and infrastructure has strengthened our organisational capability and supported the expansion of key initiatives, including allied health services, the Cultural Connections Hub, Veterans and Youth programs, and the Eco Depot at Heathcote Ridge.

As we continue to grow, we remain focused on improving service quality, enhancing organisational performance, and creating lasting benefits for our Members and community.

## What Is Our Reputation Worth?

Your reputation isn't something that just happens, it's something you build, choice by choice, every single day.









The question is: are you shaping it intentionally, or letting it form without direction? Standing for something meaningful requires more than good intentions. It demands clarity and consistency. What do you truly care about? What do you want people to say about you when you're not in the room? Personal excellence isn't accidental, it's defined by the standards you refuse to compromise.

Choosing to be a good, reliable, and principled person is not the easy path. It requires effort, honesty, and the willingness to put integrity above ego.

When your work is anchored in genuine commitment and reinforced by accountability, you stay focused, purposeful, and driven, even when things get tough. That's the difference. That's how we uphold our reputation. And what is it really worth? What does it do for us?

Is our reputation opening more doors? Yes, it is. We are being invited into more working partnerships with local councils, government departments and local businesses because they see our professionalism and success in developing and implementing important programs and infrastructure. We are a trusted partner for them and the community.

Is our reputation Attracting skilled and experienced people? Yes, it is. Our services are widely respected and admired, and as they grow we are attracting and hiring more experienced health professionals who want to work with us on account of our holistic, culturally informed approach to health and wellbeing.

The strength of our reputation continues to create new opportunities for Gandangara and the communities we serve. Our reputation for strong governance, effective service delivery, and responsible stewardship has contributed to increased success in securing government grants and funding opportunities. Through well-developed business cases, strategic planning, and demonstrated outcomes, we continue to build the confidence of funding partners and stakeholders.

Our reputation is also reflected in the growing demand for our services. Gandangara Health Services, Marumali programs, and Transport Services continue to experience year-on-year growth in client engagement, service utilisation, and community referrals. Positive experiences and trusted relationships encourage people to return to our services and recommend them to others.

This growth strengthens both our impact and sustainability. Increased participation supports the ongoing development of our services, enhances our capacity to meet community needs, and contributes to greater self-determination and longterm outcomes for our Members and community.

### There's A Real Need To Balance Compliance With Transformation

Strong governance and compliance are essential to maintaining accountability, managing risk, and protecting the interests of our Members and community.







# A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

At the same time, sustainable growth requires organisations to remain innovative, adaptable, and open to new opportunities.

Our focus is on achieving the right balance between meeting regulatory obligations and creating the flexibility needed to improve services, strengthen operations, and deliver better outcomes. Effective governance should support good decision-making and responsible innovation, rather than create unnecessary complexity.

By embracing practical, efficient, and risk-based approaches to compliance, we can continue to drive innovation, build organisational capability, and pursue opportunities that create longterm value for our Members and future generations.

## Authenticity And Genuine Commitment Last Longer Than A Simple Profit Motive

How do I expect to feel in a partnership? I like to feel good about it, that it's legitimate, fair and genuine. That there are communal goals within a good interpersonal relationship. One that is not comprised of small talk but has a real likeability factor, with the shared belief of how important it is for there to be a genuine commitment in the relationship. In Aboriginal preferred behaviour it is relationship first and business second.

And as a result, it will work better for it. This applies to any relationship, but it is most important with Aboriginal people. Because, if you don't have such a relationship who can you really engage with effectively?

I'd rather be at the table with those who genuinely want to be there, alongside me, who are colour blind, and who respect people regardless of their background.

That's why I only focus on relationships that are strong, with people who want to be there, and not those who have no real interest in advancing Aboriginal interests and those of the whole Country. As fellow humans our most important interests are indivisible, so when you get it right for First Peoples you get it right for the whole Country.

By eradicating the bad behaviour and attitudes that diminish First Peoples rights, it makes us all better for it.

## What It Means To Be In Partnership With Our Directors, Members And Our Community

In an honest and open, co-operative partnership, we feel safe, we are free to talk openly, to tell it how it is, and to be genuinely passionate. We sincerely want to see truly beneficial outcomes, for a better quality of life, for all of us.

If we all want to enjoy these benefits then it requires of all of us, Directors, Staff, Members, and the community, to not only share in these ambitions but to contribute directly also personally to them being realised. We cannot simply be passive recipients and continue to expect to receive these benefits, because they're not entitlements, they are hard-earned, hard-won advantages. We all must invest genuine effort, support, respect, and appreciation for all that is being done and being achieved.







## We Are Grateful And Thankful For Many

I would like to thank our Board of Directors, led by Chair Uncle Tony Scholes, for their leadership, guidance, and commitment to our Members and community.

I also extend my sincere appreciation to our Executive, Managers and staff whose dedication, professionalism, and passion for service make our achievements possible. Their commitment to improving outcomes for our Members and community is at the heart of everything we do.

Together, their efforts continue to strengthen Gandangara and support our vision for future generations.

Without their hard work, commitment, and unwavering support we simply couldn't achieve any of the outcomes that have resulted from their leadership of the organisation. Their dedication, integrity and moral strength ensure we are walking on the right path.

I want to sincerely thank all our hard working, dedicated Managers and Staff who put in countless hours making sure our Entities and services run well. More importantly, they are motivated by a sincere desire to help our Members, our community and each other. Their compassion is obvious to everyone who engages with them. Thank you.

I would also like to express my gratitude for the support we all get from our Members. Their active engagement with us, their participation in our regular meetings, their contribution to our Community, Land and Business Plans and our many events, and of course, their continuing and ever-growing support of our services. After all, we simply wouldn't exist without them, and they make it all worthwhile.

I would also like to express my gratitude for the strong, co-operative working relationships we have with all our partners in the community. The local councils and private enterprises, the government departments, the schools and community groups, who join with us in so many worthwhile community programs and services, providing us with the additional resources, the skilled experience and wider opportunities that allow us to grow and expand our services throughout the region. Gandangara is sincerely grateful for all of you.

## It's Important That We Are A Model For Success

As an Aboriginal Community Controlled organisation, if we are successful in Western Sydney, it has a real bearing on how community controlled organisations are rated overall, which is why it's so important that we at Gandangara are a model for success. That's why we need relationships and partnerships that work together at closing the gap.

So, when we call them do they pick up the phone? Do they respond positively? These things really matter. By being successful, Gandangara encourages and attracts the right kind of partnerships and develops the right kind of relationships. We build rapport and have Engaging conversations, making sure there is a common goal, a meeting of minds, that trust is mutual and genuine, that our interests and goals are aligned.







# A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

We're going for longevity and in doing so we believe that authenticity and genuine commitment last longer than simple profit motive.

## Our Financial Savvy Keeps Us Solvent

Maintaining a strong financial position is essential to achieving our longterm objectives and delivering lasting benefits for our Members and community. Sound financial management requires a balanced approach that ensures sufficient cash flow, sustainable income, responsible expenditure, and effective management of assets and liabilities.

While the Land Council holds significant property assets, realising the full value of these assets requires careful planning, investment, and ongoing financial capacity. Strong financial stewardship enables us to develop opportunities, invest in infrastructure and services, grow housing and community assets, and deliver on the objectives set out in our Community, Land and Business Plan.

Financial success is built on more than strong balance sheets. It relies on effective governance, meaningful community engagement, trusted partnerships, quality service delivery, skilled leadership, sound risk management, and a commitment to meeting our legal and social responsibilities. Each of these elements contributes to organisational sustainability and longterm growth.

By making informed decisions and maintaining a disciplined approach to governance and financial management, we continue to strengthen our organisation, build resilience, and create opportunities for future generations.

## If We Are Successful, Our Members Are Successful

The simple truth is if we're not successful, we can't keep the benefits we enjoy, so that's why we all need to work together. We need to be responsible and ethical in our decision making and ensure we are always doing the right thing. If we are successful, our Members are successful. Understanding what it takes to be a successful business and a good Samaritan is important, because it's all about hard work done by committed people, to provide the services that are much needed in our community.

