



Community, Land & Business Plan 2024-2028

Connect. Belong. Thrive.



Acknowledgment to Country

Gandangara Local Aboriginal Land Council (GLALC) 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.



Traditional Custodians

The name ‘Gandangara’ does not refer to the Traditional Custodians of the area within Gandangara’s boundary.

Definitively identifying the traditional owners or custodians of the land of our area is fraught with difficulty, given the reliability of historical sources and the contemporary perspective of identity politics and language revivalism.

Early Gandangara documents and publications noted: ‘the original owners of the land of our region are the Darug Nation and particularly the Cabrogal Clan, whom we acknowledge and to whose Elders and ancestors we pay deep respect.’ (Board tenure 2011-2015).

Gandangara has a nuanced position on the use of Dharug words because:

- Gandangara is aware of the Federal Court’s decision in *Gale v Minister for Land & Water Conservation for the State of New South Wales* [2004] FCA 374, and in particular, Justice Madgewick’s findings at paragraphs 34, 46 – 60, 105 – 106, and 132 – 134 of that decision
- Gandangara’s statutory objects require it to “improve, protect and foster the best interests of all Aboriginal people” within our area, including those who identify as Dharug and those who don’t
- Gandangara would prefer to consult with its members before providing any view on the use of Dharug words for naming. That consultation has its own processes.

Information and historical records about the Traditional Owners have come from early colonists and ethnographers observing Aboriginal people. Historical records are made through the lens of settler colonialism as found in the records of the early colonists (especially Watkin Tench, William Dawes and David Collins). The difficulty is compounded by the specific and severe dispossession and devastation inflicted upon the First Peoples of the Sydney area.

Please note:

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain names, photographs and images of deceased persons. Some material may contain terms that reflect authors’ views, or those of the period in which the items were written.

Academic scholarship on the topic of Traditional Owners in the South-Western Sydney area is scant; frequently cited sources include Kohen (1993 – although his work is controversial), Attenbrow (2003), Dreher (2006) and Gapps (2010).

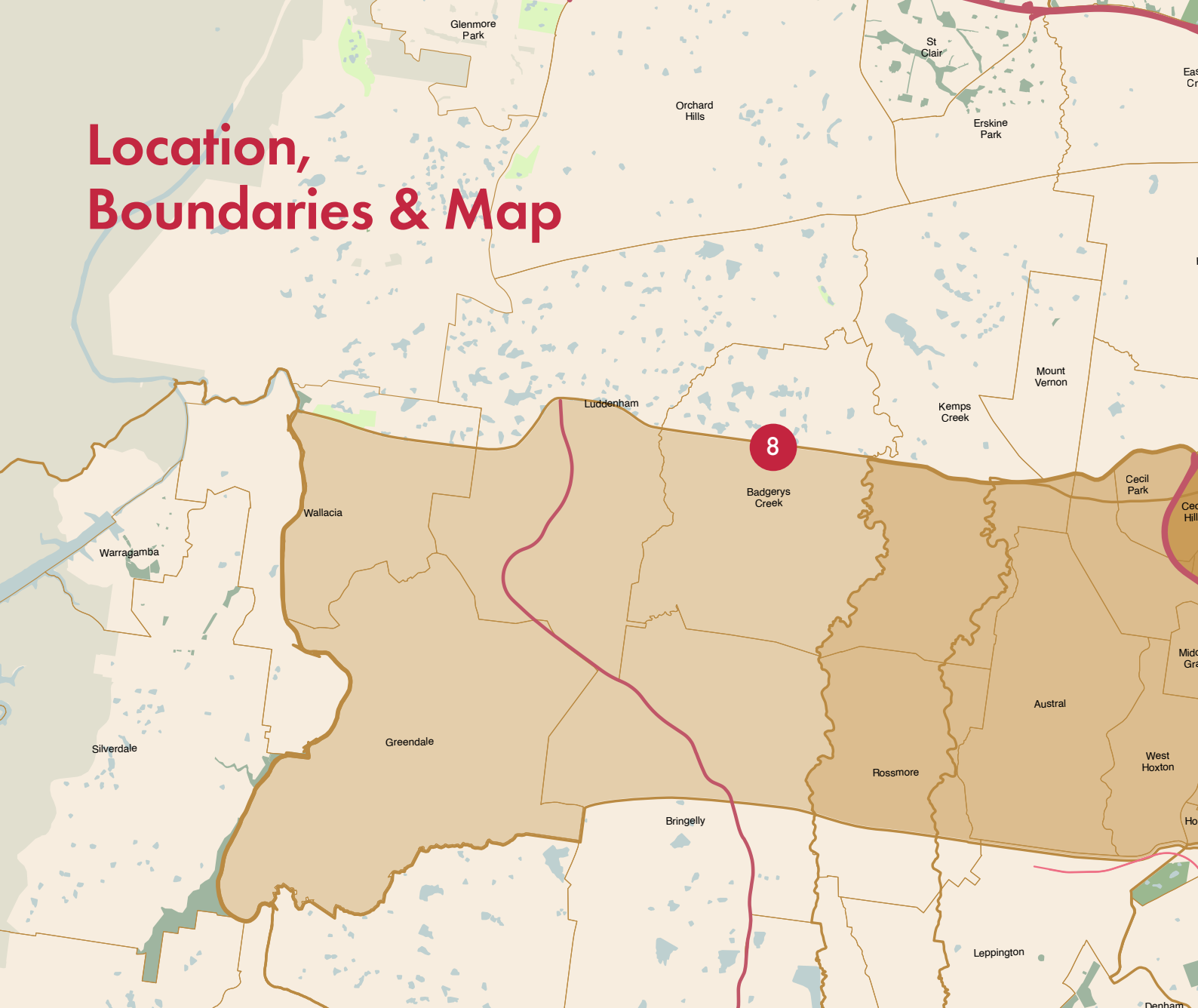
Most of this scholarship acknowledges the traditional Country and language as being ‘Darug’ and the clan of the Cabramatta region as being ‘Cabrogal’ (or Gabrogal).

Because of contemporary politics of representation around the history (and the current revivalism) of the Darug language, Gandangara chooses to focus on recognising the families within the Cabrogal clan as the traditional custodians of the land.

Research postulates that the historical connection of the Cabrogal clan as original to the South-Western Sydney area can be seen in the ‘Cabra-’ prefixes in place names such as Cabramatta, and in the Cabrogal grub, a woodworm whose provenance is the Cumberland plains. Historians note that a ‘clan’ of Aboriginal people was an extended family of up to around 60 persons and that the Cabrogal (also recorded as Ga-brogal or Cobrakall between the 1790s and 1800s) were the clan group original to the Cabramatta creek areas.

No descendants of this historical clan are recorded on the Register of Aboriginal Owners for Gandangara’s area established under the ALRA. As such, Gandangara’s community today is a multicultural collection of Aboriginal persons from many different families, clans, tribal and nation groups from many different countries. We acknowledge the Cabrogal clan as the Traditional Custodians of this land. Gandangara Local Aboriginal Land Council act as the statutory custodians of the Aboriginal persons living in this land. We honour our Elders past, present and emerging. More research needs to be conducted incorporating local Aboriginal perspectives in the construction of this history.

Location, Boundaries & Map



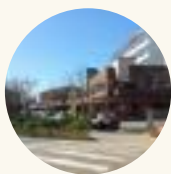
Boundaries

The jurisdictional boundaries of Gandangara Local Aboriginal Land Council were established in 1984 under the ALRA, and now span (in whole or in part), six Local Government Areas in south-west Sydney:

