



GANDANGARA
Local Aboriginal Land Council

Marumali
Health Services
Transport Services



**ANNUAL
REPORT**

**24
25**

A MESSAGE

FROM OUR BOARD CHAIRPERSON

As Chairperson of the Gandangara Local Aboriginal Land Council, I oversee governance, strategy, and compliance. I lead meetings, uphold ethical standards, represent our Members, and review performance. My role is to ensure integrity, accountability, and the protection of First Nations interests in our community.



**TONY SCHOLES
DONOVAN**
Chairperson

Making Sure The Organisation Is Functioning Well

I serve as the Chair on the Board, and the role is to make sure that the organisation is functioning well and is across all issues affecting the organisation. In particular, our financial management and governance and risk management. We take on that role to make sure we're in a good financial position and are able to make sound decisions on behalf of our Members.

As the Chair I am also the main connection and communication between the Board and the CEO. The CEO and I have weekly meetings at which we organise RAS agendas and meetings, to make sure we are transparent and have a smooth flow of operations. We go through what are the important issues that need to be discussed and what plans and implementations are in place. The Board and I do not interfere with or get involved in operational matters. That is the role and responsibility of the CEO and her management teams. There is a clear distinction and division of roles between the Board and the CEO and managers.

The Board is accountable for the risk management of the organisation and for compliance on all governance and legislative regulations under the Land Rights Act. The Board needs to be decisive when discussing issues around anything that pertains to operations and governance. The Board does need to understand what is happening, when and why, but we are a governing body not an operational

body, and it is important that we do not interfere with implementation. It is outside our remit as directors.

It is also important to understand that directors do not approach managers with ideas presented to them by the public, it is up to the public to present their ideas themselves to management. Board directors can discuss ideas as a Board but do not go to operations with them. The CEO and Management advise and inform our direction. Management implement our four yearly Community, Land and Business Plan 2024-2028 (CLBP) which is the result of community consultation and the endorsement of the Members.

The Members have a lot of knowledge about the region but they don't always have the business experience and understanding of the many, often complex processes such as planning and development submissions to Council, complying with various statutory regulations and undertaking risk assessments, that need to be undertaken for us to achieve all our objectives. It takes the right people with the right skills and experience in place for that to happen, and it is the CEO's job to find them on behalf of the Board. Every stage of every project and program is presented to, and discussed by the Board, along with being given direction by the CEO, and then we sign off on them as required.

The Board Run Meetings On Behalf of the Members

It is the responsibility of the Chair to determine the agenda and run the meetings. The meetings are the opportunity for Members to engage with the Board and contribute to the organisation in a practical way. Members are also the primary voters of the organisation, as they vote for the Board members and on all resolutions presented to them by the Board. Everything else is handled by the Board. They discuss all relevant issues and then present those issues to the Members in a clear, open and transparent manner, which allows them to be discussed openly in a fair and respectful manner.

As Chair I can call for a motion, which has to be moved and seconded by two Members in a Members meeting, or two board members in a Board meeting. A vote is taken, which is usually a show of hands. In the event of there being even numbers for and against a motion, as Chair I have the responsibility of casting the deciding vote.

Protection For The Organisation And The Members

I am also the Chair of the Risk, Audit, Investment, People and Performance (RAIPP) Committee. This involves discussing every issue that the Board will be required to endorse. The RAIPP committee is there to ensure the legal and financial safety of every decision that needs to be made on behalf of the Members. It is a process of protection for the organisation, the Board and our Members.

Our Community, Land And Business Plan Drives The Organisation

The CLBP is a clear expression of the four-year strategy developed by the Board and the Members. The Board,



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with the CEO, create the CLBP which is endorsed by the Members. It is what drives the organisation. You need a plan because without one you're not going anywhere. You need concrete, agreed objectives that you can complete on a specific timeline and within an approved budget, in order to deliver on our strategy and ambitions for the organisation.

Building On The Momentum

Our CLBP is moving ahead and achieving great outcomes. We now have the Western Sydney Infrastructure Grant Program monies forwarded to us, so we can begin implementing the projects which qualified for those grants. We can look forward to the redevelopment of 103 Moore Street Liverpool being completed and moving forward with the Youth and Veterans Centres. We are on target with all our objectives in the current CLBP and we are building on

the momentum created by the previous CLBP, with all our services continuing to expand on the back of our increasing Membership.

1: THE PROTECTION AND PROMOTION OF ABORIGINAL CULTURE AND HERITAGE

It Is Our Primary Duty to Protect The Land

We are in the process of designing our own Keeping Place and Learning Centre to take care of, protect and promote our history, culture and heritage. We also host many cultural events and Welcome to Country ceremonies. As the caretakers of the land it is our primary duty to make sure the land is protected, and that we have a sustainable future for our people. The Welcomes and Acknowledgments we conduct are about learning, awareness, understanding, and realising the importance of Aboriginal culture to

Aboriginal people. It's important to us to signal that out, especially so non Aboriginal people understand that our focus is not about taking the land, it's about preserving it.

Protecting And Managing Our Land The Way It Deserves To Be Looked After

To us the land is not merely soil or real estate, it's Mother Earth. It's where creation started, in the Dreaming. Everything we have around us, outside of man-made structures, is Mother Earth, where everything else was created. That's at the heart of our beliefs and who we are.

That's why the protection plan we have for restoring and rehabilitating Heathcote Ridge is such a big opportunity for us to show everyone how to protect and manage our land the way it deserves to be looked after, for the benefit of us and everyone else in the community.



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The Eco Depot we have established at Heathcote Ridge is the operational base for our rangers, site managers and archaeologists who are working constantly at locating, recording and managing our important historical and spiritual sites and collecting artefacts throughout the area. They are also working on rehabilitating the natural vegetation and restoring the habitat for our unique animals. It also serves as an educational and learning centre where our Members and community can enjoy on country experiences.

2: PROVISION OF COMMUNITY BENEFIT SCHEME

Providing Practical, Life Enhancing Benefits For Our Members, Their Families And Our Wider Community

The Board unanimously champions the continual improvement and expansion of all the community

benefit schemes we have created. Our Health and Transport Services, the Marumali Health Promotion and Brokerage service, our housing stock, the scholarships and traineeships we provide, all deliver a wide range of practical, life enhancing benefits to our Members, their families and our wider community, and will ensure they continue to do so.

We also host and fund many events and gatherings such as The NAIDOC lectures, community cultural events and social gatherings, Christmas parties and barbecues, all of which are engaging and entertaining community benefit schemes that our people really enjoy.