## Our Profit Plan For Our Services

You will never have good sustainable profit if you don't have strong core businesses. The heart of our business is land rights and we are strong and effective in that area. For our services to be effective and strong we need to understand our customers' needs and deliver them. To have a successful business you need successful core services centred around your customers' needs and wants, and they must be prioritised.

## We Must Be Mindful Of How We Spend Our Time And Our Resources

We successfully pursue land rights opportunities, and we provide many essential services, but we can't be all things to all people.







We must be mindful of how we spend our time and our resources and we need to make decisions on priorities.

We must match the right solutions to our customer needs. Planning for profit means you have healthy financial indicators which include the right balance of cost to profit, strong investment strategies, a balanced investment portfolio and a conservative approach, all of which we have.

## Sustainable Growth, Strong Services And Caring For Country

The longterm sustainability of our organisation depends on maintaining strong foundations. Land rights remain at the heart of Gandangara's purpose and continue to provide opportunities to create lasting cultural, social, and economic benefits for our Members and community.

To ensure our services remain effective and sustainable, we focus on understanding community needs and delivering culturally appropriate, high-quality programs that create meaningful outcomes.

By prioritising services that have the greatest impact, we can continue to strengthen our organisation while remaining responsive to the needs of our Members.

## Leading The Way In Caring For Country

Caring for Country is both a responsibility and an opportunity. As communities across Australia face increasing environmental challenges, there is growing recognition of the importance of sustainable land management, environmental stewardship, and responsible development.

For Aboriginal peoples, the connection to Country is deeply rooted in culture, identity, and community wellbeing. Traditional knowledge, passed down through generations, provides valuable insights into sustainable practices that support the longterm health of the land, waterways, flora, and fauna.

Education and awareness are essential to building a more sustainable future. By sharing cultural knowledge, promoting environmental responsibility, and encouraging respect for Country, we can help strengthen understanding of the important relationship between people and the environment.

Gandangara is committed to protecting cultural and environmental values while supporting initiatives that promote sustainability, conservation, and community education. Through leadership, partnership, and knowledge sharing, we aim to contribute to a future where caring for Country remains central to the wellbeing of both current and future generations.

## Culture, Country And Our Future

Understanding our connection to Country helps us better understand who we are, where we come from, and our responsibility to future generations. Aboriginal knowledge systems have long emphasised living sustainably, using resources thoughtfully, and maintaining a balance between people and the environment.








Today, there is growing interest in sustainable practices that support healthier lifestyles, stronger communities, and greater environmental responsibility. Through initiatives such as bush tucker cultivation, land restoration, and community education, there are opportunities to reconnect with traditional knowledge while creating practical benefits for our communities. These changes can begin at home and grow into broader community-led actions that support wellbeing, sustainability, and food security.

The enduring knowledge of the world's oldest continuous living culture offers valuable lessons in stewardship, respect for resources, and the importance of giving back to Country. By restoring and rehabilitating land, protecting biodiversity, and encouraging sustainable practices, we can help strengthen both environmental and community wellbeing. Healthy landscapes contribute to thriving ecosystems and enhance social, cultural, and emotional wellbeing.

Our culture is inseparable from our identity. It embodies the knowledge, stories, traditions, and experiences passed down through generations. Protecting and preserving cultural heritage across our landholdings is therefore a responsibility we take seriously.

This is why the planned Keeping Place at Moore Street part of a hub and spoke model is such an important initiative. It will provide a dedicated space to preserve, celebrate, and share our cultural heritage, creating a lasting centre for learning, knowledge sharing, and community connection for current and future generations.

We acknowledge the many respected Elders, members, leaders and community members we have lost through Sorry Business. Each made a meaningful contribution to the growth and success of our Land Council. We are deeply grateful for their wisdom, guidance and dedication. Though they are no longer with us, their spirit, legacy and influence remain, and they will forever hold a special place in our hearts.

## Partnerships That Create Lasting Impact

GLALC and its entities proudly acknowledge and thank our partners, including the NSWALC, Aboriginal Affairs NSW, NIAA, NSW Government, Bradfield Development Authority, NSW Ministry of Health, NSW Health, Liverpool City Council, Sutherland Shire Council, SWSLHD, SWSPHN, government agencies, Aboriginal organisations, Universities, TAFENSW and community partners, for entering into formal agreements that advance our shared vision for thriving communities. Together, these partnerships are creating opportunities in health, wellbeing, education, employment, culture, housing, and economic development. We thank our partners for their trust, leadership, and commitment to working alongside GLALC to deliver meaningful and lasting outcomes for our people and community.

## Looking Ahead

Our focus remains on delivering the projects and initiatives that will create lasting benefits for our Members and community. Key priorities include progressing the development of 103 Moore Street Liverpool, the Aboriginal Veterans Support Centre, Youth Diversion initiatives, and the future Health and Wellbeing Hub. We also continue to advance the priorities identified within our Community, Land and Business Plan, including environmental restoration initiatives at Heathcote Ridge.

As we look to the future, we remain committed to creating places and opportunities that strengthen connection, belonging, wellbeing, and prosperity for our community.

Connect. Belong. Thrive.

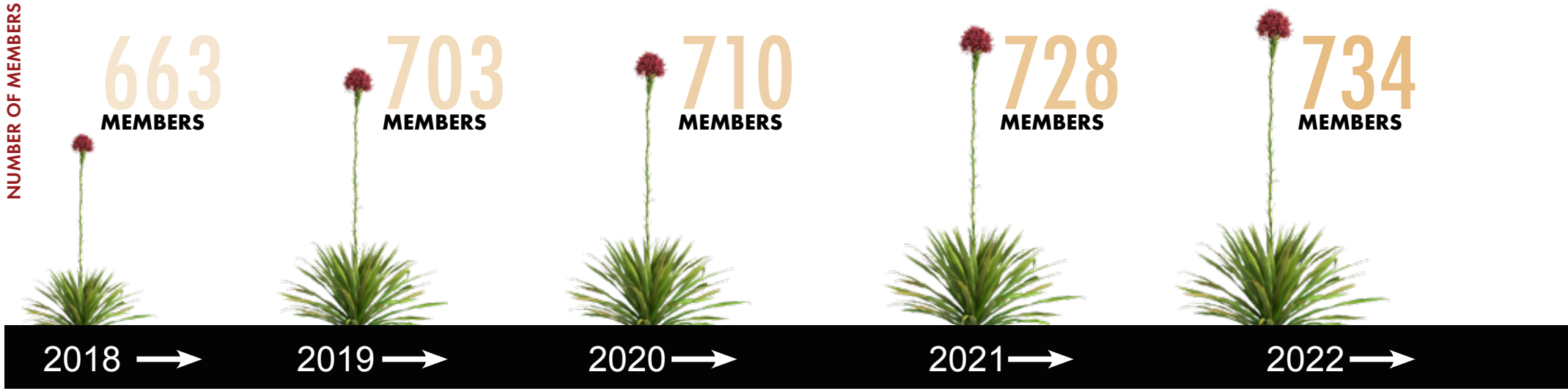








# Stronger Membership



Our Land Council has a strong and growing membership. Our Members represent a range of Aboriginal nations, with many now calling the Gandangara area home.

GLALC is at the heart of our Aboriginal community. We care for community assets, celebrate community pride and create opportunities for Members to help shape our future. We stay connected through Members' meetings, community events, social media and feedback opportunities, because Members' voices and approval are central to our progress.