Our Six Local Government Areas



1. Liverpool



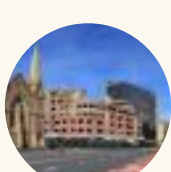
2. Cumberland



3. Fairfield



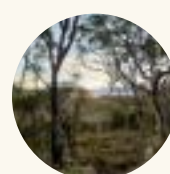
4. Canterbury-Bankstown



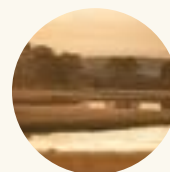
5. Parramatta



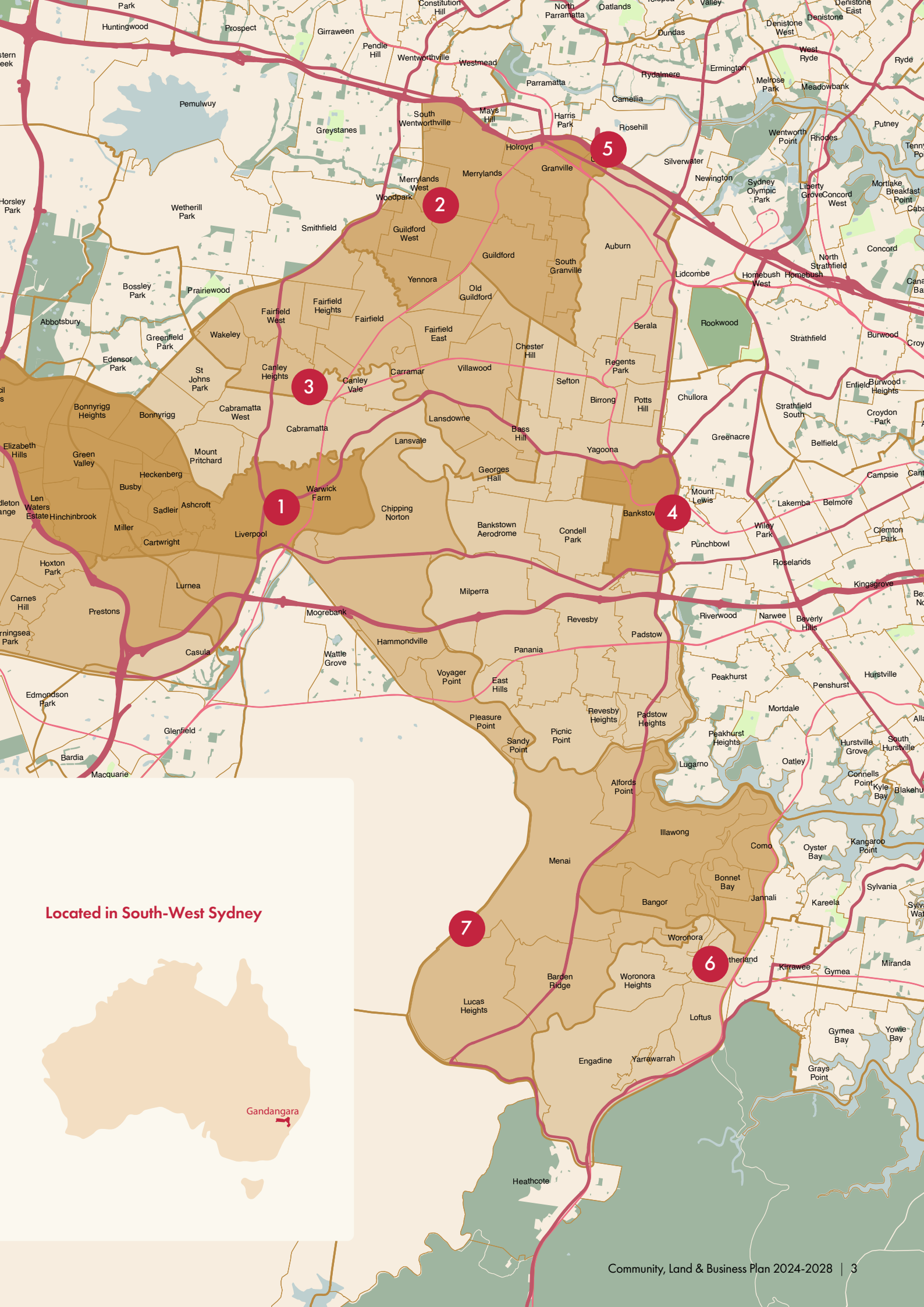
6. Sutherland Shire



7. Heathcote



8. Badgerys creek



Located in South-West Sydney



About Us

The objectives of the Gandangara Local Aboriginal Land Council are to improve, foster and protect the best interests of all Aboriginal persons within the Council’s area and all other persons who are Members of the Council (s 51 ALRA 1983) (NSW).

Gandangara Local Aboriginal Land Council is constituted by the Aboriginal Land Rights Act ALRA 1983 (NSW). We are an autonomous statutory entity representing Our Aboriginal Members.

In this Act (Preliminary definitions section), Aboriginal Land Council means the New South Wales Aboriginal Land Council or a Local Aboriginal Land Council. Aboriginal Owners of land means the Aboriginal persons whose names are entered on the Register of Aboriginal Owners because of the persons’ cultural association with particular land. An Aboriginal person’s name and other relevant information are entered in the Register of Aboriginal

Owners. Aboriginal person means a person who:

- (a) is a Member of the Aboriginal race of Australia, &
- (b) identifies as an Aboriginal person, &
- (c) is accepted by the Aboriginal community as an Aboriginal person.

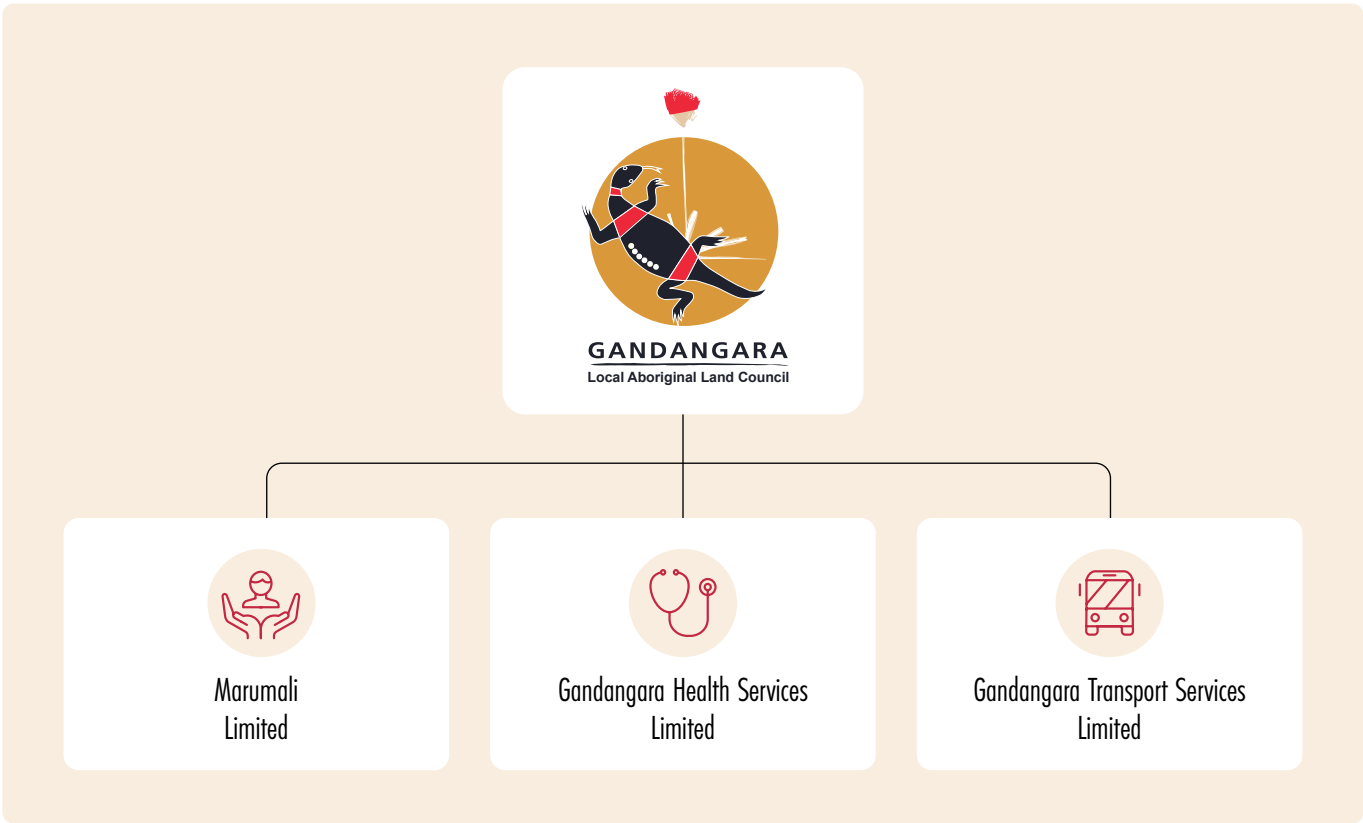
Each Local Aboriginal Land Council must represent and protect the interests of the Aboriginal Owners in its jurisdiction. A Register of Aboriginal Owners is held by the Office of the Registrar ALRA 1983 (NSW), wherein the names of Aboriginal persons are entered who have identified upon the basis of their cultural association with particular land.

This concept is a kin to that of the Traditional Owners under the Native Title Act 1993 (Cth) but not the same. Under the ALRA 1983 (NSW), any Aboriginal person can be a Member of the Land Council in the area that

they reside but are usually voting Members of the Land Council within the area with which they identify their bloodlines and lineage as an Aboriginal person. Being entered on the Register of Aboriginal Owners does not mean that a person is a Traditional Owner, as such status can only be granted under the Native Title Act 1993.

The Gandangara Local Aboriginal Land Council jurisdiction is not covered by a successfully determined Native Title claim as of 30 June 2020. The Office of the Registrar of the ALRA 1983 (NSW) does not contain any persons entered as Aboriginal Owners of the Gandangara Local Aboriginal Land Council jurisdiction.

Our current Office is located at 64 Macquarie St, Liverpool NSW 2170. Our Head Office is located at 103 Moore St, Liverpool NSW 2170, which will undergo refurbishment in 2025.



An aerial photograph of a river winding through a lush, green forest. The river is dark blue and reflects the surrounding trees. The forest is dense with various shades of green, indicating different types of vegetation. The river flows from the top right towards the bottom left of the frame.

Historical & Political Context

After significant political action from NSW's Aboriginal people, in 1978, the NSW Wran Government established the Select Committee upon Aborigines.

In 1980, the Select Committee produced its First Report which acknowledged that in 1788, Aboriginal people were in possession of NSW, and recommended the granting of land rights **"as an act of elementary justice"**. The Report recommended that all Aboriginal people be given the right to claim Crown, lease, and freehold land based on need, compensation, as well as long association or traditional rights.

In support of some of the Report's recommendations, the Wran Government introduced the *Aboriginal Land Rights Act 1983* (ALRA), establishing a tiered, NSW-wide network of Aboriginal Land Councils. Among other things, the ALRA gave Land Councils the right to claim Crown land. In his Second Reading speech, the Minister for Aboriginal Affairs, Frank Walker, noted that land rights have a "dual purpose – cultural and economic" which would "lay the basis for improving Aboriginal self-sufficiency and economic wellbeing".







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Message From Our Deputy Chairperson



Diane Van Aken
Deputy Chairperson

We Are the Social Justice Compass for Our Community

My role as Deputy Chairperson is to support the Chairperson of the Gandangara Local Aboriginal Land Council. On occasions if the Chairperson is unavailable, the Chairperson will request me to emulate their role, but when they are available, I resume my role. I also act as a touchstone for other Board Members. In addition to the Members Meetings, we have regular Board Meetings where we discuss issues and proposals and the strategic direction of GLALC. Following our election in September 2023, we welcomed three new Board members who haven't served on the Gandangara Local Aboriginal Land Council Board before and are still familiarising themselves with our processes.

In some cases, members may have been involved in committees in the community prior to their election to the Board and it can be challenging to realise you may need to step away from that committee or at least declare a potential conflict. You never cease being a Board Member, whether you are

grocery shopping or representing Gandangara you must be vigilant to avoid any misperception of conduct or possible conflicts of interest.