The happiness and wellbeing of our Members is our most important responsibility and the focus of all our work, which is why we are always encouraging their participation in these events, and in everything else we do on their behalf. We promote regular Membership

activities to get us all meeting and engaging with each other, so that we can all get to know and appreciate each other and bring us all closer together.

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

Protecting and promoting the cultural value of our land while using it for economic benefit

We were involved in the plans for the development of both Apex Park and Phillips Park to ensure the cultural aspects of the parks were maintained. We also advocated the addition of cultural stories, paintings, murals and native gardens to promote our culture arts and history. Both these projects have been completed and are being enjoyed by the community. We continue to work with the local councils to develop our mutual lands for the greatest benefit of our community.



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Once Heathcote Ridge is fully restored we will have several options available to us to take the most advantage of its' development potential. Some of the options and opportunities being considered are eco-tourism, housing, industrial parks and commercial buildings. All our land is historically and culturally important to us so we would never sell it, but we would consider leasing it for our economic advantage.

4: THE DEVELOPMENT OF BUSINESS ENTERPRISES AND INVESTMENTS

You Can't Fake Achievement. The Continuing Growth And Success Of Gandangara Is Very Real

The most accurate measure of the performance of every management team is the bottom line. Whether it's income, profit, growth or any other specific objective, numbers don't lie. You can't fake achievement. The continuing growth and success of Gandangara is very real, which means we have a very strong management team taking care of business for us.

The Board meets regularly to discuss relevant issues and opportunities that come up for the organisation, we listen to and read every proposal presented, we then discuss and debate their merits and vote accordingly. We don't have an operational role but we do have a very successful process in place to manage our operation, which is led by our very experienced and dedicated CEO and her highly skilled team. They are constantly delivering measurably strong results, such as

our current investment and asset management programs which are providing regular, sustainable growth. This report will demonstrate just how good they are.

Gandangara Is Enjoying A Period Of Strong Growth, And That Growth Requires Investment In Current And Future Projects

Our growth is radiating in all directions throughout the organisation. There's a lot of growth in our Health services, which now have over 3000 clients, both Aboriginal and non-Aboriginal. Our Transport Service continues to extend its' reach and customer base throughout the region. Our Member base is also continuing to grow. We're also attracting more and more grants which allow us to employ more doctors and nurses and health practitioners, along with adding more rangers to Eco Depot at Heathcote ridge, which is growing our culture and heritage and the tourist potential and other opportunities it is opening up for us.

This growth has been made possible with astute investment through grants, especially those from the Western Sydney Infrastructure Grants Program, which have supercharged our efforts. These large grant successes have given us even more opportunities for successful future grant applications.

These wins are critically important because we need to keep investing in our services to keep growth going. We have a strong financial platform and access to grants, as the result of the hard work and diligence of our

very professional management team that is constantly looking for and finding grant application opportunities.

They need our support to continue their hard work which benefits us all, and we give it to them. When we have our Board meetings, we discuss recommendations, and move motions to accept and endorse recommendations. We also attend various events the CEO needs to attend. We also show our support and confidence in the CEO at Members meetings as part of good governance.

We All Connect And Thrive Together

As a Chairperson I connect with the staff through the CEO. I connect with the Members through engagement at our meetings, events and when I'm out in the community. I thrive knowing that the organisation is in a positive position and is sustainable for the future. I thrive when I see our Members benefit from our services. I thrive when I hear Members express their appreciation for what we do for them.

To Have Existed And Thrived For Forty Years Is A Victory Of Hope Over Reality

Gandangara is living proof that everyone involved in the pursuit of, and delivery of Land Rights, have achieved their intentions and ambitions for Aboriginal people. They've been realised and carried on. The blood, sweat and tears shed by our ancestors, to win the right to determine things for ourselves, has been justified.

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On a personal level, I have grown in my Aboriginal identity, and as an Aboriginal man this has given me cultural knowledge. I've worked on our cultural land and benefited from the knowledge passed onto me by other Aboriginal elders

Aboriginal Land Councils were expected to fail because they were set up by local community members who had no experience in business or running an organisation, and there was little financial support for them. In the beginning they suffered from mismanagement and poor practices which ultimately led us to being put into Administration. That painful experience pre-2018 taught us that you cannot lie or cheat and hope to succeed. You have to be professional and dedicated and honest. We have grown in so many ways that are beyond the expectations of the original Members. For us to have existed and thrived for forty years is testimony to our endurance and spirit, and a victory of hope over reality.

The Sky Is The Limit For Us

I look forward to seeing the exciting projects we have started finally completed and new ones yet to be developed. I look back on our successful track record and it gives me the confidence to believe that there's nothing we can't achieve if we put our minds to it. The sky really is the limit with the team and the CEO we have, and they give us advantages other councils don't have. We all have to appreciate that simple truth.



Sustainability Secures Our Future

I look forward to us being able to achieve and assure our sustainability in order for us to have a secure future. To achieve that the focus of our efforts at Gandangara has to be development. We have many projects at various stages of development and implementation – the protection and rehabilitation of Heathcote Ridge, the two successful Western Sydney Infrastructure Grant Program submissions for the development of 103 Moore Street Liverpool into a Cultural Hub, McCredie Cottage at Linnwood Park into a First Nations Veterans Support Centre and Youth at Risk rehabilitation Centre, Eco Depot Launch, the launch of the Gandangara

Community Healing Centre, obtaining investment for the Gandangara Living Well Hub.

We will continue to provide more services, more housing, more social and community benefit programs and more support for our Members and community. However, all of these provisions come with a real cost in time, effort, dedication and money that never ends and always increases. Sustainability is what we need, and we just don't have enough of it. That's why every development, every improvement and every successful submission for grants we make enhances our sustainability.

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FROM OUR CHIEF EXECUTIVE OFFICER

The primary objectives of the Chief Executive Officer is to effectively manage the operations of GLALC in accordance with delegated authorities; to provide accurate and sound advice to the Chairperson and Board and to enable informed decisions in a timely and appropriate manner.

1: MANAGEMENT AND LEADERSHIP OF STAFF RESPONSIBILITIES

What Is Our Game Plan? Are We Winning?

We live, work and play in a competitive world, whether we like it or not. And one thing is clear, the world is far more likeable when you are winning. By that I mean prevailing over obstacles and setbacks and enjoying a content, satisfying life. However, winning, or prevailing, doesn't happen by accident, it takes a conscious, deliberate effort, it takes a plan to achieve it. So, if you are not planning on how to win, then you're planning to fail. At Gandangara we are not absolved of this fact of life. We want to win on behalf of our Members and community, and we have a blueprint for doing that. Our game plan is our Community, Land and Business Plan.