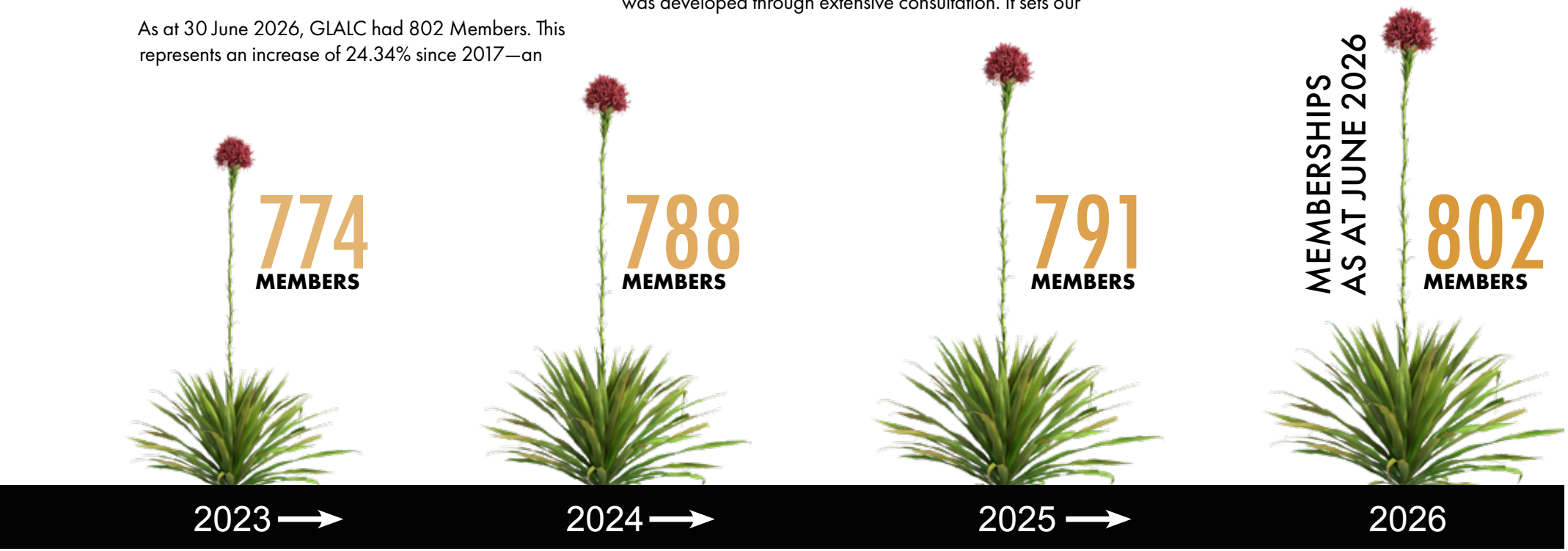
As at 30 June 2026, GLALC had 802 Members. This represents an increase of 24.34% since 2017—an additional 157 Members—and an average net increase of approximately 17 Members each year.

Our membership spans many generations. The largest age group is Members aged 58–67, representing 181 Members, or 22.57% of the total membership. The median Member falls within the 48–57 age group, compared with a median age of 23 for Aboriginal and Torres Strait Islander people in New South Wales at the 2021 Census.

Our 2024–2028 Community, Land and Business Plan was developed through extensive consultation. It sets our direction for strengthening engagement with Members, improving access to our services and ensuring our operations continue to meet the needs of Members and the broader Aboriginal community.

Applicants must be 18 years of age or older to become a GLALC Member.

## GROWING MEMBERSHIP



## STRONGER MEMBERSHIP | WELCOME TO OUR NEW MEMBERS














# 802
## MEMBERS











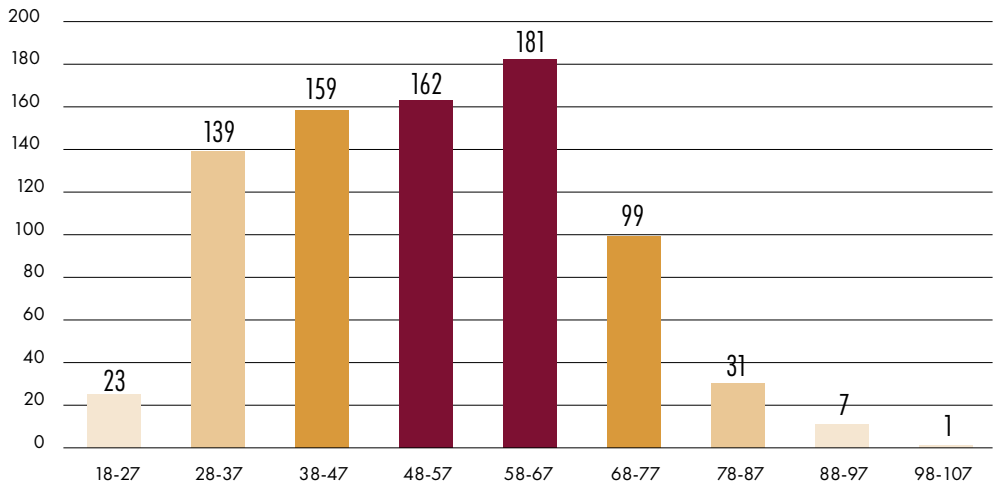

BECOME A MEMBER
Connect
Belong
Thrive
SUPPORT • BENEFITS • GROWTH



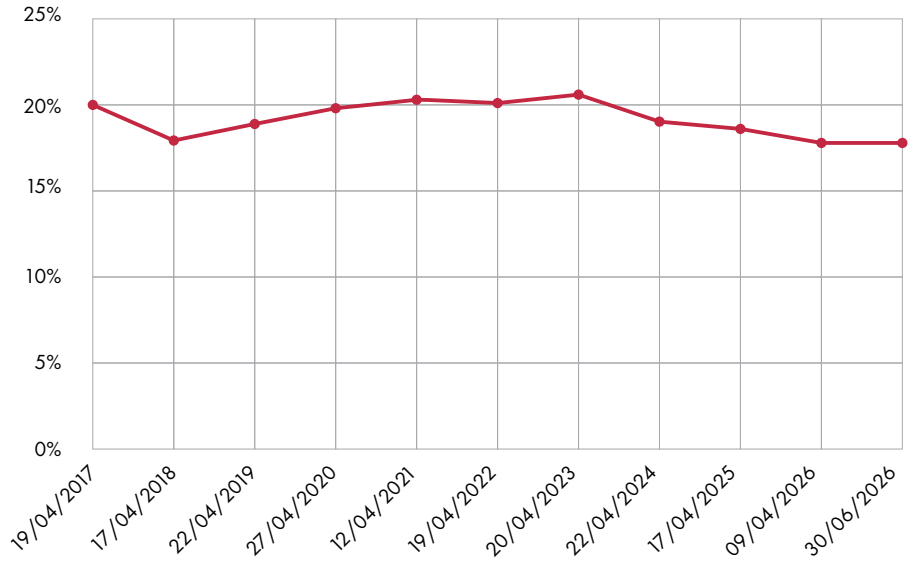

CAPO
NSW CAPO



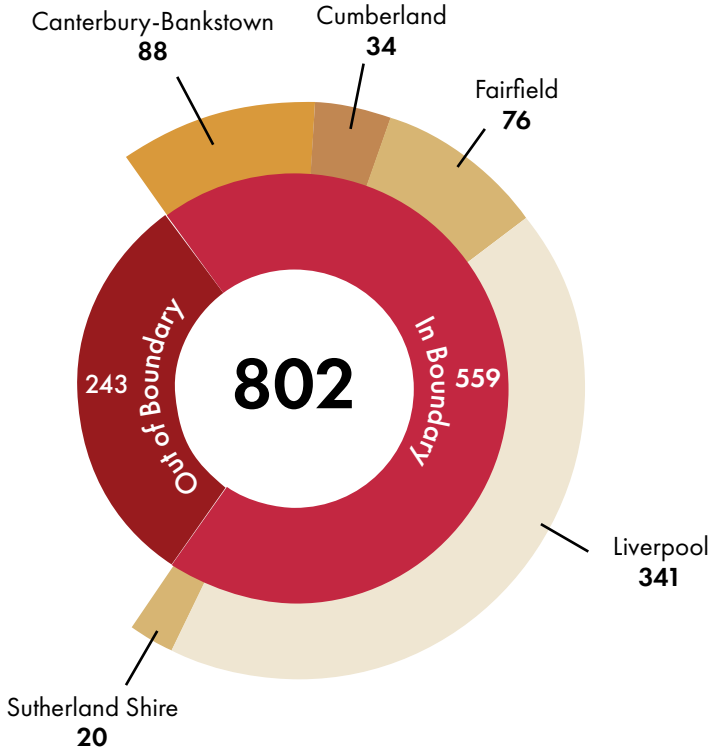
## Members by age range (as of 30 June 2026)