Personally, there have been several instances where I am approached to express insight and opinions or to promote my Aboriginal culture, I have frequently declined these requests as my priority is my position at Gandangara. Even as a member of the Aboriginal community I must be aware that a simple comment or phrase could be misconstrued as endorsing something that could collide with the best interests of Gandangara. I am constantly mindful of the responsibility and accountability that I have as a Board Member and do my best to stay in my own lane. I have a very strong social justice compass. I like to see myself as a champion of the most vulnerable members of our community. The pressing needs I see are to provide services for those who really rely on them for their survival. People who are in dire financial straits and can't afford proper health care

and housing, people suffering from alcohol and drug dependence or abuse, families in need of relationship counselling, and people with mental and emotional health problems. If they go unattended these people get marginalised even further, and can lead to drastically bad outcomes in their lives. So, I want to do as much for people as I can.

We have listened to our community through many consultations and the vision they have for Gandangara is breathtaking. However, there are so many things that we want to implement but the resources both human and financial are finite so where do we start? The marginalised of our community, those struggling with constant rate rises, accessing quality health initiatives, affordable housing, drug and alcohol dependence, mental health, childcare, and an increase in domestic violence. I want to act as an ambassador for change for as many people as I can over the next four years but also beyond that. I want to make a real difference for the better.



I developed these feelings during my childhood by watching my Mother, who was a strong believer in the pen, being mightier than the sword. When Mum passed, I was in awe of the many invites and friendships we found from politicians that welcomed her insight. Mum established the organisation Community Awareness of Aboriginal People (CAAP) that operated from a residential house in Sadleir. Members of the Aboriginal and broader community were welcome to drop in for a cuppa, and a yarn up about their challenges and utilise the space.

Seeing the positive effect this had on people motivated me to want to do the same things for others too. That feeling of an inclusive community is a wonderful legacy we can and should pass on to our children and grandchildren. I believe I am a good listener, it's important to listen to the community even if you don't necessarily agree. You never know, you might learn something new or discover a different approach that works better. I keep myself open to all sorts of ideas and possibilities, because there are as many as there are people out there. We can't afford to be blinkered, otherwise we miss out on opportunities and ideas we wouldn't have otherwise have.

The Clear Division of Our Roles, Responsibilities and Power

The primary roles and responsibilities of the Board are the financial stewardship of Gandangara, and for the development of the strategies needed to look after the interests of our Members. In turn, we delegate the operational responsibilities of running Gandangara to the CEO, Dr Melissa Williams, who then delegates specific responsibilities to others in her management team, as she sees fit.

Even though there are rigid demarcations of responsibilities between the Board and the CEO we do work well collaboratively, and the Board support her in every way

she needs to do her job. The Board doesn't involve itself from operations and we operate at arm's length. There are times when we are represented with only a few of the Board present, events such as the Elders Olympics and NAIDOC.

All Board members sit on Board Subcommittees at Gandangara. For example, I sit on the Membership Subcommittee with three other Board Members. In my time at the New South Wales Aboriginal Land Council (NSWALC) I worked on the electoral role database for several years. We were responsible for gathering and collating information from the 120 local Aboriginal Land Councils around the state in preparation for the Regional Election for NSWALC Councilors'. I feel the 24 years I worked at NSWALC in various roles, the year that I spent at Gandangara as the Administration Manager and the 9 years I have served on the Board has provided me with a well-rounded, unique experience that is valuable for my role on the committee.

However, the Board Membership Subcommittee accesses new Membership applications and provides recommendations to the Board to progress to the Membership meeting. The Subcommittee operates in an advisory capacity to the Board. The Board will note those recommendations and then the Members decide who gets accepted for Membership. When a person seeks to become a Member of a LALC, the members of a LALC must be satisfied that the person is in fact Aboriginal and must make a resolution to accept the person as a Member. On acceptance of the minutes by the Members, GLALC provides the required documentation to the Registrar to provide confirmation of membership status and inclusion on the GLALC Members role.

The Aboriginal Land Rights Act insists on formal, disciplined lines of demarcation between the Board





2023 Annual Board Conference – 18/10/23

Troy Davis
Aunty Gail Smith
Amanda Roa
Roslyn Way

Dr Melissa Williams
Sandra Wilson
Chili Tubridy
Roxanne Sheridan

Bernadette Compton
Tony Scholes
Diane Van Aken
Stephen Ingram



and CEO and how input from our Members are heard, considered and acted upon. As members of the wider community themselves, individual Board members do engage with our Members and do take on board ideas and issues. However, they are only able to suggest that the individual bring his or her idea to the attention of the relevant Gandangara management team for possible consideration and discussion. No one acts independently of the Board in these matters. That's why it is important to understand that the Board are not here to serve individual agendas or respond positively because someone has strong opinions on the matter.

We Are Specifically Trained, to Comply Strictly, With All Governance Directions Regarding the Separation of All Our Roles and Powers

All Board members are specifically and thoroughly trained to adhere strictly to the governance directions regarding the separation of roles and powers. This is very important to know. We can't have Boards or its' members usurping or impinging on the CEO's role. We pass motions to ensure that Gandangara, through the CEO, is meeting the enormous amount of compliance that we must adhere to. Our role is to support the CEO



To me the Community Land and Business Plan is the strategic plan for Gandangara. It is our guiding light, keeping us on track in implementing and achieving our goals for our Members and wider community.

and ensure she has the appropriate delegation to conduct her role. As long as the CEO is performing her duties in line with regular review processes and agreed Key Performance Indicators (KPI's), we leave her alone. The Chairperson in collaboration with the CEO agrees on this and the Chairperson will then discuss with the Board. Generally, any communication with the CEO from other Board Members is conducted through the Chairperson. The outcome of that CEO performance review is presented to the Board and they make relevant decisions, which has to be captured accurately via formal minutes as our approval process is closely audited.

In developing a CLBP the Board's involvement is done through formally arranged consultations with Members. The CEO will run consultation workshops, to sift through the Members ideas, issues and suggestions, to determine the priorities and which are to be implemented. The results are put into the draft CLBP that is reviewed by the Board and then passed on to NSWALC for ratification. It then comes back to the Board, to review and approve the final version, which is then presented to Members. They approve it based on the consultations, and it then becomes the strategic plan that we use for the next four years.

The Community Land and Business Plan is Our Guiding Light

To me the Community Land and Business Plan is the strategic plan for Gandangara. It is our guiding light, keeping us on track in implementing and achieving our goals for our Members and wider community. The strategies we are required to implement are on a large scale the CLBP keeps us on track and ensures

we are meeting key milestones we would lose direction without it.

Most importantly, it's driven by direct input from our Members, through wide-ranging consultation with them, and discussions at Board meetings. We then workshop all the ideas and possibilities presented to us, and short list them according to agreed priorities and our capacity to achieve them over the next four years. Developing accepted ideas and proposals is a fluid process, in which some are advanced faster or are amended to improve their desired outcomes. We also have to factor in the costs of implementation, and where we need to raise extra funds or access grants to make them happen. Finally, we have to take into account the fact we operate across six Local Government areas, all of which require us to comply with Council regulations and work to their approval times.

As required by legislation, the Land Council has to have Board elections every four years, and you are likely to get different people elected. For example, this year we have had three new additions to the Board. The legislation provides us with nine months to develop our next Community Land and Business Plan. This is an important time during which new Board members can come to understand a Plan's purpose, the processes that are needed to develop it, and to express their own thoughts and ideas. It also ensures the CLBP stays relevant.

Refreshing Our Ambitions and Delivering Self Determination

Each new Community Land and Business Plan is our opportunity to explore, introduce and implement new and better ideas. It also signals

to our peak body, the New South Wales Aboriginal Land Council that we have cast scrutinising, fresh eyes over what has been already achieved, and have taken onboard new input from our Members. It also recognises, in a practical sense, that things happen that can change our thinking, like the COVID pandemic, state government elections and the new airport coming to our region. Events outside our control can force changes or open up new opportunities for us. Ultimately, the Community Land and Business Plan is our opportunity to refresh our organisation's ambitions and avoid stagnation without reinventing the wheel each time.

Community Land and Business Plans go to the heart of why Land Councils exist. They are essential to protecting the interests of our Members and ultimately, they deliver self-determination. They demand the discipline for us to be strategic in delivering the needs of Members, and looking after their best interests today and in the long term.

Building Big Community Benefits and Long Term Advantages

Our next Community Land and Business Plan will build on our two successful submissions for WestInvest grants, and on our many other advances in long term outcomes for our Members. The \$24 million or more we have been awarded by WestInvest will be well spent on creating two very important, long term community benefits for our community. That money is to be invested in the creation of a Cultural Connection Hub at Moore Street. It will provide our Members with a Keeping Place for our artefacts and knowledge, a leaning centre promoting understanding and appreciation of our culture, history, lores and arts. It will be a meeting place where our community can engage in a welcoming environment, it will bring together all our services – Health, Marumali, Transport, Housing and Administration – into one convenient, central location. Further, it will provide many employment opportunities for our Aboriginal community. Ultimately, it

will become a beacon of pride for all Aboriginal people in our region.

The second, larger WestInvest grant gives us the resources to create the Gandangara First People's Support Centre for Veteran Rehabilitation and Youth Diversion programs. This will be a permanent, purpose built centre dedicated to promoting the health and wellbeing, independent living, community and social access, and return to work support for some of the most vulnerable people in our Aboriginal community.

These are big ideas that came directly out of our Membership, which shows that they are proactively engaged with Gandangara, and reflect the positivity that is growing in all of us.

Our land at Heathcote Ridge is now slowly being cleaned up and protected, and eventually become a rural showpiece centre of Aboriginal knowledge, culture and history. It will provide On Country experiences and camps for our families and children, where they can learn in a living environment rather than just in classrooms. I would also like to see us start conversations with children on how to engage safely and happily with each other and on social media, at earlier ages, from Kindy upwards, to teach them how to build healthy, happy friendships and how to protect themselves against bullying.