A game plan is delivered by a team, and to do that successfully is dependent on the quality of the people on the team. Some team members are more coachable than others, some are more naturally gifted, but in the end they all must play as a team. That means they are either all in or all out on the game plan individually and collectively. At Gandangara our team is the staff, the Board, the Members and the wider community, and we are united in purpose. That is the only way it can work. We are on the same team and we all must do our bit for each other.

Like all successful teams, we are clear on the roles each of us must play. They are spelled out in the Community, Land and Business Plan, and they are reiterated in our regular internal and external communications. We keep the game plan front and centre every day, at every meeting, reinforcing our standards and what our roles are.

We Have Good Leadership All Around Us

What we stand for is an important part of that game plan: A better quality of life for all Australians. It's a very clear and simple position to hold but it takes a lot of dedication, focus and sacrifice to protect and achieve. We cannot afford to allow selfishness and ego to determine our decisions and motives. We must also have good leadership around us, to spell out the game plan to the rest of the team.

Like in sport, there is leadership on the field and off the field. We have leadership in our management teams, leadership amongst our employees, leadership from the Board, from within our Members, the wider community and from our partners. They have all embraced the game plan and they encourage others around them to follow it.

Our Most Important Supporters

All teams have their supporters, and our most important supporters are our Members, because the best gauge of our performance is how the Members are responding to it. I am happy to report that they



**DR MELISSA
WILLIAMS**
CHIEF EXECUTIVE
OFFICER

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are responding strongly and positively to our efforts. Our Members are engaging with us more than ever before, at all our services and events. We are growing numbers, and the engagement is of a higher quality. For example, at one recent Reconciliation Week event held at the Whitlam Centre, over 600 people attended. This speaks volumes about the community's interest in and connection with what we are doing.

Shared Joy Is The Heartbeat Of Reconciliation

It was a real joy to see people's happy faces at the event, because it is so important that we do have joy in our lives, by improving our quality of life and accessing our services. This is such a wonderful illustration of how communities come together. We had our partners, local schools and organisations join in, and many local retailers had stalls, and food stands at the event. People played and sang. There was laughter everywhere. It was such a happy day. People were happy which clearly showed the community benefitting from coming together in unity of purpose. That's the heartbeat of reconciliation, that's what it is all about, being together and enjoying the relationships.

How Did We Perform? Five Key Priorities

PRIORITY 1: LAND ACQUISITION, LAND USE AND MANAGEMENT RESPONSIBILITIES

Putting Our Big Grant Wins To Work For Us

We are continually working to increase our land holdings and the value of our assets. As a result of one of the successful applications we made, to Western Sydney Infrastructure Grants Program, we were able to negotiate through the Board via Director Mark Spithill with the Cumberland City Council a successful land claim to refurb the Gandangara First People's Support Centre for Veteran Rehabilitation and Youth Diversion programs. We will be creating a purpose-designed and built centre for advancing the health and wellbeing, independent living, community and social access, and return to work support for our community's veterans and ex-servicemen, and for our young men at risk of re-offending.

Another of our successful Western Sydney Infrastructure Grants Program applications has provided the resources for us to redesign and redevelop 103 Moore Street, Liverpool into a Cultural Hub which we will see opening its' doors in 2026-2027. It will be the centre of our other service entities forming a Health and Transport Hub gathered around it. We are finally bringing all our vital parts together, in one central, easily accessed location. And there is more to come.

We're Building A Strong, Scientific Governance Team With A Long-Term Plan

As the world's longest surviving culture, who have lived on and managed our lands for thousands of years, it is vital that we also have a long-term plan to manage it.

By long term, we are not thinking five or ten years but fifty years and further, in conjunction with our Members, for our next generations. This is our duty and obligation to the land and to the generations of our people who follow us.

An Intergenerational Plan To Guide Us And Protect Our Future

Gandangara is developing an intergenerational plan that will help guide us through the impacts of significant population growth and urban and industrial developments linked to the new Western Sydney International Airport. This plan will include a wide range of matters covering protection of our land and its resources, our cultural relationships with the land, and generating further economic and health benefits from the additional opportunities that extensive development creates. The work that we are currently performing at Heathcote Ridge to prepare for ecotourism and to protect biodiversity is the first step to restoring Country.

Once fully implemented, our intergenerational plan will provide our people with a greater voice in guiding progress and receiving benefits from the opportunities that will inevitably arise. To support our plan, Gandangara is setting up a committee to guide how we examine and apply the science that underpins decisions related to the forthcoming developments. This committee will be built around the high degree of internal expertise that we hold in ecology, culture and anthropology, and

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connect closely with our Members to ensure that all of our outcomes have the highest degree of acceptance within our communities.

Our Team Will Have A Level Of Expertise And Aboriginal Authority, Like No Other

Long term, big thinking requires people with the right knowledge, experience and skill to deliver it. That's why we are building a scientific governance team that's strong in all these areas, to manage our land and important sites, and to develop a long-term plan. We will have all the necessary disciplines working together: Elders and keepers of stories, environmentalists, archaeologists, ecologists, historians, anthropologists, genealogists, site officers and rangers. Our team will have level of expertise and Aboriginal authority like no other. By having multi-disciplined teams, we will ensure the effective protection and preservation of our most important assets long into the future. Just as importantly, it will strengthen our ownership and authority of our lands, making sure that we have full care and control of our lands.

Implementing A Culture and Heritage Process

As more and more development happens on and around our lands, more and more of our artefacts and important culture and heritage sites are being uncovered. The large number of artefacts found

during the development of the airport are an excellent example of this. We believe that it is important we all work together, in a spirit of cooperation and unity of purpose, guided by agreed principles of engagement. We are proposing the development and implementation of a mutually agreed, formal process of engagement and sharing of information, about these and all future discoveries. Such a process will strengthen our working relationships, and ensure more effective identification, as Gandangara is best placed to protect care for and share these precious assets with community and surrounds, these are of national, historical importance.

Strengthening The Protection Of Our Land

We have made significant advances in the protection of our land at Heathcote Ridge. As a result of negotiations with Transport NSW, who own the easement, they have barricaded 22 illegal entrances into our land with jersey blocks along Heathcote Road. At four of those illegal entrances Gandangara have installed security gates to provide access for select authorities, with whom we have made agreements for approved activities. We have also erected signage at every entrance forbidding illegal entry and the use of motorcycles, four-wheel driving, camping and dumping. For additional protection and security of our borders we have also installed security cameras at strategic points.