## Non-voting Members as a percentage of total Members (from certified rolls)




## Number of Gandangara Members by LGA




**Gandangara Local Aboriginal Land Council Members' Meetings 2025–2026 Financial Year**

| Date | Meeting | Status |
|---|---|---|
| 6/08/2025 | Extraordinary Members Meeting | Held |
| 17/09/2025 | Annual General Meeting | Held |
| 19/11/2025 | Extraordinary Members Meeting – Airport Suburb Naming Discussion and Vote | Held |
| 17/12/2025 | Ordinary Members Meeting | Held |
| 18/03/2026 | Ordinary Members Meeting | Held |
| 17/06/2026 | Ordinary Members Meeting | Held |

# Stronger Governance

### Strong Governance Protects Our Members And Our Future

Strong governance is fundamental to protecting the interests of our Members, maintaining accountability and ensuring the longterm success of Gandangara.

As a Member-directed organisation, transparency, integrity and responsible decision-making are central to the way we operate. These principles guide the Board, management and staff in carrying out their responsibilities and help ensure that every decision is made in the best interests of our Members and community.

### A Framework Built On Accountability

Gandangara operates within a comprehensive governance framework that incorporates the requirements of the Aboriginal Land Rights Act 1983 (NSW), the Aboriginal Land Rights Regulation 2020, Model Rules, Board-approved delegations, financial and procurement policies, codes of conduct, conflict of interest requirements and risk management processes. As a community-based organisation, conflicts of interest will naturally arise from time to time. For example, individuals involved in decision-making may have existing or previous relationships with universities, educational institutions, community organisations or other stakeholders. The key principle is not the absence of conflicts, but their transparent declaration, effective management and appropriate oversight. All appointments, engagements and procurement decisions are undertaken through fair, transparent and merit-based selection processes to ensure integrity, accountability and public confidence in our governance arrangements.

### Strong Governance Starts With Strong Leadership

The primary source of strong governance is a strong Board supported by a capable management team.

The Board provides strategic direction, oversight and accountability, while management is responsible for implementing that direction and overseeing the day-to-day operations of the organisation. Working together, they help ensure that Gandangara remains focused on achieving positive outcomes for Members while meeting its legal, financial and operational responsibilities.


Connect
Belong
Thrive
GANDANGARA

# STRONGER GOVERNANCE

# INTRODUCTION

As a Member-directed organisation, transparency remains critical. Our Members must have confidence that decisions are being made fairly, responsibly and in the best interests of the community we serve.

## Integrity And Ethical Decision-Making

Good governance depends on more than policies and procedures. It depends on people acting with integrity.

Gandangara's Code of Conduct establishes clear standards of behaviour and accountability for Directors, management and staff. Conflict of interest requirements further support ethical decision-making through the identification, declaration and management of actual, potential or perceived conflicts.

These safeguards help protect the integrity of decision-making processes and maintain the confidence of our Members.

## Compliance And Risk Management

Compliance and risk management are essential components of good governance.

Gandangara has significant legal, regulatory and operational responsibilities. Meeting these obligations helps protect the organisation from financial, legal, operational and reputational risks, while ensuring that our resources are managed responsibly.

Risk management is embedded within our decision-making processes. We identify, assess and manage risks across all areas of the organisation, including strategic, financial, operational, cultural and reputational risks. This allows us to respond proactively to challenges, make informed decisions and protect the interests of our Members and community.

## Protecting What Matters

Strong governance requires appropriate oversight, effective controls and continual review.

Regular reporting, clear delegations, internal controls, financial oversight and ongoing risk assessment help ensure that issues are identified early and addressed appropriately. Cultural considerations are also an important part of our governance approach, recognising the importance of respecting Country, community relationships and cultural integrity in decision-making.

By maintaining strong governance systems and ethical standards, Gandangara protects its people, assets, resources and reputation while creating opportunities for future generations.

## Transparency Builds Trust

A key demonstration of our commitment to transparency and accountability is the publication of this Annual Report.

More than a legislative requirement, the Annual Report provides Members with a clear understanding of our activities, performance, responsibilities and stewardship of community assets. It demonstrates how governance, compliance and accountability are embedded in the way we operate and how we continue to work in the best interests of our Members.

## Our Commitment

Strong governance is not a one-time achievement. It is an ongoing commitment to accountability, transparency, ethical leadership and continuous improvement.

By maintaining robust governance systems, managing risk responsibly and upholding the highest standards of integrity, Gandangara will continue to protect the interests of its Members and create a strong foundation for future generations.

## The GIPA Act Compliance

Under the Government Information (Public Access) Act 2009 (NSW) (GIPA Act), GLALC is required to proactively make specified Open Access Information publicly available, including its Agency Information Guide, relevant policies and procedures, government contracts, disclosure information and other information prescribed by the GIPA Act and Regulation. This information will be made publicly available on the GLALC website and kept up to date in accordance with the Act. To date, the Agency Information Guide and Right to Information Policy have been produced and are available to members on request.

# BOARD BIOGRAPHIES

## TONY SCHOLES DONOVAN

*Chairperson*



*(Special Duties: Chairperson of the Risk, Audit, Investment, People & Performance Sub Committee)*

I am a proud Aboriginal man with connections to the Dunghutti nation 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 qualifications include: Bachelor Adult Education & Community Mgt, Masters of Mgt Business in Non-for-Profit Organisations (UTS) 2015.

**Professional Employment Experience**

**2022** Australian Electoral Commission
**2018-2019** Shellharbour Aboriginal Community Youth Association
**2015-present** Board of Directors, Gandangara LALC
**2013-2015** Various organisations including Ability Options
**2013-2015** Badanami Centre, Western Sydney University (WSU)
**2011-2012** Men's Health Information Resource Centre (WSU)
**2009-2010** Aboriginal Development Officer for Liverpool City Council
**2008** Chairperson, Coffs Harbour LALC & Local Government Elections
**2005-2008** Co-ordinator Life Without Barriers & Coffs Harbour Aboriginal Family Community Care Centre
**2000-2004** Department of Juvenile Justice
**2000-2003** AEC for Aboriginal & Torres Strait Islander Commission elections

## DIANE VAN AKEN

*Deputy Chairperson*



*(Special Duties: Chairperson Membership Sub Committee)*

I am the Record and Archive Manager for the Catholic Diocese of Parramatta. I have a background in Information Management, Procurement and Governance. I have lived within Gandangara's boundary my whole life, however I also claim my Mother's line as far as Goolagong, Cowra, Condobolin and Warengesda.

I was raised in housing commission and went to Sadlier Public School and to Ashcroft High School and spent two years in and out of juvenile institutions. I completed high school at Liverpool Girls High School. I worked at New South Wales Aboriginal Land Council (NSWALC) for 24 years in various roles finishing in 2017 as the Acting Human Resources Manager. Following my redundancy, I became Administration Manager at Gandangara and was involved in initial preparations for the office relocation to Macquarie Street. Working at the peak body, directly with community and on the Gandangara Board has provided me with a unique set of skills.