Gandangara continues to protect and promote Aboriginal culture amongst both Aboriginal people and the wider community with our school programs, cultural awareness workshops, and our dance and music classes. We are seeing people everywhere wanting to learn about, and genuinely enjoying our culture.

As always, housing is a demanding issue, and in this difficult economic environment we all want everyone to have a decent home. Children have a right to come home to a safe place. However, there is a limit to how many we can provide because it is our legal and moral duty to manage our



Members money well on their behalf. We also have to be accountable for how it is spent, and unfortunately housing is very expensive to buy and maintain. We want to fix everything but we simply can't, and it's frustrating.

Finally, we need to continue to diligently keep our strict governance guidelines in place, to protect ourselves and our Members, and also our ambitions for them.

Our Community Land and Business Plan is a long-term investment and not a short-term quick fix. We're here forever, so we don't want to miss an important step and then have to take longer to achieve what we set out to do because of impatience.

We Want All Our Members to Engage With Us Regularly

My desire is to have all our Members be actively engaged with us regularly. With that in mind, I believe that once the Cultural Connection Hub is built, there will be an increase in engagement. We need to continually encourage more and more Aboriginal people to connect, belong and thrive with us. We can learn from what other communities are doing to attract engagement, and use that to build on what we are already doing in our efforts to promote engagement throughout the community, and not just with Aboriginal people.

Message From Our CEO



Dr Melissa Williams
Chief Executive Officer

Really Happy Day Showed Me That Everything is Good in Our World

Sometimes, what we strive for, what we dedicate ourselves to achieving, are not measured by specific outcomes or statistics. Sometimes, our real achievement reveals itself in the smallest, simplest of human gestures - a smile.

This truth presented itself vividly to me on Wednesday 29th of May 2024 when I attended Gandangara's Reconciliation event at the Whitlam Centre in Liverpool.

Over 450 people showed up, having heard about it through word of mouth and a shared community spirit. Yet that was not what impressed me. It was their smiling faces, radiating warmth and happiness that told me far more than words ever could.

Gratitude. Solidarity. Love of Country

I could see, I could feel us openly and warmly celebrating how far we have come as a family. How far we have grown and developed with our Members, how much we have matured and grown as an organisation, how strong our reputation has become throughout the region, how successful our

working relationships with our corporate and Council partners and our peak body the NSW Local Aboriginal Land Council have become, and best of all, how much closer we have all grown together as a community.

There was nothing but happiness and pride in who we are. We were all grateful. We were all thankful. All grievance was put away behind the smiles that expressed our pride so beautifully. Then our voices joined in with a heart-felt rendition of Advance Australia Fair, sung both in language and in English. This was a powerful, genuine show of solidarity as both Aboriginal people and all other Aussies, that we're here together, as one big happy family and community. We were saying out loud that we love our Country, and we appreciate what it gives us.



The Power That Transforms Lives

Our people, our community were genuinely happy with themselves and each other. This is the very essence of what Gandangara has been striving for, it is living proof of the transformative power of our offer to everyone to Connect, Belong and Thrive. The power to transform lives doesn't come from those words, it comes from the motive behind them - care. That is at the very core of everything we do at Gandangara, and that's why we're succeeding.

I share this experience with you because it is important for all of us to never forget that without the right motives, and a genuinely shared sense of purpose, a Community, Land and Business Plan is nothing more than words on paper. Genuine care and commitment are what brings those words to life in the manner that

helps to measurably improve the lives they claim to serve.

We can all rightly share and celebrate in how far we have come and how much we have achieved, because a job well done is both satisfying and the measure of a purposeful life. That, is what Gandangara is all about, working hard together as a community.

We Plan, to Succeed. We Work, to Exceed

At times, pursuing our objectives can feel like climbing mountains; the tasks are often daunting and challenging. We are often faced with resistance and what can seem like insurmountable obstacles when trying to expand and deliver our services, when trying to increase income streams and win grants, when trying to protect and manage our lands and heritage sites, when making land claims,

Stronger Membership Stronger Governance Stronger Business Stronger Together.

Thank you to our:

- Members & Community
- Board
- Management & Staff
- Peak Body NSWALC
- Partners & Allies

For bringing the Community, Land and Business Plan 2024-2028 to fruition.







and when dealing with outside interests attempting to develop on our lands.

What we do is far from easy. Proof of that is if it was easy more people would be doing it. The fact is, not many are trying to do it, let alone achieving what we have done. It is hard work because we are building something bigger than ourselves, bigger than our Membership, bigger even than the idea of why we were created.

A Day in the Life, of Our Invisible Efforts

It's easy enough for someone looking at us from the outside to see what we deliver to our Members and community, but what they can't see, or appreciate, is just how much work is being done to keep us going forward successfully. Just as a swan serenely glides across a lake, we never see how hard its' webbed feet are paddling under the water to keep it moving.

With that in mind, it is worth providing a snapshot of a day in the life of our hard-working people at Gandangara, and all the things they do that most people don't think of or see. It begins very early and ends very late. Our Transport Service is on the road by 6:30am most mornings. Our Gandangara Local Aboriginal Land Council office doors open at 9am and our Health Service begins at 8am and they all work later than most typical office hours. Our senior management regularly burn the midnight oil simply because the compliance, governance and planning demands placed on the organisation are greater than standard working hours allow for, and their dedication insists they stay on.

The legislative compliance requirements on Gandangara are both onerous and continuous. We have to comply with many sets of statutory guidelines, each of which has many stringent conditions. The Gandangara Local Aboriginal Land Council itself, falls under the guidelines of the Land Rights Act 1983 and 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 Health Brokerage– are all regulated by the Australian Corporations Act as it applies to them.

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

Compliance with all three is a continual process of both administrative implementation and quality control of the performance of the various roles assigned by them. In each case we have completely fulfilled all our statutory obligations. Our diligent adherence is reflected in the 100% rating we achieved in the NSWALC Risk Assessment System, for the fifth consecutive year. This is a real measure of the diligence and integrity of all our management teams.

There Are Many Moving Parts, and Not All of Them Have to Do With Any Specific Outcomes

In addition to all these compliance requirements we also have to adhere to strict guidelines of corporate behaviour and fiscal responsibilities. We are constantly scrutinised for the way we utilise and manage our assets – our land, our property portfolio and our financial investments. We have to be diligent in protecting our data and confidential Member, customer and patient records against cyber-attacks and hacking.

We are also constantly looking at ways of improving and transforming our business to make sure it is healthy and growing. We look at costs and pricing models to ensure they meet both our business and Member needs and expectations. We need to keep a constant eye on all our activities to ensure we make the right decisions and transform in the right ways.

We have to manage our values – what we deliver to our Members and customers, and how we do it. We have to ensure our services are of the highest possible quality, we have to keep our relationship with our Members close and strong, through regular communication and engagement. We are constantly looking for new opportunities and building stronger existing working partnerships.

There are many aspects to having an optimum customer experience, such as our front of office manner, the way we bill our customers, and how we communicate with them. We need to always be aware that people's needs change, and we need to adjust, prioritise and balance often competing requirements, to meet them.

It is important to understand and appreciate that a lot of the hard work is being done, every day, by our dedicated staff yet never made public.

It is critical to keeping Gandangara strong, growing and moving forward. Some people are impatient to see their favourite idea come to life, but as you have read there are so many other things that also need to be attended to, and worked on, in advance. We can't rush, avoid or take short cuts in any process because mistakes will be made, money will be wasted or time can be lost. We also have to understand that even though we are growing our assets and income streams, our ambitions will always be bigger than our budgets. But we are doing more each year, and we are achieving very important, life changing and lasting outcomes. Like the swan gliding across the lake, the work we do that most don't see, yet it keeps us moving forward.

We Are Building Something Bigger Than Ourselves

Together, we're building something bigger than ourselves. When you're

up close to what you're working on, you can't always see how big it is, or has become. Up close, the base of a mountain is just rocks and trees, not much different from the surrounding countryside. Yet, from further away a mountain can blot out the horizon. We can forget what others see, and how big a part we play in their lives. We are a comforting sight to those who need us. We have to remember that, to give us the strength and motivation to continue doing what is needed and required.

Our Successes Are Often Seen Clearer, in the Rear Vision Mirror

What we do all starts with the Community, Land and Business Plan. That is our purpose, our guide and our compass. Without it we cannot achieve anything of real practical and enduring value. As we embark on our next CLBP it is worth looking back, reflecting on and appreciating the many successful outcomes of our previous one.



Back row: Dr Fiona Gifford, Dr Thomas Burns, Dr Duc Ho, Nana Derkyi, Dr Haydn Allbutt, Dr Sasha Mathias, Mark Spithill, Daliah Aggrey-Fynn, Dr Timothy Bligh, Nizam Uddin, Dr Justin Gamsworthy, Jye Brown, Jayden Robbins, Jamaine Thorne, Georgia Willis, Brandon Brown, Kirrily Hanlon, Strini Pillai, Nashaat Samy, Jasna Morales, Jayde Clayton, Rachael Ingre, Dr Robert Kennedy, Angela Spithill, Tamer Michail. **Middle row:** Dr Jay Dargan, Fay Daniels, Ann Apaola, Trudy Healey, Litsa Sfikas, Dr David Van Ly, Kirra Waind, Polyxeni Tsogas, Josh Kumar, Alisha (May May) White, Emma Smith, Sarah Robinson, Jestyn Nand, Cherina Brown, Katrina Rorison, Bronwyn Partell, Rhonda McPherson, Rachel Haywood, Dr Austen Ko, Jalil White, Darren Duncan. **Front row seated:** Harry Callaghan, Kelly Nichols, Dr Melissa Williams (CEO), Dr Prue Kirby, Zeita Davis, Dr Alex Nguyen.

Strengthening Our Bonds and Support of Our Community

- We implemented a successful triple threat health promotion campaign to combat the Flu, COVID-19 and RSV
- We are continually improving and expanding the Health and specialist services we offer, such as additional mental health, dental care and cancer screening programs
- We have implemented a RACGP Registrars program
- We are successfully promoting crucial 715 Aboriginal health checks
- We are growing our Transport Service and expanded its' routes into seven south western Sydney Local Government areas
- We have secured Medicare rebates.