Strengthening The Understanding Of Our Land

In addition to protecting our land we also audit and evaluate it regularly, to assess and decide the best use of it, in accordance with what our Members have asked us to do. It informs us how we can protect and restore our land. Understanding what we have in our natural assets is fundamental to keeping them. It's important we do not lose any of our precious genetic material such as plant species and seed sources, or damage or diminish our land's cultural value through unnecessary or inappropriate development. We are guided to do all this work by one simple, powerful truth – the healthier Country is, the healthier we are as people.

Strengthening Our Land Claims

While protecting Country, we continually work on our land claim strategy and pursue every possible claim opportunity. Land claims are a priority because the land has great cultural and spiritual significance for our community, and this is the way to restore connection with it. Successful land claims also increase our land holdings and total asset values, which are essential to ensuring our independence and financial viability.

2: FINANCIAL STEWARDSHIP RESPONSIBILITIES

Strong Returns from Long-Term Investments

Our long-term investment strategy, which has become well established over the last couple of years,

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continues to pay dividends. Its' sound management continues to grow the value of our financial, land and property assets steadily, and safely. The measure of its' success can be vividly seen in simple numbers. In 2018 our assets were valued at around \$67 million, while today, they are valued at \$114 million. This is an exceptional result during a period of uncertainty and volatility in the business and finance sectors. Our income sources continue to more than cover our costs, so we remain financially healthy and solvent, while our net worth continues to grow steadily. We are strengthening our financial position even further, with future revenue streams that will be coming from our Western Sydney Infrastructure Grants Program funded projects, once they are fully developed and operational.

3: ABORIGINAL CULTURE RESPONSIBILITIES

We Speak Up For Our Culture, Our History, Our Rights And Everyone Is Listening

Our reputation for Aboriginal cultural and historical knowledge and expertise, and our passion for protecting our land, is second to none. Our authority in these matters is respected and sought after, and our voice is being heard in council chambers and corporate boardrooms whenever decisions about development and Aboriginal land interests are being made.

We speak up for our culture, for our history and our rights, and local councils are listening closely and respectfully to what we have to say. As a result, we all benefit by being heard. We are going forward, together, in a genuine partnership that encourages the celebration

of our shared cultures and joint projects, which will improve and protect our shared lands, our shared heritage and all our common interests.

It Is Our Moral Duty To Protect Our Land

Aboriginal Land Councils came into existence to provide a redress for the dispossession of Aboriginal peoples from their traditional lands, and to give Aboriginal communities a say in the management and development of Country. They also support Aboriginal people in asserting their land rights, and advocate for the protection of their sacred, culturally and historically important sites. For Aboriginal people land is not real estate, it has far more fundamental importance.

The many diverse areas we are actively involved in include the following:



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- We are creating a Cultural Map of our lands, using a geographical information tool.
- We have Senior Project Officers and Rangers engaged in recognising, recording, monitoring, evaluating and managing our sites, and making sure those sites are uploaded into our mapping tools. We also have a Program Manager (Heritage, Ecology, Land Management Unit) who is working on land restoration and protection at our Eco-Depot at Heathcote Ridge.
- We are developing a range of land management strategies to protect our various land holdings.
- We continue to work closely with our stakeholders, the local councils and peak bodies, to ensure the protection of our culture and heritage in our area.
- We perform an advocacy role, wherever and whenever it's needed, to ensure the protection of significant sites in our area.
- We are using funding from the Western Sydney Infrastructure Grants Program to develop 103 Moore Street, Liverpool into a Cultural Hub, Learning Centre and Keeping Place for artefacts and history.
- We are educating local schools and local government departments on how to present, and raise awareness, of Aboriginal cultural knowledge and cultural protocols.
- We perform regular Cultural Education and Tourism Services in the region.
- We are providing cultural tours led by our Rangers on Country.
- We are training the staff of local businesses in cultural sensitivities and First Peoples protocols, with the use of exhibitions and public talks.
- We have our own, dedicated website online to provide information about us, and easy access to all our services.

Our Respect, And Influence Is Growing

We are successfully raising the community's awareness of the Gandangara Brand with our continual online and social media activities, and our distinctive, high-profile bus and building signage. The increased awareness of who we are, and of the many services we offer people, is attracting more Members, more clients from the community and more investment and funding from both private and public sources.



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FROM OUR CHIEF EXECUTIVE OFFICER

4: HEALTH AND TRANSPORT RESPONSIBILITIES

A Healthy Working Relationship

Testimony to our growing reputation as a health provider for our community, and the respect other health organisations have for our standards, is our relationships with Tharawal Aboriginal Medical Service (TAMS), South Western Sydney Local Health District (SWSLHD) and the South Western Sydney Primary Health Network in collaboration with NSW Ministry of Health (MoH) and NADA, RAGCP. Our partnership is a genuinely collaborative effort that is improving the health outcomes for Aboriginal people in the south west Sydney region.

The Partnerships acknowledge the important role each of our organisation plays in meeting the social and emotional health and wellbeing needs of First Peoples Communities. We are now seeing significant benefits being provided by our collaborative and coordinated approach to providing the relevant health services needed to deliver better health outcomes. We are closing the gap on Aboriginal health standards and improving the quality of life of our community. The principles guiding our combined efforts are the following:

- Providing support for the principles of First Peoples self-determination.

- Accepting that a collaborative and intersectoral approach is critical to improving health outcomes for Aboriginal people.
- Having a commitment to providing culturally appropriate care and services for Aboriginal people.
- Having mutual respect for each organisation's role, objectives and governance requirements.
- Taking a holistic approach to the provision of health services.

The practical objectives of the Partnerships are:

- Close the Gap in health disparity between First Peoples and other Australians.
- Work collaboratively to improve health outcomes for First People communities in south west Sydney.
- Improve the responsiveness and appropriateness of SWSLHD's health services for Aboriginal people.
- Develop ways to engage patients, carers and other consumers in the design and monitoring of the outcomes of health services.
- Facilitate the sharing of resources and services.
- Identify areas of specific health needs or gaps in access to services and work collaboratively to develop strategies to address them.

- Cooperate in seeking additional resources to improve health care delivery, and services for Aboriginal people in south west Sydney.
- Jointly participate in training and development initiatives.

We are making real, practical improvements in their social and emotional health and wellbeing.

The Gandangara Community Healing Centre

We have recognised everyone matters to us, and at our Members' request we have established The Gandangara Community Healing Centre within Gandangara Health Services. The Healing Centre is a welcoming, safe and supportive place of healing for everyone (over the age of 18) seeking help and understanding with their substance use. We thank our partners NSW MoH and SWSLHD.