I helped with the creation and implementation of software that managed the Electoral Rolls of the 120 LALCs across NSW. I have successfully led change through two data migrations for an Electronic Document Record Management System (EDRMS). I seek to give back to my community through my involvement with the Police Aboriginal Consultative Committee (PACC) and I am the Aboriginal representative for Catholic Cemeteries and Crematoria and act as a role model in my community.

I was elected to the GLALC Board from 2015 to 2017 and re-elected in 2019 and 2023. My responsibilities include financial stewardship and interpreting complex legislative and compliance requirements.

I am a married Mum to five beautiful children and Nanny to three beautiful grandchildren, soon to be four.

# BOARD BIOGRAPHIES

## GAIL SMITH

*Board Director*



*(Special Duties: Co-Chairperson of the Membership Sub Committee)*

I am a proud Dunghutti Goori Gulbun woman from Kempsey North Coast. I grew up on Green Hills Reserve and also spent a lot of time visiting my Mum's place in Bellbrook Mission and Cabbage Tree Island Bundjalung, so I know and understand the stolen Generation.

I'm a hands-on person with much personal local experience which helps me help with others, especially children, who I regularly foster.

I have worked for the South Western Sydney Local 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 childcare.

I have been a Member of GLALC for over 30 years, serving on the Board for the past seven 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.

My qualification is a Diploma in Aboriginal studies from UTS. I currently work part-time at Miller Technology High School.



## BERNADETTE COMPTON

*Board Director*



*(Specialist Duties: Member of the Membership Sub Committee)*

I am a proud descendant of Gamilaraay, Yugembeh and Minjunbal nations of the mainland. Born in Surry Hills (Gadigal). I am a multi-skilled First Peoples performer and dancer in traditional Minjunbal 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 First Peoples liaison officer for St Gregory's Marist College, taking care of over 20 First Peoples students and consulting with their families and communities. My foster caring journey began at Kari in 2012 where I continued to 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, a Certificate III in Education School Support Services, a Certificate III for In-School Support Services and Certificate III for Business Administration. I am currently at BCRG as the Aboriginal Cultural Coordinator. As a Director at Gandangara, I work with the Membership Sub-Committees.



## STEVE INGRAM

*Board Director*



*(Special Duties: Public Officer, Chairperson Housing Sub Committee, Member of the Risk, Audit, Investment People & Performance Sub Committee)*

I am Wiradjuri, my father and grandfather are from the Condobolin region; my mother was of English heritage and met my father in Eveleigh Street, Redfern. I was born in Canley Vale, close to the first Gandangara office and was raised in the Liverpool-Fairfield area. I have a strong relationship across many different fields throughout the area, with sporting association and community development. I sit on the Board for SDSFA and I am the Secretary of the founding soccer club in the Southern District Area.

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, working up to becoming a Teller and Small Business Accounts Manager.

In 1973, I joined the army and did two stints for nine years. In 1987, I joined the NSW Police as a Special Constable, Internal Security looking after dignitaries and visiting VIPs for 10 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 health and teaching sales skills.

From 2006-2014, I worked as a consultant for Ezi Security, controlling critical infrastructures crowd and terrorism security for military bases. I have been a full-time carer for one of my sons since then and undertake voluntary work for the community. As a Director of Gandangara, I serve on the Housing Sub-Committee, and the Risk, Audit, Investment, People & Performance Sub-Committee. I am the Public Officer, responsible for the checking and signing of Board documentation.

## AMANDA ROA

*Board Director*



*(Special Duties: Chairperson Housing Sub Committee, Member of the Risk, Audit, Investment People & Performance Sub Committee)*

I am a proud Darug woman. I have lived my entire life on Cabrogal land and have been a passionate member of the Land Council since I was 18, following in the footsteps of my mother, who was an activist for change in our community. My life's work has been dedicated to supporting my people and community, striving to achieve outcomes, build capacity, and strengthen our culture for future generations. I consider it a privilege to serve as a Board Director, knowing that the decisions we make will shape the future for my children and grandchildren, helping our culture to grow and thrive.

Gandangara is more than just a land council to me; it's my home and family. They have raised me and culturally guided me.

I aspire for my four children, to be as inspired, passionate and dedicated to community as I am. I have watched them develop their cultural creativity through Engaging in Gandangara's programs. They are proud of who they are and where they are from. It shows me that as a family, and community we are heading in the right direction.

I am deeply passionate about working with communities, achieving outcomes through community projects, and leading and supporting others to do the same. I will continue to support my community throughout my working life and beyond, ensuring the cultural lens is applied, respected and maintained.

# BOARD BIOGRAPHIES

## ROXANNE SHERIDAN

*Board Director*



*(Specialist Duties: Member of the Housing Sub Committee)*

I am a descendant of the Wiradjuri Nation (from Narrandera NSW) on my mother's side. I am a descendant of the Yamitji Nation (Geraldton WA) on my father's side.

I have worked for the NSW Department of Communities and Justice for the past 13.5 years in various roles.

I have many years' experience working directly with NSW's most disadvantaged families, as an advocate for them in all things, including housing, finances and rehabilitation, along with connecting them to the right services.

I am dedicated to helping the most disadvantaged communities across NSW. I lead and manage high level projects and possess exceptional skills in delivering programs.

I have extensive experience in building genuine, effective relationships with internal and external stakeholders, particularly in Aboriginal communities. I am a great communicator with sound interpersonal skills.



## ROSLYN WAY

*Board Director*



*(Specialist Duties: Member of the Membership Sub Committee)*

I am a descendant of Wiradjuri and Kamilaroi nations. I am dedicated to improving outcomes for Aboriginal families, with a passion for supporting children and young people.

I have worked in various organisations, including Aboriginal Hostels, the Department of Education, and other Government agencies. I'm dedicated to building connections within our community and providing children, youth and Elders with advocacy and support.

With extensive expertise and experience in children-focused initiatives, my work is centred on fostering relationships and rebuilding and strengthening community connections, all with a child-focused approach, whatever their area of need.

Anyone who knows me, will know I have spent my professional and personal time dedicated to working with children. It is my passion and my drive. I am here to support my community, whatever their need.



## SANDRA GERMAN

*Board Director*



As a proud Wiradjuri woman with family connections to Wellington through my father's side, my heritage is deeply rooted in the Bell, Stanley, Burns, Lane and Chisolm families. I am passionate about preserving, celebrating and promoting the rich cultural legacy of our people for future generations.

I have been a member of Gandangara Local Aboriginal Land Council since 1997, when I first became aware of the organisation and the valuable services it provided to our Mob within the local community.

My journey with Gandangara LALC also included nearly ten years of employment, beginning as a Trainee Receptionist and progressing to the role of Tenancy Officer. These experiences gave me a strong understanding of the organisation and reinforced my commitment to supporting Aboriginal people and communities.

Today, serving as a Director on the Gandangara LALC Board is both an honour and a privilege. In this role, I continue to expand my knowledge and understanding while working alongside fellow Board members to make informed decisions that will help shape a stronger future for the next generations.

I am a proud mother of three daughters to whom I pass on my cultural knowledge, values and connection to Country. My hope is that they will continue to stand strong in their identity and contribute to the ongoing preservation of our culture, heritage and people.



## AUNTY DOROTHY SHIPLEY

*Board Director*



A proud Kamilaroi woman from Werris Creek in north-western New South Wales, I have lived and worked in South Western Sydney for more than 40 years. For over four decades, I have been dedicated to improving outcomes for Aboriginal people through health, community development and advocacy.

As a member of Gandangara Local Aboriginal Land Council since 1992, I have played a role in establishing and growing community services including the Gandangara Transport Service and the Marumali Aboriginal Health Brokerage Program. Throughout my career, I have worked across Aboriginal health, health promotion and management, while also serving three terms on the Aboriginal and Torres Strait Islander Commission.

Today, I am honoured to serve as a Director on the Gandangara LALC Board and remain actively involved in supporting Elders, delivering cultural awareness through Acknowledgements of Country, and strengthening connections within our community. I am proud of Gandangara's growth and remain committed to helping create a strong future for generations to come.