Growing Our Partnerships With Neighbouring Councils, Local Businesses and Government Departments

- We foster and regularly implement community events
- We continue to grow our Deeds of Agreements, MOUs and Partnerships:
 - The Marcia Women's Refuge,
 - Western Sydney Airport and Western Sydney Parklands Exploration
 - Liverpool City Council
 - Transport for NSW for Aboriginal Trainee Driver position
 - Parents Beyond Breakup
 - SWSLHD and the Aboriginal Chronic Health Team.

A Healthy Land Means Healthy People

- We are working with Sutherland Shire Council to clean up and restore our landholdings at Heathcote Ridge
- We continue to lodge and pursue ongoing Land Claims
- We are implementing bushland regeneration and Caring for Country on our lands
- In August 2021 we recruited a Heritage and Land Manager to project manage the cleaning up of Heathcote Ridge
- We have developed a Heritage and Land Management Plan
- We have established a Eco-Depot on our land.



Outcomes at Our Core

- We have expanded investment in our services for our Members
- We have expanded our Culture and Heritage Team
- Marumali has developed the OCHRE Program
- We provide ongoing publication and celebration of our achievements
- Our WestInvest grant application success has provided us with the funding needed to create our long desired Cultural Connections Hub and Keeping Place at Moore Street
- On 20 December 2021 we launched our own official GLALC website which is used to inform and celebrate First People
- We are providing On Country Cultural site tours for our community and Members.

Investing in Our Tomorrow

- We have implemented a smart, balanced portfolio and investment strategy
- We awarded three Education Scholarships in partnership with Raine and Horne
- We are offering traineeships across all our GLALC entities, creating job opportunities and on-the-job training
- We have implemented a Yarning Circle Staff Wellness Program.

Building a Strong Foundation

- We have implemented Gift Register Policy to avoid conflicts of interest and influence
- We have made an agency agreement with Century 21
- We have achieved an auspice agreement with Stolen Generations Council NSW/ACT.
- We have developed a COVID-19 Business Continuity Plan
- Our compliance with all three entities is a continual process, which is implemented with quality control, to ensure our performance

is completely fulfilling our statutory obligations in an exemplary fashion

- We have implemented an Open Doors initiative
- Our Governance Compliance Training is of the highest standard
- We have elevated the standing of and engagement with the CLBP.

The Real Purpose of Our Community, Land and Business Plan

Our Community, Land and Business Plan provide the opportunity for our community to express and prioritise their needs. In turn, it makes us responsible for their proper implementation, because it's not our money we're spending, it's our Members' money, and it's also grants from tax payers. That makes it imperative that we need to handle it correctly. In application, our CLBP is the future action plan for the Council, ensuring that it has a clear direction on what the Members have asked for, within practical limits, as not everything asked for can be accommodated in a plan or the budgets we work with.

We Would Do It Even if We Didn't Have to

Every newly elected Board has the legislative duty to develop a Community, Land and Business Plan. However, even if we weren't obliged by law to have a CLBP we would still have one at Gandangara because we care about our Members and the community. We would have one because our community really matters to us, and we want to operate in a legitimate way on their behalf. Most importantly, we want our community to feel that we belong together, in partnership. We want to feel good about ourselves, and we want our community to feel good about itself, and that means achieving good things together.

The Heart of Our Next Community, Land and Business Plan

All CLBPs have a breadth of ambitions and desired outcomes along with the need to build on what previous

ones have achieved. At the heart of our next CLBP is the realisation of the two successful Western Sydney Infrastructure (formerly known as WestInvest) grant application projects. Winning these grants on behalf of our Members and community is truly encouraging and exciting for all of us. We can now proceed with creating our Cultural Connection Hub and our First People's Support Centre for Veterans and Youths.

These Grants Will Give Us Things Money Can't Buy

The Cultural Connection Hub gives us the opportunity to put on display the very best of our local Aboriginal culture, history, art and knowledge, enabling us to share with everyone in our community. It will bring us closer together in both heart, mind and spirit because what we have belongs to us all.

The First Peoples Support Centre for Veterans and Youths will provide both life-saving and life-changing support and opportunities for some of the most vulnerable, at risk and marginalised people in our community. They have been ignored and overlooked for too long and as a result, many are seriously damaged. We owe it to them to do as much as we can to restore their health and dignity, and give them the futures we all want and deserve.

These grants will provide us with the social assets that are needed by all communities, but especially ours. Because they not only give us the real practical means to close some of the gaps in our social, educational and health circumstances, they also nurture and enhance our self-esteem and pride in who we are. And that's something that money simply can't buy.

A Small, Personal Glimpse, Into The Future

Everyone who has ever read or engaged in the development of a CLBP has their own ideas and ambitions for their community, and that is as it should be. It is, after all a community document. I am no different, even



though my primary role and duty is to implement the CLBP as it is approved by the Members, and I have some hopes for the future too. Like many others, I see the need to increase our housing stock as economic conditions worsen for more and more of our Members. I also have a hope for us having our own rehabilitation and wellness centre to help overcome intergenerational trauma, staffed with specialists trained in mental and emotional restoration, treating sufferers on Country and reinstating their connection to land. Most of all, I want to see more and more people have happy days like the one I had at our Reconciliation event mentioned at the beginning of my message.

Closing the Gap, in Our Hearts and Mind

There's a crucial gap that often gets overlooked in discussions, one that's not as universally recognised as others. This gap resides in the hearts and minds of many, causing a disconnect between individuals. To bridge this gap, we need to foster a deeper

understanding of ourselves and those around us. We must uplift each other, nurturing self-esteem to create not only better individuals but also a brighter future for everyone.

Understanding oneself and each other is a challenging feat. All good things take time to achieve. Healing ourselves or supporting another to heal is one the most rewarding things we can ever do.

Our time here is finite, and each passing day has the potential to weigh heavily on us if we allow negativity to seep in unchecked. It's crucial to establish boundaries against negativity. We must constantly remind ourselves: "What am I truly here for?" Life has a way of wearing us down if we allow it to, but by setting boundaries, we reclaim our power and purpose.

We don't always appreciate it but sometimes going through the school of hard knocks is the only way to learn the important lessons needed. After all, the best sailors don't learn their skills on calm waters, they learn them on the roughest of seas. You become

capable of anything that's needed when you've faced the worst and stared it down, because it will never get the better of you.

Gandangara is where you can come to get what you need, when you may not get it from your family. We all come from different backgrounds, language groups, mobs and country, which do have significantly different views and traditions on matters that may affect all of us. These differences enable us to ask ourselves – 'What matters most to me? Is it my desire for a happy, harmonious community, or the traditions I grew up with? Is the country of my birth more important than the one I am living in today?

Gandangara is our country. It's where we all belong and thrive, no matter where we came from or what language we speak. After all, the only true language is unity.

Connect. Belong. Thrive.

A photograph of three elderly Aboriginal people, two women and one man, working together at a table covered with a vibrant, patterned cloth. They are focused on their work, which involves using traditional tools like boomerangs and spears. A book titled 'WARNING CIRCLE INSTRUCTION BOOK' is visible on the table. The background shows a brick building and a sign that reads 'Gandangara Local'.

Mission

"Gandangara Local Aboriginal Land Council will endeavour to improve, protect and foster the best interests of all Aboriginal persons' within our jurisdiction, intrinsically, is to ensure that such connection and belonging to the Land is experienced by all Aboriginal persons and that this connection is protected by rights, by law, and by means of the advancement of our peoples' prospects and opportunities to live a full and realised life."



To achieve this objective, GLALC strives to create a environment whereby Members can 'Connect, Belong, and Thrive'. Gandangara exists to provide for the needs of its Members and the local community striving for a holistic approach to well-being, caring for each other and Country, and supporting mental and physical health. We aim to support, enable, and foster opportunities for all. This enduring commitment defines our path forward and underscores every action we take towards a stronger, interconnected future.

Through services focused on healing, resilience, cultural preservation, education, truth-telling, and inclusive policies, we strive to create lasting change and impact. Together, we embrace compassion, understanding, and empathy. Gandangara fosters a sense of belonging and strength, recognising the importance of caring for our land, waterways, and sacred sites. We are dedicated to land management, cultural preservation, and community empowerment.


We strive to foster a sense of belonging among our Members and Community. Empowered as one unified Gandangara through our shared connection, we can thrive and succeed. We recognise that true power comes from within each of us, and by supporting and uplifting one another, we can achieve remarkable outcomes together.

We endeavour to cultivate enduring and meaningful change within our community, driven by the collective strength of our staff, board, and members. We will accomplish this through unity and cohesion, moving forward together towards a stronger future. We embrace challenges as opportunities for growth, working collaboratively to overcome obstacles and achieve our shared goals. As stewards of transparency and accountability, we are dedicated to serving our community with integrity and openness.

Vision

"Gandangara Local Aboriginal Land Council serves as a meeting place for local Aboriginal people and the broader community to come together to Connect, Belong and Thrive, where they feel a sense of belonging through connection with each other and with our Land."





GLALC's vision for the next four years is to continue to enable Our Members to Connect, Belong and Thrive together. GLALC serves as a nurturing centre where local Aboriginal and Torres Strait Islander peoples and the wider community unite to Connect, Belong, and Thrive. Our commitment to Protecting Country, fostering Connection, and embracing Belonging cultivates an inclusive community. Here, every individual, from newcomers to respected Elders, discovers acceptance, identity, and purpose.

We cherish spiritual, emotional, social, and cultural connections, weaving a seamless fabric of belonging. Together, we envisage a future where positive outcomes thrive through ongoing growth. Survival isn't just existing; it's thriving. Through storytelling and heritage preservation, we empower future generations, ensuring the legacy of our culture and our strong legacy endures across Land, Water, and Sea, and along the sacred paths of our Dreamtracks.