We believe healing is much more than overcoming challenges. Our team, with lived experience and expertise, will walk with you through your journey.

Bringing Our Members And Community Closer To Our Services And Country

The cooperative working relationship that exists between our Health and Transport Services is making it much easier for our Members and the wider community to access our health services, and support our chronic

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care patients as and when they need them. This has resulted in a closer connection between each of our services. Together they are enhancing the holistic wellbeing of our community.

Our Transport Services provide regular, organised outings to many social and community events, and bringing our people together with our lands with trips to Country. The indoor benefits we provide are now being matched to our outdoor blessings. This is true connection and belonging.

At the same time, we are working just as diligently on the health and wellbeing of Country, by protecting and restoring it to its true natural state with our Ranger team. In turn, our restored, healthy Country is helping to restore our people by giving them a place where they can connect with Country.

5: GOVERNANCE AND BOARD OF DIRECTORS RESPONSIBILITIES

The Roles Of Our Board And Management

The core responsibility of the Board of Directors is to represent and protect the interests of our Members. The operational roles are the responsibility of the CEO, the Executive Management Team, and the management teams in each of our entities.

The Directors play a significant part in the organisational process by attending Member meetings, Board meetings, RAS meetings, events, training and cultural services meetings (such as Acknowledging Country), where they present the needs, concerns and desires expressed by the Members through the CLBP as well as oversee risk management.

An essential requirement of the Directors role is to read all relevant documents and proposals. Having done that, they are then required to discuss, debate and decide on proposals and business plans that have been developed to serve the best interests of the Members. The Board's responsibility is then to oversee the implementation of all the annual objectives for each of our business entities, as prescribed in the current Community, Land and Business Plan. Good, clear communication and shared information are essential to a strong working relationship between the Board and management.

Our Compliance Protects Our Organisation

We take compliance very seriously and ensure that we do so to the highest degree of probity. Local Aboriginal Land Councils are strictly regulated and policed by state legislation and peak body directives, to ensure the interests and assets of their Members are protected. Any failure by us to comply with relevant regulations runs the real risk of us losing our funding and self-determination.

We Have Fulfilled All Our Statutory Obligations

The Gandangara Local Aboriginal Land Council is obliged, by law, to comply with four sets of statutory guidelines (detailed later) which have many stringent conditions. Our compliance with all four sets of statutory guidelines is a continual process of both administrative implementation and the quality control of performance of the various roles, assigned by the guidelines. In all four cases we have completely fulfilled our statutory obligations in exemplary fashion. Instrumental to the integrity of our compliance and professionalism are the many regular Board and Member meetings we hold, at which all these important matters are openly discussed.

Transparency Avoids Conflict Of Interests

We insist on transparency of actions and accountability of Gandangara management because it is the only way to ensure sound governance. It is with this essential principle in mind that we have put in place four additional controls of our own, to the existing requirements prescribed by the regulatory bodies. These ensure we avoid any possible conflicts of interest by Board Members. Those four controls are:

1. All Board Members and the executive have undertaken the NSWALC Governance Training Program to ensure they have a clear understanding of their responsibilities and take personal accountability for their actions.

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FROM OUR CHIEF EXECUTIVE OFFICER

2. Every Board Member and executive must provide a signed Pecuniary Interest Declaration that has to be handed to the Chair before the start of each Board meeting.
3. Every Board Member and executive must provide a signed Conflict of Interest Declaration and hand it to the Chair before the start of each Board meeting.
4. We also have a Gift Register to make sure all gifts over the value of \$20, that are offered to Board Members, executives, managers and staff members, are registered as a matter of public record through the Business Performance and Compliance Manager. It is to avoid any suspicion of our Directors' managers and employees' motives, and to eliminate opportunities for anyone at Gandangara to be unduly influenced by the generosity, or other motives, of outside parties.

Our Code Of Conduct Guarantees Board Decisions Are Made In Your Best Interests

We place a high value on our professional standards and conduct, and that means not taking them for granted. As the guardians of our Members' interests, we have embedded the Code of Conduct into the Gandangara Local Aboriginal Land Council Governance Charter and Community, Land and Business Plan for Members, Board and staff. 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 also guarantees that the decisions of the Board are always made in the interest of all Aboriginal persons within the Council's area.

In keeping with our commitment to openness and

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

Our Openness Lets Everyone Know Everything About Us

We also have our own website and social media platform publicly presenting who we are and what we do, in an honest and straightforward manner. Our openness gives everybody the opportunity to know everything about us, to communicate directly with us, and to have easy access to our services. Our website and social media platform also serve as our direct line of connection with our Members, and the wider community. In addition to these we publish quarterly Newsletters, post daily social media updates and send



A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

texts and emails, to keep our Members fully informed and up to date with all the Board's and Council's decisions and initiatives.

We provide our Members with direct, personal access to our Board and management teams by holding as many meetings as possible. This opportunity to engage with the Board and management has encouraged a significant increase in the number of Members attending these meetings. The regular, open exchanges of ideas, thoughts and feelings, are beneficial and encouraging to all of us, helping us understand each other better, drawing us closer together and making us all feel stronger and prouder for it.

Everybody's Performance Is Assessed

At Gandangara everybody's performance matters, and

is regularly assessed, because it's the best way for us to be good at what we do, especially for those with the most responsibility.

It's not just the performance of the Board of Directors that is monitored and assessed. We also have a process in place to assess the performance of the Chief Executive Officer. The Chairperson of the Board is required to regularly review the performance of the CEO on behalf of the Board. The Chairperson must evaluate how well the CEO fulfils the requirements of the role, as clearly stated in the Aboriginal Land Rights Act (ALRA) the ALR Regulations and the ALR Model Rules. This evaluation is particularly concerned with financial reporting and the expenditure of funds, to the Board and to our Members, along with the day-to-day management of all Gandangara business. In addition

to these in-house processes, the Directors, the CEO and all the staff are required to complete annual NSWALC training and compliance programs at the annual Board and Staff Conference.

There Are Expectations Of Us All

Our track record has given all of us the confidence in Gandangara delivering on its' obligations and duties to serve and protect the best interests of its' Members, in line with the objectives prescribed in the Community, Land and Business Plan. That confidence also comes with clear expectations of everyone in every role at Gandangara, and its Membership.

The Expectations of the Staff

All managers and employees must get up, show up and stand up for Gandangara and our Members.