# BOARD REMUNERATION

| BOARD MEMBER | COMPENSATION OVERVIEW (INCLUDES SUPERANNUATION AND CULTURAL SERVICES – ACKNOWLEDGEMENT OF COUNTRY PAYMENTS) |
|---|---|
| Tony Scholes | $16,570.63 |
| Diane Van Aken | $9,477.57 |
| Sandra German* | $9,477.57 |
| Roslyn Way* | $8,964.42 |
| Roxanne Sheridan | $8,960.69 |
| Stephen Ingram | $9,477.57 |
| Amanda Roa | $9,477.57 |
| Irene Smith* | $13,987.62 |
| Bernadette Compton | $7,788.42 |
| Dorothy Shipley (appointed on 18 March 2026) | $2,995.85 |

*Apart from $69,835 in rental income received during FY2025-2026 from three Board members, no other related party transactions occurred during the financial period.

| | |
|---|---|
| Travel & Accommodation expenses for Board Training & Conferences, Board Representation or Strategic Events, and Acknowledgement of Country Services. | $6,423.06 |

During the FY 2025-2026, the Council has made significant strides in enhancing all aspects of its operations.

This effort has encompassed extensive work in governance, processes, legal risk, human resources, financial reporting, membership procedures, and community engagement.

Each Director has actively participated in meetings, events, and training as part of their ambassadorship, in addition to attending regular Directors' meetings and numerous lengthy Extraordinary and Board committee meetings.

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

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

| GLALC COMMUNITY MEMBER REMUNERATION FOR FY 2025-2026 | |
|---|---|
| Dorothy Shipley | $720.00 |
| **Total** | **$720.00** |

# BOARD ATTENDANCE

## GLALC Board Meeting Attendance

| BOARD MEMBER | MEETINGS ELIGIBLE TO ATTEND | MEETINGS ATTENDED | INITIAL APPOINTMENT | APPOINTMENT CEASED |
|---|---|---|---|---|
| Tony Scholes | 13 | 13 | 30/09/2015 | |
| Diane Van Aken | 13 | 13 | 01/05/2019 | |
| Irene Smith | 13 | 13 | 30/09/2015 | |
| Bernadette Compton | 11 | 6 | 18/09/2019 | |
| Steve Ingram | 13 | 13 | 18/09/2019 | |
| Roxanne Sheridan | 13 | 10 | 14/09/2022 | |
| Amanda Roa | 12 | 12 | 20/09/2023 | |
| Roslyn Way | 13 | 8 | 20/09/2023 | |
| Sandra German | 13 | 11 | 20/09/2023 | |
| Dorothy Shipley | 4 | 3 | 18/03/2026 | |

The names of the Directors in Office during the financial year of 2025-2026 are as follows:

**Tony Scholes** (Chairperson)
**Diane Van Aken** (Deputy Chairperson)
**Irene Smith** (Director)
**Bernadette Compton** (Director)
**Steve Ingram** (Director & Public Officer)
**Roxanne Sheridan** (Director)
**Amanda Roa** (Director)
**Roslyn Way** (Director)
**Sandra German** (Director)
**Dorothy Shipley** (Director - 18/03/2026)

**Dorothy Shipley** elected as Director 18/3/2026 OMM

## GLALC Board Meeting Dates

| DATE | MEETING TYPE |
|---|---|
| 28/07/2025 | Ordinary Board Meeting |
| 8/09/2025 | Extraordinary Board Meeting |
| 22/09/2025 | Extraordinary Board Meeting |
| 22/09/2025 | Ordinary Board Meeting |
| 16/10/2025 | Extraordinary Board Meeting |
| 24/11/2025 | Ordinary Board Meeting |
| 15/12/2025 | Extraordinary Board Meeting |
| 2/02/2026 | Ordinary Board Meeting |
| 16/03/2026 | Ordinary Board Meeting |
| 4/05/2026 | Extraordinary Board Meeting |
| 1/06/2026 | Ordinary Board Meeting |
| 15/06/2026 | Extraordinary Board Meeting |
| 24/06/2026 | Extraordinary Board Meeting |

In accordance with S.63A of ALRA GLALC Board Members are elected at the Annual General Meeting (AGM) every four years. The current Board Members were elected at the AGM of Gandangara Local Aboriginal Land Council held on 20 September 2023. The next full Board election is to be held at the 2027 AGM.

# COMPLIANCE DATES CHECKLIST

| DATE | DESCRIPTION |
|---|---|
| 10/07/2025 | Monthly Financial Reporting |
| 15/07/2025 | Bank Reconciliations |
| 15/07/2025 | PAYG - STP Finalisation |
| 28/07/2025 | IAS - PAYG Lodgement |
| 28/07/2025 | Quarterly BAS Statements |
| 28/07/2025 | SGC Superannuation Payments |
| 28/07/2025 | NSWALC SRA Reporting |
| 28/07/2025 | Ordinary Board Meeting |
| 30/07/2025 | Public Interest Disclosure (PID) Annual Return https://www.gandangara.org.au/resources/research-strategy-compliance-and-performance/legislation-policies/ |
| 31/07/2025 | Pay iCare Premium by this date to receive 5% discount |
| 6/08/2025 | Extraordinary Members Meeting |
| 10/08/2025 | Monthly Financial Reporting |
| 15/08/2025 | Accounts to Auditor |
| 15/08/2025 | Bank Reconciliations |
| 15/08/2025 | Marumali OSR Data submission |
| 22/08/2025 | IAS - PAYG Lodgement |
| 8/09/2025 | Extraordinary Board Meeting – Approval of Audited Financial Statements |
| 10/09/2025 | Monthly Financial Reporting |
| 15/09/2025 | Bank Reconciliations |
| 17/09/2025 | Annual General Meeting |
| 22/09/2025 | IAS - PAYG Lodgement |

| DATE | DESCRIPTION |
|---|---|
| 22/09/2025 | Extraordinary Board Meeting – Election of Chairperson, Deputy Chairperson and Public Officer |
| 22/09/2025 | Ordinary Board Meeting |
| 30/09/2025 | Notification of NSWALC that AGM has been held |
| 10/10/2025 | Monthly Financial Reporting |
| 15/10/2025 | Bank Reconciliations |
| 16/10/2025 | Extraordinary Board Meeting |
| 21/10/2025 | IAS - PAYG Lodgement |
| 28/10/2025 | Quarterly BAS Statements |
| 28/10/2025 | SGC Superannuation Payments |
| 30/10/2025 | iCare Wage Declaration Due |
| 1/11/2025 | Annual Report to NSWALC |
| 1/11/2025 | Audited Financial Statements to NSWALC |
| 1/11/2025 | Auditors Management Letter and GLALC Response to Auditors Management Letter |
| 1/11/2025 | CLBP Implementation Report to NSWALC (contained in Annual Report) |
| 10/11/2025 | Monthly Financial Reporting |
| 15/11/2025 | Bank Reconciliations |
| 19/11/2025 | Extraordinary Members Meeting – Airport Suburb Naming Discussion and Vote |
| 21/11/2025 | IAS - PAYG Lodgement |
| 24/11/2025 | Ordinary Board Meeting |