The Gandangara Way – Our Values

The Gandangara Group aims to create
One Team, One Plan, One Dream.

One Team

Embrace the strength of tradition and unite in our pursuit of excellence

One Plan

Improve, protect and foster the best interests of our community

One Dream

Celebrate our potential and look to a future where we walk together

As a team at Gandangara, our actions and interactions are shaped by the Gandangara Way, a philosophy rooted in unity, excellence, and accountability. This approach not only guides our conduct but also informs how we engage with each other and serve our community. We are a strong team at Gandangara, dedicated to serving every member, every day.

The Gandangara Way reflects our deepest attitudes and behaviours, firmly anchored in our core principles and values.

The spirit and character of the Gandangara Group are reflected in our principles and values. These values are the pillars that unify us, nurturing a sense of connection, belonging, and thriving. They play an essential role in healing and addressing the intergenerational trauma that has and in some cases, continues to impact our community.

Despite a history marred by racism, discrimination, and injustice, our values protect and strengthen our spirit, guiding us toward a hopeful future where we can achieve our vision – shoulder to shoulder – side by side.

The spirit and character of the Gandangara Group are reflected in our principles and values. These values are the pillars that unify us, nurturing a sense of connection, belonging, and thriving.

Cultural Principles and Protocols

The Gandangara Group's Cultural Principles and Protocols demonstrate our commitment to uphold the integrity of First Peoples' culture, heritage, strength, and self-determination. Firstly, the Charter details cultural principles to provide a framework for respecting cultural protocols of First Peoples.

These principles ensure our values and practices always acknowledge, respect, and actively represent Aboriginal and Torres Strait Islander People's customs, beliefs, heritage, history, and Lore. Importantly, these guiding principles underpin our governance, decision making, core business activities, service delivery, and the way we engage with Aboriginal and Torres Strait Islander people.

Secondly, within each of the individual principles, cultural protocols are outlined. Our cultural protocols are action-based strategies to achieve our cultural principles. Essentially, these protocols practically demonstrate the fundamental human rights principles outlined in the United Nations Declaration on the Rights of Indigenous Peoples (2007). These protocols are intended to provide guidance for our organisation and staff on how to respectfully acknowledge and pay respect to the significance of Aboriginal and Torres Strait Islander peoples' customs.

Our shared values and collective efforts impact positive change for First

Our Core Values



Respect and Understanding



Honour, cherish and uphold the dignity of our Elders, embrace cultural protocols and principles, Faithful to LORE and preserving the integrity of our culture.



Diversity and Inclusion Through Unity



Embrace uniqueness, ensuring every voice is heard and valued. We foster a welcoming, empathetic environment where interactions are conducted with care, and each community member is deeply respected.



Care for Family and Country



Committed to nurturing our families and cherishing our loved ones, in unity with our lands. By nourishing the heart of our community through our connection to Country, we foster a thriving environment for all.



LAW and LORE



Our Members and the community actively honour local cultural protocols, including traditional ceremonies and stewardship practices. This commitment helps preserve our rich heritage, ensuring that our actions not only reflect but also sustain our ancestral values and strengthen our cultural identity for future generations.



Accountability and Responsibility



The Board of Directors is collectively responsible for the governance and strategic direction of the Council, ensuring all decisions are made in the best interest of Aboriginal persons within the Council's area. They develop and monitor strategies with the CEO to protect and foster the interests of the community. The Board operates as a unified body, with no individual Director having authority to act independently. Key responsibilities include setting strategic objectives, ensuring regulatory compliance, delivering performance results, evaluating the CEO's performance, and maintaining transparency and accountability.

The Gandangara Way & Customer Experience (Cx)

Aims

The Gandangara Way reflects our deepest attitudes and behaviours, firmly anchored in our core principles and values as previously outlined.

Choosing Joy and Avoiding Entitlement

We believe in embracing joy and moving away from a sense of entitlement. Our focus is on high performance and the meaningful impact we can have. We ask ourselves, “What is my legacy?” and strive to make a difference. We stand up, show up, and make a positive impact every day.

Key Performance Indicators (KPIs)

Our KPIs are set to achieve our goals, positioning Gandangara as an opportunity hub.

Exceptional Customer Experience

Exceptional Customer Experience = Happy to Help Every Time

CEO’s Commitment to Championing Customer Experience (Cx)

The Office of the CEO leads with a strong commitment to improving the customer experience. It has been proven that CEO leadership, paired with the Executive Team and Cx Professionals, sets the tone for success. Companies with a customer-focused CEO are 64% more profitable than their competitors (The Economist, 2015).

Customer Intelligence in Decision-Making

In managerial decision-making, customer intelligence informs decisions at every level. As a

customer-focused CEO, I use customer insights to create and sustain a real difference for our customers and the entire Gandangara business. We need to better capture and report customer data across all operations to function as One Gandangara. A customer-centric approach provides a competitive advantage, driving innovation and growth.

We can have a bigger impact through a customer-centric strategy because:

- We cannot achieve our vision of supporting our Members and community to Connect, Belong and Thrive unless we deliver a great customer experience every time customers interact with us
- Unhappy and dissatisfied customers can damage our brand and reputation, hindering future revenue, grants, and funding opportunities
- Delivering an exceptional experience creates:
 - Loyal customers
 - Repeat business
 - Increased profits
 - Word-of-mouth marketing
 - Advocates for our brand, products, and services.

Customer Service Philosophy

Our customer service philosophy is to be recognised as a progressive leader in providing high-quality, innovative, and culturally safe customer service to Aboriginal and Torres Strait Islander people and the communities we support. Using a solutions-focused approach, we prioritise the needs and care of the people we serve, striving to make customer experiences positive, respectful, consistent, and streamlined.



Customer Service Standards

All staff at the Gandangara Group are committed to the following standards:

- **Quality Support:** We are committed to fostering positive interactions and relationships with our customers and stakeholders. Through open communication, we connect in a way that is customer-centred, respectful, culturally safe, and meaningful.
- **Responsiveness:** We listen and respond promptly to customer needs. Recognised for our reliability and consistency, we build trust and long-term relationships.
- **Customer-Centric Approach:** We place customers at the core of all we do. What matters to you, matters to us. We listen and are guided by each person’s wants,



needs, and goals. By understanding that people's needs change, we remain flexible. We provide up-to-date and accurate information at each step of the customer experience, valuing customer input in shaping our services and proactively encouraging feedback.

- **Integrity and Professionalism:**

We act with integrity and professionalism. We are courteous, friendly, accountable, and honest, acting on our commitments. We provide consistent and clear information across the organisation, ensuring all personal information is safeguarded with systems in place to protect privacy and confidentiality.

- **Cultural Respect:** Customer engagement is provided in a culturally safe way. We ensure customer connection points are relatable to Aboriginal and

Torres Strait Islander people and meet their cultural needs. This is achieved through cultural protocols, reflecting local culture, Country identification, and Aboriginal branding and visual communications.

To unify the elements of Customer Experience and The Gandangara Way, we've developed several critical documents and guidelines that embody our core values and commitment to exceptional service. These documents serve as blueprints for our staff, outlining our approach to customer interactions, our dedication to diversity and inclusion, and our strategies for continuous improvement. They ensure that every member of our team understands and upholds The Gandangara Way, delivering outstanding experiences that resonate with our customers and community alike.

Companies with a customer-focused CEO are 64% more profitable than their competitors

– The Economist, 2015

- Customer Service Charter
- Customer Experience Policy
- Customer Service Procedures and Scripts
- Cultural Protocols Policy
- Cultural Protocols Charter
- Feedback Register
- Complaints Register.

These documents and registers serve as essential tools to ensure consistent and exceptional service delivery while upholding our values of diversity, inclusion, and continuous improvement.

Our People Strategy

Gandangara The Group Our People Strategy (2024-2028) aims to create a dynamic, diverse, inclusive, innovative, and supportive workplace culture. This culture is designed to foster positive behaviours, increasing engagement and performance. The strategy aligns with the organisation's goals and employee aspirations, built on six core pillars to make Gandangara the preferred 'Employer of Choice.'

Six Core Pillars

1 Positive Workplace Culture & Empowering Leadership

We focus on fostering a workplace culture aligned with our organisation's values, promoting open communication, enhancing employee connection and belonging, and developing strong leadership at all levels.

2 Employee Wellbeing & Psychosocial Safety

At the core of our strategy lies a genuine "We Care" philosophy, prioritising employee safety, wellness, and work-life balance, supported by initiatives promoting workplace health and safety, psychosocial well-being, flexible working arrangements, training, and ongoing support services.

3 Recruitment, Retention & First Peoples Advancement

With a focus on attracting, retaining, and advancing a diverse and skilled workforce, we implement cutting-edge HR systems, an Aboriginal Employment Strategy, robust talent acquisition methods, comprehensive onboarding processes, and retention strategies aimed at fostering long-term commitment and career development opportunities, particularly for First Peoples, thereby contributing to Closing the Gap and addressing the emerging needs of South-Western Sydney.



4 Learning & Development (L&D)

In our commitment to employee growth and success, we prioritise building a skilled workforce aligned with our core business goals by offering learning opportunities, skills development, supportive performance management, and thoughtful succession planning, ensuring each individual's advancement and contribution to our organisation's objectives.

5 Engagement, Reward & Recognition (ER&R)

In our commitment to valuing and celebrating each individual's hard work, we implement a

comprehensive Reward & Recognition Program, linking rewards to career advancement and performance goals, while ensuring competitive compensation packages within the industry and region to attract and retain top talent, thus acknowledging the dedication and contributions of our exceptional team.

6 Diversity, Equity & Inclusion (DEI)

We prioritise diversity and inclusion by actively promoting initiatives that recruit, retain, and advance employees from diverse backgrounds and underrepresented groups, fostering a culture where everyone feels valued and respected, with equal opportunities for growth.