A MESSAGE

FROM OUR CHIEF EXECUTIVE OFFICER

The management's duty is to contribute to policy development and implementation, to make the plans and objectives clear to their employees, to regulate their performance and support and train them when needed. If employees don't deliver, they are not meeting the requirements of our Membership. They must be committed to doing what they stated they would do in their recruitment process. By accepting a position here, they have signed up to the values and vision, and they must embrace the Gandangara way.

The Expectations of the Members

Members engage actively and regularly with Gandangara in a spirit of co-operation, and contribute practically and positively to the Community, Land and Business Plan. To provide support and encouragement, at the meetings, for the people working hard on their behalf and advocating for Gandangara, not just of the services we provide but for what we are doing for peoples' morale. By doing so they will be encouraging more people to become Members.

The Many Rules, By Which We Have To Work

As a recognised Local Aboriginal Land Council, legally designated as a membership based, not-for-profit organisation, we are governed by over 400 rules and regulations that we must strictly adhere to, in order to maintain our standing.

Our many compliance requirements demand we keep

an accurate record of all company documentation, such as the minutes of management meetings, Membership and work group meetings, and all our residential property details. These are in addition to all the other requirements prescribed by state legislation, and by our peak body the NSW Local Aboriginal Land Council's standards of practice. It is important that we ensure we have a paper trail of all our processes and decisions, and clarify what the official, latest, most relevant versions of those processes and decisions are. Therefore, we keep a close track of directives, from all of these legislative bodies and authorities, and make sure we are all up to date, in all of them.

As mentioned earlier, the Gandangara Local Aboriginal Land Council is obliged, by law, to comply with four sets of statutory guidelines, each of which has many stringent conditions. Those four are the Aboriginal Land Rights Act 1983, the Corporations Act, the Australian Charities Commission and the Public Interest Disclosure Act.

GLALC falls under the guidelines of the Land Rights Act 1983, and we are administered by the New South Wales Local 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 – are all regulated by the Australian Corporations Act as it applies to them. While our not-for-profit

status falls under the directions of the Australian Charities and Not-for-profits Commission. Given their level of authority, it is important to be aware of and understand what each of these statutory bodies demand of us.

The Aboriginal Land Rights Act 1983

The purpose of this Act is to provide for land rights for Aboriginal people in New South Wales. The Act also provided for the establishment of Aboriginal Land Councils, and for land to be entrusted to those Councils. The Act also places a restriction on which land can be dealt with by Aboriginal Land Councils.

The Corporations Act 2001

This Act sets out the laws dealing with business entities in Australia. The company is the Act's primary focus, but other entities, such as partnerships and managed investment schemes, are also regulated. The Act is the foundational basis of Australian corporate law, with every Australian state having adopted the Act as required by the Australian Constitution. As such, it is the principal legislation regulating companies in Australia. It regulates matters such as the formation and operation of companies, the duties of officers, takeovers and fundraising.

Australian Charities Commission

The Commission was established to ensure organisations claiming charity status must be strictly not-for-profit and have only charitable purposes that

A MESSAGE

FROM OUR CHIEF EXECUTIVE OFFICER

are for public benefit. The Australian Charities and Not-for-Profits Commission Act 2012 requires all registered charities to have a level of transparency and accountability to the public, as part of promoting public trust and confidence in the sector. The Annual Information Statement (Annual Report) is a key part of supporting this transparency, by informing the public about the programs and management of charities.

The Public Interest Disclosure Act 2013

This Act was implemented to promote the integrity and accountability of the Commonwealth public sector, by creating a framework for facilitating the reporting of suspected wrongdoing and ensuring timely and effective investigation of such reports. This public interest disclosure scheme supplements existing avenues for complaints and investigations and provides support and

protection to persons who make disclosures under the Act.

Improving The Personal Touch

We have many points of contact with our Members and the community at our various sites, our entities, events and meetings, at which they have a direct personal customer experience with us. These engagements and connections are important for them and for us, so we want every experience to be a pleasant one, which is why we are continually improving and enhancing our performance at every point of contact. As a growing, modern and forward-thinking organisation we also continue to upgrade the technology we use, to further improve our professional effectiveness, and ultimately our customers experience.

We Encourage Our Members To Engage With Us

We are here to serve our Members and to do that effectively we need to know what matters to them, and what they want us to do for them. The best way we can find those things out is to hear from our Members directly, that's why we encourage as many Members as possible to speak to us and engage with us in a meaningful way. To foster this important two way exchange we organise several Member meetings every year, to provide all our Members with the opportunity to be involved in their organisation. It's important that as many Members as possible have an active attendance, to provide the Board and Management with the opportunity to hear their voices and respond in meaningful, practical ways.



A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

Our Vision Of One Gandangara In One Location, Is Being Realised

We are on the path of realising the fulfilment of our vision of a One Gandangara in one location on Moore Street, Liverpool. The Cultural Hub will be our centrally located, landmark urban headquarters reaching out to our satellite entities, and all our different land tenures from Bankstown to Sutherland. We need to manage and care for these sites and take people to them, to share the Country, our Eco Depot and our Rangers with them.

We submitted the Development Approval to the council after receiving the funding deed from the Western Sydney Infrastructure Grants Program. The funding gave us the resources to expand the original vision to include

a roof-top garden, additional facilities upstairs, a commercial kitchen, an art studio, an open and closing function facility, meeting centre, bathrooms, a yarnning circle and an interpretative walk. We are now looking forward to opening the Cultural Connections Hub late 2026-2027 and continuing procuring investment for the development of our Living Well Hub sites at 105 Moore Street, Liverpool.

How I Connect, Belong, And Thrive

I connect with Gandangara through my values, I believe in the cause. I belong here because I am with like-minded people and have a shared unity for purpose, striving together to create a brighter future for our next generation. I feel in partnership with the people I serve. I have become wiser by being here. I've

grown while in the position I hold and advocating for improvement.

What The 40th Anniversary Means To Me

It is a celebration of our achievements, looking back and recognising those Aunties, Uncles, brothers and sisters, who laid tracks before us. Our longevity builds hope for all of us who are part of it, and hope for those who follow us. It means we are a thriving council.