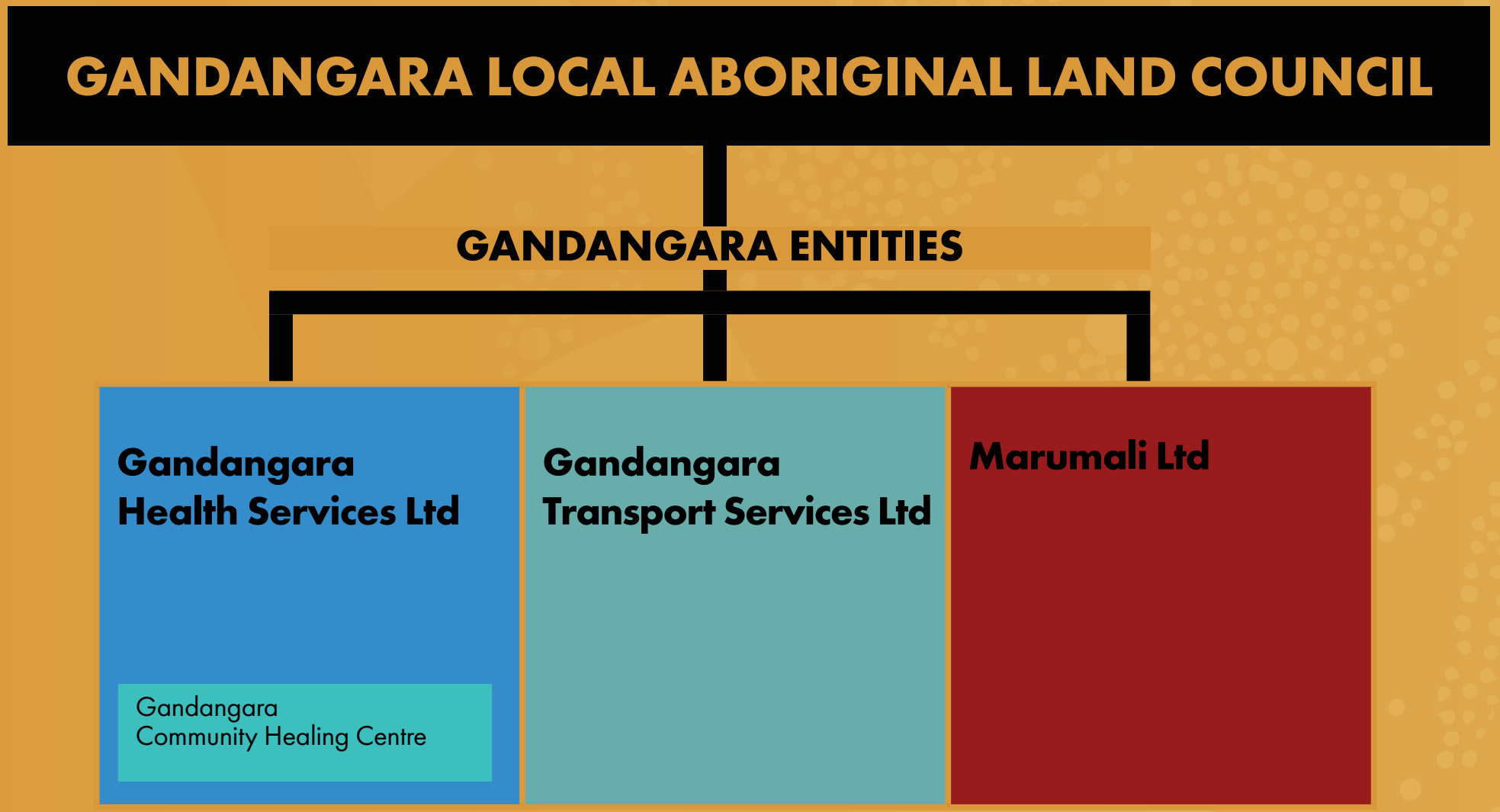
| DATE | DESCRIPTION |
|---|---|
| 10/12/2025 | Monthly Financial Reporting |
| 15/12/2025 | Bank Reconciliations |
| 15/12/2025 | Extraordinary Board Meeting |
| 17/12/2025 | Ordinary Members Meeting |
| 22/12/2025 | IAS - PAYG Lodgement |
| 31/12/2025 | ACNC Annual Information Statement |
| 10/01/2026 | Monthly Financial Reporting |
| 15/01/2026 | Bank Reconciliations |
| 27/01/2026 | Full Asset Stock Take |
| 28/01/2026 | SCG Superannuation Payments |
| 28/01/2026 | NSWALC SRA Reporting (take over from RAS) |
| 31/01/2026 | ACNC Annual Information Statement |
| 2/02/2026 | Ordinary Board Meeting – Rescheduled to avoid 26/01/2026 |
| 10/02/2026 | Monthly Financial Reporting |
| 15/02/2026 | Bank Reconciliations |
| 28/02/2026 | IAS - PAYG Lodgement |
| 28/02/2026 | Quarterly BAS statements |
| 2/03/2026 | In-Camera Extraordinary Board Meeting |
| 5/03/2026 | IAS - PAYG Lodgement |
| 10/03/2026 | Monthly Financial Reporting |
| 15/03/2026 | Bank Reconciliations |
| 16/03/2026 | Ordinary Board Meeting |

# SUB COMMITTEES (BOARD & MANAGEMENT)

| DATE | DESCRIPTION |
|---|---|
| 18/03/2026 | Ordinary Members Meeting |
| 23/03/2026 | IAS - PAYG Lodgement |
| 31/03/2026 | FBT Year End |
| 10/04/2026 | Monthly Financial Reporting |
| 15/04/2026 | Bank Reconciliations |
| 21/04/2026 | 2026 Budget and Funding Application submission to NSWALC |
| 21/04/2026 | Lodge Certified Membership Roll to the Registrar |
| 28/04/2026 | IAS - PAYG Lodgement |
| 28/04/2026 | Quarterly BAS Statement |
| 28/04/2026 | Superannuation Payments |
| 4/05/2026 | Extraordinary Board Meeting – Approval of Budget |
| 10/05/2026 | Monthly Financial Reporting |
| 15/05/2026 | Bank Reconciliations |
| 21/05/2026 | IAS - PAYG Lodgement |
| 31/05/2026 | NSW Portable Long Service Leave Levy |
| 1/06/2026 | Ordinary Board Meeting |
| 10/06/2026 | Monthly Financial Reporting |
| 15/06/2026 | Bank Reconciliations |
| 15/06/2026 | Extraordinary Board Meeting |
| 17/06/2026 | Ordinary Members Meeting |
| 24/06/2026 | Extraordinary Board Meeting |
| 26/06/2026 | IAS - PAYG Lodgement |

| BOARD SUB-COMMITTEES | | | |
|---|---|---|---|
| BOARD MEMBER | MEMBERSHIP | RISK, AUDIT, INVESTMENTS, PEOPLE & PERFORMANCE (RAPIP) (INCL. CULTURE & HERITAGE) | HOUSING |
| **Tony Scholes** | | ● | |
| **Diane Van Aken** | ● | | |
| **Irene Smith** | ● | | |
| **Bernadette Compton** | ● | | |
| **Steve Ingram** | | ● | ● |
| **Roxanne Sheridan** | | | ● |
| **Amanda Roa** | | ● | ● |
| **Roslyn Way** | ● | | |
| **Sandra German** | | | |
| **Dorothy Shipley** | | | |
| MANAGERS' SUB-COMMITTEES | | | |
| **Melissa Williams** | | ● | |
| **Mark Spithill** | | ● | ● |
| **Zeita Davis** | ● | | |
| **Trudy Healey** | | | ● |

# GANDANGARA THE GROUP



We thank our valued partners for their continued support and dedication. These partnership agreements and deeds reflect the strength of our relationships and our mutual commitment to working together for long-term success.