Our Disability Employment Action Plan (DEAP) ensures inclusion and employment opportunities for individuals with disabilities, aiming to create a more accessible workplace and meet our target of 5.6% disability employment by 2027, recognising individual strengths and committing to proactive initiatives.



The Five Top Outcomes

The Our People Strategy is built upon Cultural Shift Indicators derived from our staff engagement survey, emphasising the value of our employees' collective voice and feedback. The top five outcomes we aim to achieve are:

1 Enhanced Workplace Culture

Cultivate a vibrant, diverse, and inclusive workplace culture at Gandangara. Instill positive attributes and behaviours for increased engagement and performance. Prioritise principles of civility, respect, collaboration, and flexibility to align with organisational goals.

3 Strategic Focus on First Peoples' Workforce

Emphasise attracting, retaining, and developing a skilled, trained, and qualified First Peoples' workforce. Proactively address the emerging needs of South-Western Sydney and surrounding areas through meaningful employment, training, and career advancement opportunities for First Peoples, thereby Closing the Gap.



2 Competitive Advantage in Talent Acquisition and Retention

Position Gandangara as the preferred 'Employer of Choice' by attracting, retaining, and nurturing top talent.

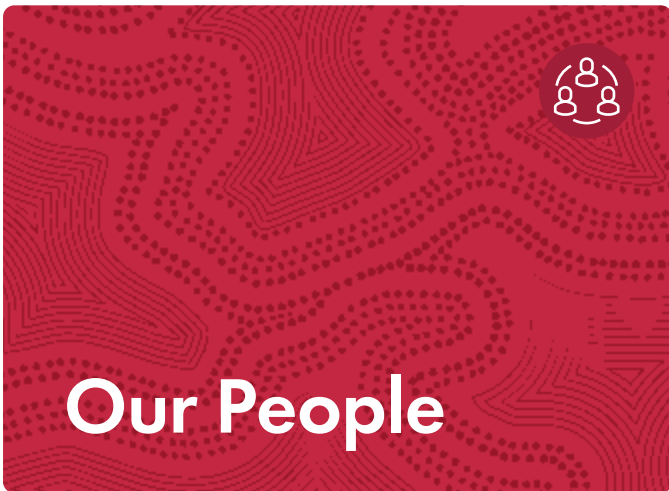
4 Alignment With Community Needs and Global Competitiveness

Empower our people to creatively engage with internal and external challenges. Adapt to best practices, embrace technological advancements, and address evolving community needs. Enhance our global competitiveness by attracting individuals who share our Vision and Mission.

5 Cultural Shift for Collective Growth

Incorporate insights from our staff engagement survey to drive a cultural shift. Embrace cross-entity collaboration, enhanced communication, solutions-focused approaches, and inclusive leadership. Value the collective voice and feedback of our people for a workplace that encourages growth and motivation.





Our People



Gandangara's Priority Campaigns

As you will read throughout this publication, alongside our captivating photography and community snapshots, GLALC is continuously expanding its reach and strengthening connections with our Members and the broader community year after year. This ongoing effort is achieved through a series of strategically identified priority campaigns, each carefully crafted to ensure a harmonious synergy of messaging and engagement.



Crafting Memorable Experiences; Igniting Customer Joy (Cx)

Get ready for unforgettable moments! Our “Crafting Memorable Experiences” campaign is all about creating magical, memorable experiences for our customers. From personalised service to special surprises, we’re dedicated to igniting joy and leaving a lasting impression.



Caring for Community

Health and Wellbeing: Our Members’ and Community’s health and wellbeing are our top priorities. Through our “Caring for Community” campaign, we’re committed to providing resources, support, and care to ensure everyone can lead happy, healthier lives.



United for Sustainability Campaign

We aim to foster collaboration and drive meaningful change towards achieving our Closing the Gap targets. Through our Corporate Sponsorship and partnership programs, we offer opportunities for organisations and businesses to align themselves with our initiatives and programs. By participating, they not only gain visibility as champions and advocates but also contribute to on-the-ground changes and impact. Together, we can create a more sustainable and inclusive future for all.



Membership Engagement Campaign

Your voice matters! In our “Membership Engagement” campaign, we’re focused on building strong connections and fostering meaningful engagement within our Members and community. Join us as we listen, learn, and grow together to create a vibrant and supportive community for all members.



Happy to Help With Impact

Join us in our mission to make a difference! Our “Happy to Help with Impact” campaign encourages everyone to lend a hand in their community, no matter how small the gesture. Together, we can create meaningful change and spread happiness to those who need it most.



Caring for Country Campaign

We believe in a simple truth: when our lands flourish, so do our people. At Gandangara, we’re not just rehabilitating the land; we’re healing our community through a profound sense of connectedness. Our mission encompasses awareness, education, and revitalisation, all aimed at nurturing our environment and our people. Join us in embracing a grounded approach that nurtures both our environment and our community. Together, let’s care for our Country, ensuring its prosperity for generations to come, guided by our six pillars: Preservation, Protection, Restoration, Sustainability, Conservation, and LORE.

Our Purpose

Gandangara Local Aboriginal Land Council's main purpose, for each of our Members, is to improve, foster and protect the best interest of all Aboriginal persons within the Council's area and all other persons who are Members of the Council (s 51 ALRA 1983) (NSW). The best interests and well-being of Aboriginal peoples can only be determined by Aboriginal peoples. That is why Gandangara Local Aboriginal Land Council is a Member-driven, community-controlled Aboriginal organisation that actively listens to its Members' needs and the ways in which Gandangara Local Aboriginal Land Council can improve, protect and foster those needs.

Through our Community, Land and Business Plan we work hard together with community to become closer, healthier, and stronger. Through a range of services, regular open communication, public meetings, and information sharing, we stay connected, feel a sense of belonging and together we thrive. Just as importantly, we provide a culturally safe place for our Members to come together to yarn, connect, and feel they belong.



We also aim to improve, foster, and protect the best interests of Members and all First Peoples within Gandangara's boundaries by providing greater access to health services, transport, education, mentorship, and work-life opportunities. We actively promote, protect, and celebrate our Aboriginal identity, culture, and heritage as well as manage, develop, and sustain our landholdings, business enterprises, and investments. We also provide and manage community benefit schemes and services.

We achieve all these important outcomes by being strong. We are strong culturally, ethically, organisationally, financially, and strategically. We are strong because that is what we are as a people.

Through our Community, Land and Business Plan we work hard together with community to become closer, healthier, and stronger.



A photograph of two women embracing warmly at what appears to be a community event. The woman on the left is younger, with dark hair, wearing a vibrant, multi-colored patterned shirt. The woman on the right is older, with short white hair and glasses, wearing a blue and white patterned shirt. They are both smiling broadly. In the background, other people are seated at tables under a white tent, suggesting an outdoor community gathering. The word "Connect" is overlaid in large white text across the center of the image.

Connect



Connect

Strong Connections, Shared Belonging

Each connection we form at Gandangara is a step towards solving our community's challenges and enhancing our collective future, one Member at a time. These connections are not just social links but are deep, meaningful relationships built on mutual respect and shared heritage, which are central to our individual and community identity and well-being.

At Gandangara, our Members find profound connections as they rediscover and engage with their Aboriginality—connecting deeply with their mobs, culture, protocols, history, sacred sites, and art. These connections are important in retrieving the truths that have been lost or taken, the truths that are essential to restoring our spirit and making us whole.

From the initial contact – a phone call or a visit – our staff are dedicated to ensuring every Member feels they belong to a community that genuinely cares for their future. The quality of our service from the very first interaction is crucial, as it sets the foundation for lasting and supportive relationships. Once established, it is our ongoing responsibility to nurture



these connections. We are committed to remaining responsive, empathetic, and proactive to the needs of our Members, ensuring that no one misses out and we break down barriers that can help improve each person's future.

Gandangara truly belongs to its Members. We are committed to working for and with our Members to build their personal strength, enhance their sense of belonging, and foster a spirit of unity and cooperation that uplifts every individual. By doing so, we continuously work towards creating a healthier, stronger community where every Member has the support and resources to thrive.

Gandangara truly belongs to its Members. We are committed to working for and with our Members to build their personal strength, enhance their sense of belonging, and foster a spirit of unity and cooperation that uplifts every individual.

Belong

Belonging Together, Growing Together

At Gandangara, belonging is at the heart of our mission. It's about creating a space where every Member feels welcomed, valued, and connected - a place where they can truly say they are a part of something greater than themselves. Our commitment to fostering a deep sense of belonging is essential for nurturing the personal growth and unified healing and harmony that define our community.

Belonging starts with inclusion. From the moment someone becomes a Member, they are invited to participate fully in all aspects of community life. Whether it's through attending meetings, participating in cultural gatherings, or engaging in planning sessions, each Member is encouraged to contribute their voice and talents. This active participation not only fosters a deeper sense of belonging but also strengthens the fabric of our community as everyone works together towards common goals.

We recognise that feeling included goes beyond being invited; it's about being seen, heard, and validated. At Gandangara, we ensure that every Member is known by sight and by name. We create environments where Members do not have to wait for an invitation - they are a natural part of every conversation and decision. Their opinions are sought and respected,

contributing to a culture where everyone feels they have a vital voice in our community's future.

Moreover, belonging means feeling safe and supported. Gandangara provides a sanctuary where Members can share their thoughts and experiences without fear of judgment. It is a place where vulnerabilities can be expressed, and strengths celebrated. We strive to create a supportive network that uplifts and assists every individual, regardless of their journey or needs.

As Members feel more included, accepted, and part of a community, they grow stronger and more confident in their identities and abilities. This growth enhances their contributions to the community, driving us all forward. Together, in this nurturing environment, we don't just belong – we thrive.

Through fostering this profound sense of belonging, we not only help individuals to grow but also ensure that our community becomes a stronger, more cohesive unit. Belonging together means growing together, and at Gandangara, we are committed to walking this path hand in hand with each of our Members, making sure that every person not only feels included but is an integral part of our collective journey.

Belonging starts with inclusion. From the moment someone becomes a Member, they are invited to participate fully in all aspects of community life.