STRONGER MEMBERSHIP

WHO WE ARE

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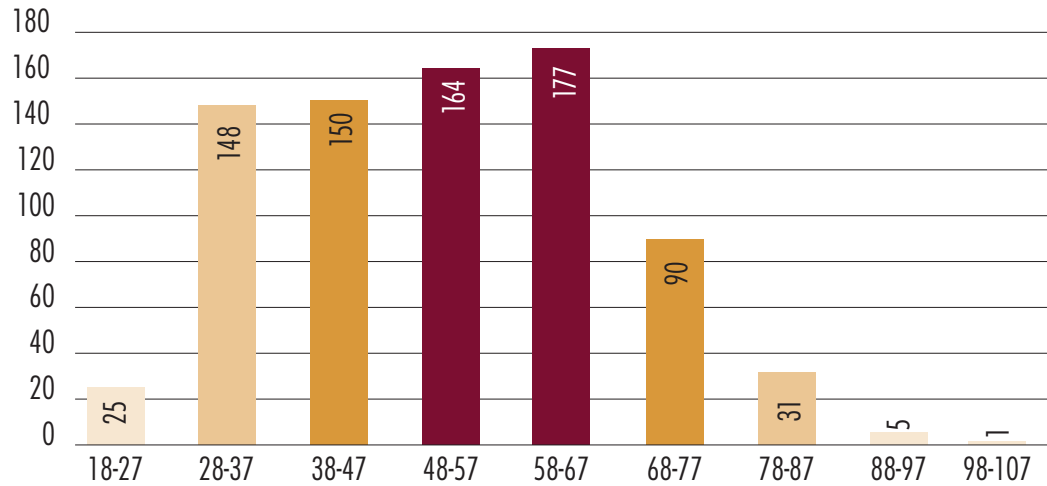
MEMBERS



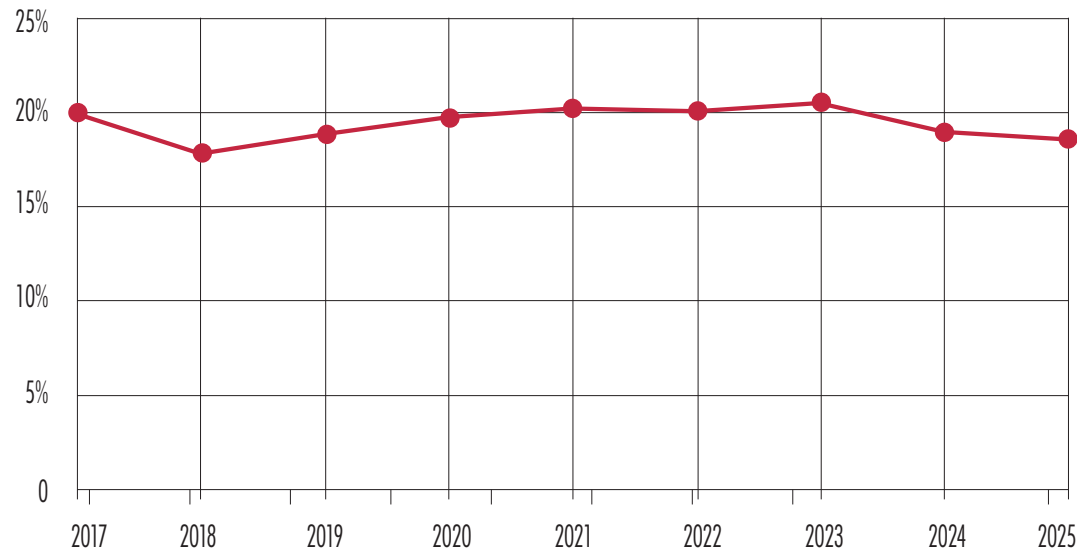
STRONGER MEMBERSHIP

WHO WE ARE

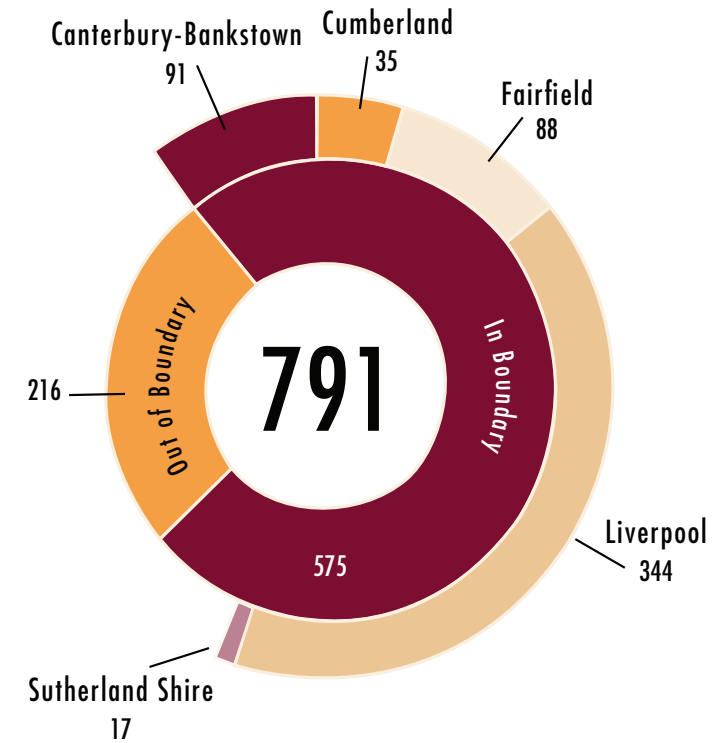
Members by Age Range (as of 30 June 2025)



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 2024-2025 Financial Year

Date	Meeting	Status
18 Sept 24	Annual General Meeting	Held
18 Dec 24	Ordinary	Held
19 Mar 25	Ordinary	Held
18 Jun 25	Ordinary	Held



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** Mens 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.



GAIL SMITH

*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 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 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.



BERNADETTE COMPTON

Director (Special 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 Indigenous 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 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 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 Culture and Heritage and Membership Sub-Committees.



STEVE INGRAM

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

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.



ROXANNE SHERIDAN

Director (Special Duties: Member of Housing Sub Committee)

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

Director (Special 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

Director

As a proud Wiradjuri woman from Wellington, I am honoured to serve as a Board Member of Gandangara Local Aboriginal Land Council. My heritage is deeply rooted in the Bell, Stanley, Burns, Lane, and Chisolm families, and I am committed to preserving and promoting the rich cultural legacy of the Wiradjuri people.

I am versatile, multi-skilled and have worked in a variety of roles. My background includes General Office/Computer skills, basic Bookkeeping and Property Management. I am a proactive team player with the ability to adapt to change.