NSW GOVERNMENT



Aboriginal Affairs

National Indigenous Australians Agency

NSW GOVERNMENT

LIVERPOOL CITY COUNCIL

NSW GOVERNMENT Health South Western Sydney Local Health District

SUTHERLAND SHIRE

phn SOUTH WESTERN SYDNEY

An Australian Government Initiative

NSW GOVERNMENT TAFE NSW

# STAFF STRUCTURE

| | Entities, Divisions & Office of the CEO |
|---|---|
| | Dr Melissa Williams, Chief Executive Officer |
| | **Division & Entity: Enterprise Sustainability, Property, Corporate Services & Transport** |
| | Mark Spithill, Director of Enterprise Sustainability, Property, Corporate Services & Transport |
| | Strini Pillai, Program Manager – Heritage, Ecology & Land Management |
| | Kelly Barton, First Peoples Ranger Project Manager |
| | Katrina Rorison, Project Manager Enterprise Investment Projects |
| | Jayde Clayton, Project Support Officer |
| | Brenda Weston, Trainee First Peoples Ranger |
| | Trudy Healey, Property & Projects Manager (Commercial & Residential) |
| | Dianne Davis, Standard & Maintenance Officer/Cleaner |
| | Darren Duncan, Culture, Heritage & Land Management Officer |
| | **Entity: Gandangara Transport Services** |
| | Ann Apaola, Transport Services Manager |
| | Liam Ensbey, CX Booking & Assessment Officer |
| | Josh Kumar, Transport Driver |
| | Tamer Michail, Transport Driver |
| | Nizam Uddin, Transport Driver |
| | Martin Berkley, Transport Driver |
| | Polyxeni Tsogas, Trainee Transport Driver |
| | Aco Risteski, Transport Driver |

| | Division: First Peoples Culture, Heritage, Communications, Research, Education, Tourism, Land Claims & Member Services |
|---|---|
| | Zeita Davis, Group Manager, Policy Implementation, Research & Communications |
| | Belinda Nakhl, CX Community Manager (Project Implementation) |
| | Kathleen Schilling, Senior Project Officer, Memberships |
| | Cherina Scholes, Lead Manager Cultural Education and Tourism |
| | Litsa Skifas, Senior Project Support Officer |
| | Bronwyn Partell, Senior Culture & Heritage Lead Archaeologist |
| | Daliah Aggrey-Fynn, Senior Project Support Officer |
| | Allanah Walker, Casual Project Support Officer |
| | Marjorie Campbell, Project Support Officer - Community Programs |
| | Christopher Beale, Senior Sites Officer |
| | Vacant, Cultural & Heritage Sites Support Officer |
| | **Division: Strategy, Finance & Governance** |
| | Felicia Goodes, NFPAS CFO |
| | Wayne Scanlon, NFPAS Finance Manager |
| | Sashi Kancharia, NFPAS Accounts Payable/Receivable |
| | Kirsty May, NFPAS Payroll |
| | Dr Haydn Allbutt, Business Performance & Compliance Manager |
| | Jasna Morales, Project Support Officer |
| | **Division: Marketing Central** |
| | Dr Justin Garnsworthy, Media, Events & Publications Development Manager |
| | Marco Fernandez, Media, Events & Publications Senior Officer |
| | Belinda Cooper, Project Officer (Grants & Publications) |

| | Division: Health & Program Management |
|---|---|
| ●● | Kelly Nichols, Program Director |
| | **Entity: Marumali Limited** |
| ● | Fay Daniels, Registered Aboriginal Health Practitioner/Team Leader |
| ● | Brandon Brown, Senior Aboriginal Health Outreach Officer |
| ● | Rhonda McPherson, Aboriginal Health Outreach Worker |
| ● | Whitney Iggleden, Trainee Aboriginal Health Promotion Trainee |
| ● | Jasna Morales, Project Officer/Project Support Officer |
| ● | Litsa Sfikas, Senior Project Support Officer - Customer Experience |
| ● | Soul Tuiletufuga, Aboriginal Health Outreach Worker - Trainee |
| | **Entity: Gandangara Health Services** |
| ● | Dr Duc Ho, General Practitioner & Supervisor |
| ● | Dr Fiona Gifford, General Practitioner & Supervisor |
| ● | Dr Prue Kirby, General Practitioner |
| ● | Dr Robert Kennedy, General Practitioner |
| ● | Dr Alex Nguyen, General Practitioner & Clinical Governance Officer |
| ● | Dr David Van Ly, General Practitioner |
| ● | Dr Timothy Bligh, General Practitioner Registrar |
| ● | Dr Jay Dargan, General Practitioner |
| ● | Dr Thomas Burns, General Practitioner |
| ● | Dr Hassan Lami, General Practitioner Registrar |
| ● | Alexandra Zorbas, Mental Health & Wellbeing Psychologist |
| ● | Maria Youssef, Mental Health & Wellbeing Psychologist |
| ● | Emma Smith, Nurse Team Leader/Senior Registered Nurse |
| ● | Rachael Ingrey, CX Medical Practice Coordinator |
| ● | Sarah Robinson, Aboriginal & Torres Strait Islander Health Practitioner |
| ● | Alisha White, Aboriginal & Torres Strait Islander Health Practitioner |

| | Entity: Gandangara Health Services (continued) |
|---|---|
| ● | Jalil White, Aboriginal & Torres Strait Islander Health Practitioner |
| ● | Jestyn Nand, Aboriginal Mental Health Worker |
| ● | Peta Neave, Medical Practice Receptionist |
| ● | Taminya Brown, Medical Practice Receptionist |
| ● | Jasmine Raman, First Peoples Health Worker (Aged Care), SWSLHD |
| ● | Kaarina Paaila, Antenatal Nurse |
| ● | Pr Miriam Levy, Gastroenterologist, SWSLHD |
| ● | Luke Butchmann, Podiatrist |
| ● | Georgina Hawling, Speech Pathologist, SWSLHD |
| ● | Dr Yvonne Teoh, Paediatrician, SWSLHD |
| ● | Dr Anne Lee, Ophthalmologist, SWSLHD |
| | **Gandangara Community Healing Centre** |
| ● | Maria Youssef, Practice Manager/Senior Clinical Lead |
| ● | Melissa Reynolds, Program Reporting & CQI Project Manager |
| ● | Mai Nguyen, Intake Officer |
| ● | Neil Keenan, Aboriginal Health Worker |
| ● | Krystal McGeechan, Community Liaison Officer |
| ● | Rebecca Savage, AOD Case Manager |
| ● | Nancy Mahmoud, Counsellor - AOD Hub |

| KEY | |
|---|---|
| ● | Board approved position, Non-grant funded |
| ● | Board approved position, Outsourced Contracts |
| ● | Board approved position, Fully or partially funded by grants |
| ● | Board approved position across different Entities |
| ● | Board approved position, MoUs, Deeds and/or other contracts |

# CONTACT GLALC

# LOCATIONS

## GANDANGARA LOCAL ABORIGINAL LAND COUNCIL

**Headquarters:** 103 Moore Street, Liverpool NSW 2170
**Current Office:** Level 1, 64 Macquarie Street, Liverpool NSW 2170
**Business address:** P.O. Box 1038 Liverpool Business Centre, 1871
**Phone number:** (02) 9602 5280
**Email:** reception@GLALC.org.au
**Business hours:** 9.00am to 5.00pm Monday to Friday

## GANDANGARA HEALTH SERVICES LIMITED

**Office:** Ground Floor, 64 Macquarie Street, Liverpool NSW 2170
**Business address:** P.O. Box 1038 Liverpool Business Centre, 1871
**Phone number:** (02) 9601 0700
**Email:** health@GLALC.org.au
**Business hours:** 8:00am to 6.00pm Monday to Friday

## GANDANGARA TRANSPORT SERVICES LIMITED

**Office:** Level 1, 64 Macquarie Street, Liverpool NSW 2170
**Business address:** P.O. Box 1038 Liverpool Business Centre, 1871
**Phone number:** (02) 9608 0968
**Email:** bookings@GLALC.org.au
**Business hours:** 8:30am to 5.00pm Monday to Friday

## MARUMALI LIMITED

**Office:** Level 1, 64 Macquarie Street, Liverpool NSW 2170
**Business address:** P.O. Box 1038 Liverpool Business Centre, 1871
**Phone number:** (02) 9602 9677
**Email:** marumaliadmin@GLALC.org.au
**Business hours:** 8:30am to 5.00pm Monday to Friday

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# GANDANGARA
**Local Aboriginal Land Council**

Marumali
Health Services
Transport Services

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