Professional Employment Experience

2023 – present Aboriginal Tenancy Officer, Birribee Housing
 2018 – 2023 Administration Assistant, Bechtel Australia Pty Ltd
 2018 Receptionist, Hi-Tec Oils NSW
 2018 Tenancy Officer, Gandangara LALC
 2016 – 2018 Client Service Officer, FACS Housing Services NSW
 2016 Catering Assistant, Lewisham Nursing Home
 2014 – 2015 Store Cleaner, Telstra, Westfields
 2005 – 2007 Property Officer, Gandangara LALC
 2000 – 2004 Rental Officer, Gandangara LALC
 2000 – 2000 Administration Officer, Gandangara LALC
 1999 – 2000 Personal Assistant to CEO, Gandangara LALC
 1997 – 1999 Receptionist, Gandangara LALC

GLALC BOARD MEETING ATTENDANCE

BOARD MEMBER	MEETINGS ELIGIBLE TO ATTEND	MEETINGS ATTENDED	INITIAL APPOINTMENT	APPOINTMENT CEASED
Troy Davis	5	0	14/09/2022	03/10/2024
Anthony Scholes	15	15	30/09/2015	
Diane Van Aken	14	12	01/05/2019	
Gail Smith	15	14	30/09/2015	
Bernadette Compton	15	10	18/09/2019	
Steve Ingram	15	15	18/09/2019	
Roxanne Sheridan	15	12	14/09/2022	
Amanda Roa	15	14	20/09/2023	
Roslyn Way	15	11	20/09/2023	
Sandra German	15	12	20/09/2023	

The names of the Directors in Office during the financial year of 2024-2025 are as follows:

Troy Davis (Chairperson in Qtr1)

Anthony Scholes (Director in Qtr 1 & Chairperson from Qtr 2)

Diane Van Aken (Deputy Chairperson)

Gail Smith (Director)

Bernadette Compton (Director)

Steve Ingram (Director & Public Officer from Qtr 2)

Roxanne Sheridan (Director)

Amanda Roa (Director)

Roslyn Way (Director)

Sandra German (Director)

GLALC BOARD MEETING DATES
HELD WITHIN THE REPORTING YEAR

MEETING TYPE	DATE
Ordinary Board Meeting	22/07/2024
Extraordinary Board Meeting	19/08/2024
Extraordinary Board Meeting	09/09/2024
Extraordinary Board Meeting	16/09/2024
Ordinary Board Meeting	23/09/2024
Extraordinary Board Meeting	16/10/2024
Extraordinary Board Meeting	04/11/2024
Ordinary Board Meeting	25/11/2024
Extraordinary Board Meeting	16/12/2024
Ordinary Board Meeting	03/02/2025
Extraordinary Board Meeting	17/02/2025
Ordinary Board Meeting	17/03/2025
Extraordinary Board Meeting	24/03/2025
Extraordinary Board Meeting	14/04/2025
Ordinary Board Meeting	27/05/2025

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 15 September 2027 AGM.

CHECKLIST FOR IMPORTANT COMPLIANCE DATES

28/07/2024	NSWALC SRA Reporting	25/11/2024	Delegation Matrix Review
30/07/2024	Public Interest Disclosure Report	18/12/2024	OMM
31/07/2024	Pay iCare Premium	15/12/2024	Bank Reconciliations
11/08/2024	Accounts to Auditor	22/12/2024	IAS - PAYG Lodgement
15/08/2024	Bank Reconciliations	23/12/2024	Last Day of Business
15/08/2024	Marumali OSR Data submission	15/01/2025	Bank Reconciliations
22/08/2024	IAS - PAYG Lodgement	28/01/2025	SCG Superannuation Payments
29/08/2024	Members Pack Mailout	28/01/2025	NSWALC SRA Reporting
15/09/2024	Bank Reconciliations	29/01/2025	Review of Policies
23/09/2024	OBM	29/01/2025	Stock Take of Assets
18/09/2024	AGM - Receipt Annual Report & Audited Financial Accounts	31/01/2025	ACNC Annual Information Statement
22/09/2024	IAS - PAYG Lodgement	3/02/2025	OBM
30/09/2024	Notification of NSWALC that AGM has been held	15/02/2025	Bank Reconciliations
15/10/2024	Bank Reconciliations	27/02/2025	Members Pack Mailout
21/10/2024	IAS - PAYG Lodgement	28/02/2025	IAS - PAYG Lodgement
28/10/2024	Quarterly BAS Statements	28/02/2025	Quarterly BAS statements
28/10/2024	SGC Superannuation Payments	5/03/2025	IAS - PAYG Lodgement
30/10/2024	iCare Wage Declaration Due	15/03/2025	Bank Reconciliations
1/11/2024	Annual Report to NSWALC	19/03/2025	OMM
1/11/2024	Audited Financial Statements to NSWALC	23/03/2025	IAS - PAYG Lodgement
1/11/2024	Auditors Management Letter and GLALC Response	24/03/2025	OBM
1/11/2024	CLBP Implementation Report to NSWALC	31/03/2025	FBT Year End
15/11/2024	Bank Reconciliations	15/04/2025	Bank Reconciliations
25/11/2024	OBM	21/04/2025	2025 Budget & Funding Application submission to NSWALC
21/11/2024	IAS - PAYG Lodgement	21/04/2025	Lodge Certified Membership Roll to the Registrar
28/08/2024	Members Pack Mailout	14/04/2025	EBM (Finance - Budget Approval)

STRONGER GOVERNANCE

SUB COMMITTEES (BOARD & MANAGEMENT)

CHECKLIST FOR IMPORTANT COMPLIANCE DATES (cont.)

28/04/2025	IAS - PAYG Lodgement
28/04/2025	Quarterly BAS Statement
28/04/2025	Superannuation Payments
15/05/2025	Bank Reconciliations
21/05/2025	IAS - PAYG Lodgement
26/05/2025	OBM
29/05/2025	Members Pack Mailout
2/06/2025	Professional Work Planning and Career Development review
4/06/2024	Members Pack Mailout
15/06/2025	Bank Reconciliations
18/06/2025	OMM
26/06/2025	IAS - PAYG Lodgement



BOARD SUB-COMMITTEES

BOARD MEMBER	MEMBERSHIP	RISK, AUDIT, INVESTMENTS, PEOPLE & PERFORMANCE (RAPIP) (INCL. CULTURE & HERITAGE)	HOUSING
Tony Scholes Donovan		●	
Diane Van Aken	●		
Gail Smith	●		
Bernadette Compton	●		
Steve Ingram		●	●
Roxanne Sheridan			●
Amanda Roa		●	●
Roslyn Way	●		
Sandra German			

MANAGERS' SUB-COMMITTEES

Melissa Williams		●	
Mark Spithill		●	●
Zeita Davis	●		
Trudy Healey			●