Belong



Thrive



Thrive

Thriving Through Unity

Thriving is deeply rooted in the strong foundations of our community at Gandangara, much like the robust nature of the GyMEA Lily, a symbol of resilience and growth. Thriving for us means more than mere survival; it signifies a flourishing state of well-being where our Members realise their full potential and live fulfilling, happy, and connected lives.

Our approach to helping our Members thrive is holistic, acknowledging the interconnectedness between health and happiness with connections to land or 'country', culture, spirituality, ancestry, family, and community. That's why we embrace the Aboriginal concept of social and emotional wellbeing (SEWB), recognising its profound impact on our collective thriving. Together, we cultivate these connections and create a vibrant, resilient community where everyone can flourish.

We understand that thriving involves the whole person, and it is nurtured through community connections, education, skills development, cultural engagement, social support, and support in overcoming life's challenges. We provide tailored support that respects the unique needs and circumstances of each Member, ensuring they have the tools and resources to succeed.

Gandangara is not just a place but a community that acts as a nurturing ground, fostering the conditions

necessary for each individual to prosper. We see our Members through the lens of an Aboriginal heart, honouring and integrating our cultural values, social codes, and protocols into the support we offer. This culturally sensitive approach ensures that our Members not only survive but thrive by staying true to their roots and embracing their heritage.

We are committed to removing barriers that our Members may face in accessing opportunities for growth. Whether it's providing health services, transport, housing, or guiding them towards better education and qualifications, we are here to support their journey. The commitment of our Members to engage with our services and opportunities for real connection, and to invest in themselves, is matched by our dedication to their success.

Thriving also means having the confidence and support to dream big. At Gandangara, we encourage each Member to envision a brighter future and strive towards it. The strong foundations, like those of the GyMEA Lily, support not just the individual but the entire community, creating a thriving environment where everyone can achieve success and happiness. This commitment to thriving is a testament to the strength and resilience embedded in our community, moving us forward, together.

We understand that thriving involves the whole person, and it is nurtured through community connections, education, skills development, cultural engagement, social support, and support in overcoming life's challenges.





Six Stages to Developing a Community, Land & Business Plan

Stage 1: Introduction

- Legal Framework under ALRA 1983 (NSW)
- Purpose and Mandate of CLBP
- Importance of Community Engagement.



Stage 2: Community Engagement and Consultation

- Inclusive Consultation Methodology
- Strategies for Cultivating Community Engagement.



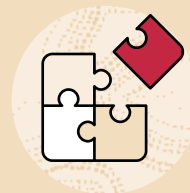
Stage 4: Development Process

- Legal Requirements for Approval
- Consultation Process Overview
- Compilation of Reports and Draft CLBPs.



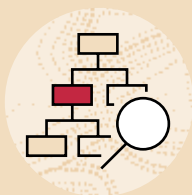
Stage 3: CLBP Components

- Key Priority Areas
- Objectives and Strategies
- Short, Medium, and Long-Term Goals
- Operational Plan.



Stage 5: Implementation and Monitoring

- Action Plans and Measurable Results
- Reporting and Feedback Mechanisms
- Annual Review and Adjustments.



Stage 6: Conclusion and Implementation

- Approval Process and Submission Requirements
- Continuous Improvement and Adaptation
- Long-Term Vision and Achieving Strategic Goals.





Stage 1. Introduction

Gandangara Local Aboriginal Land Council (GLALC) is incorporated under the New South Wales Aboriginal Land Rights Act 1983 hereafter, ALRA 1983 (NSW). The 2006 amendments to the ALRA 1983 (NSW) require Local Aboriginal Land Councils (LALCs) to develop a Community, Land and Business Plan (CLBP), which functions as the overall strategic Plan for the Land Council, and which must be adopted and implemented nine months after the election of a new Board of Directors.

See page 69 for our Legislation considerations

The primary purpose of the Community, Land and Business Plan (CLBP) is to serve as the overarching strategic plan for GLALC, outlining its objectives and strategies across various domains, including Aboriginal culture and heritage, community benefits schemes, land management, business enterprises, and other pertinent areas. It is a vital tool for ensuring the effective management and sustainable development of GLALC's resources and assets.

Community engagement lies at the core of the CLBP development process. By actively involving Members of the community, including GLALC's Members, Community and

other stakeholders, in consultations and decision-making processes, the CLBP reflects the collective aspirations, needs, and priorities of the community it serves. This inclusive approach fosters a sense of ownership and ensures that the CLBP effectively addresses the challenges and opportunities facing GLALC and its constituents.



Stage 2. Community Engagement and Consultation

Inclusive Consultation Methodology

Effective community engagement is pivotal to the development of the Community, Land, and Business Plan (CLBP) of the Gandangara Local Aboriginal Land Council (GLALC). This section outlines the methodologies, objectives, and strategies employed to ensure inclusivity and meaningful participation from all stakeholders.

GLALC implements a multifaceted approach to consultation, ensuring representation from diverse segments of the community. This methodology encompasses various channels such as community meetings, surveys, focus groups, and one-on-one interviews. Additionally, GLALC utilises both traditional and digital platforms to reach a broader audience and accommodate varying accessibility needs. By embracing inclusivity, GLALC ensures that every voice is heard and valued in the CLBP development process.



Methodology

Our Community Land and Business Plan (CLBP) consultation methodology is designed to be inclusive, comprehensive, and participatory, involving key stakeholders across various entities. The process is structured to capture diverse perspectives and align organisational strategies with the evolving needs of our Members and community.

Audience Inclusivity

- Five critical audiences: Staff, Board, Members and Community, and Established Elders in Residence (Members) and Stakeholders.

Compliance and Governance

- To ensure strict adherence to legislation, we establish a meticulously structured compliance process, aimed not only at meeting but surpassing expectations
- This entails meticulously ensuring completion of consultation registrations, effective communication and maintenance of photo release details, and implementing a seamless methodology tailored to accommodate the diverse needs and engagement preferences of our stakeholder groups.

Staff Consultations

- Initiates the consultation process within a focused staff conference
- Utilises a round-robin exercise facilitated by entity leads, examining strategies through the lenses of Establish, Evolve, or Complete within the existing priority areas.

Board Consultations

- Engages the Board to review and refine key priorities and strategies
- Applies the Establish, Evolve, or Complete lens to align with the organisation's mission, vision, values, and goals.

Entity Engagement

- Entities actively contribute by submitting projects, initiatives, innovation endeavours, and growth strategies for community review
- Classifies projects as new, established, or evolved, fostering collaboration and ensuring alignment with overarching objectives.

Member and Community Consultations

- Specialised sessions conducted outside regular working hours promote broad community engagement
- Invites Members and the community to provide feedback, insights, and ideas that contribute to the CLBP development and growth
- Our surveys enabled us to gain insights into the community and conduct a landscape analysis. Recognising the critical importance of understanding economic, social, and familial circumstances, alongside the assessment of economic dynamics, social structures, familial ties, and other pertinent factors, we ensure that our strategies are intricately informed by the diverse realities and needs of those we serve.

Yarn Up - Elders in Residence

- Leverages the wisdom of Elders in Residence through an active Members Elder yarn-up group
- Utilises priority areas and associated strategies as a framework for meaningful conversations, ensuring alignment with community needs and traditional knowledge.

Thematic Analysis

- Incorporates a thematic analysis approach to identify recurring themes and insights across stakeholder groups
- Themes guide the synthesis of objectives and strategies for the CLBP.

Draft Syntheses

- Three draft syntheses are created based on stakeholder reports:
 - Members & Community
 - Board of Directors, and
 - Management & Staff.

Alignment and Refinement

- Themes are refined through an analysis of repetitions across the three stakeholder groups
- Alignment and cross-over of common themes are prioritised for inclusion in the final CLBP.

Presentation and Approval

- Presents Version 1 themes to Members for approval at a designated meeting
- Achieves unanimous approval through a formal resolution process.



NSWALC Community Outcomes Moving Forward Together at Yarpa, 22/05/24

Strategies for Cultivating Community Engagement

GLALC employs a range of strategies to cultivate meaningful community engagement throughout the CLBP development process. These strategies include fostering open communication channels, organising inclusive events and workshops, leveraging cultural and community networks, and providing resources and support for participation. By fostering a culture of engagement and collaboration, GLALC ensures that the CLBP reflects the diverse perspectives and aspirations of the community it serves.



Stage 3: CLBP Components

Key Priority Areas

These priority areas serve as focal points for directing resources and efforts toward achieving the overarching goals of the plan. They encompass critical aspects of GLALC's operations and community engagement initiatives, ensuring alignment with the organisation's mission and vision.



Engaging with Our Members & community



The Acquisition, Management & Development of Land & Other Assets



The Provision & Management of Community Benefit Schemes (CBS)



Business Enterprises & Investments



Aboriginal Culture & Heritage

Objectives and Strategies

The common themes from the CLBP of each group were pulled out and the themes which repeated the most across the groups were selected for inclusion in a single, compiled, draft CLBP.

Short, Medium, and Long-Term Goals

GLALC sets short-term, medium-term, and long-term goals to provide a structured framework for planning and implementation. By establishing clear goals across different timeframes, GLALC ensures continuity and progress toward its overarching mission.

- **Short Term:** Typically covers activities and goals to be achieved within the next 6-12 months
- **Medium Term:** Encompasses plans and objectives for the next one to two years
- **Long Term:** Focuses on your organisation's vision and goals for the next two to four years.

Operational Plan

The operational plan translates the strategic objectives and goals outlined in the CLBP into actionable steps and initiatives on a day-to-day basis. It delineates specific actions, timelines, responsible parties, and resource allocations required to execute the strategic plan effectively. The operational plan serves as a roadmap for GLALC's staff and stakeholders, providing guidance on the implementation of strategies, monitoring of progress, and evaluation of outcomes. Through meticulous planning and execution, GLALC ensures alignment between its strategic vision and operational activities, driving sustainable growth and development within the community.

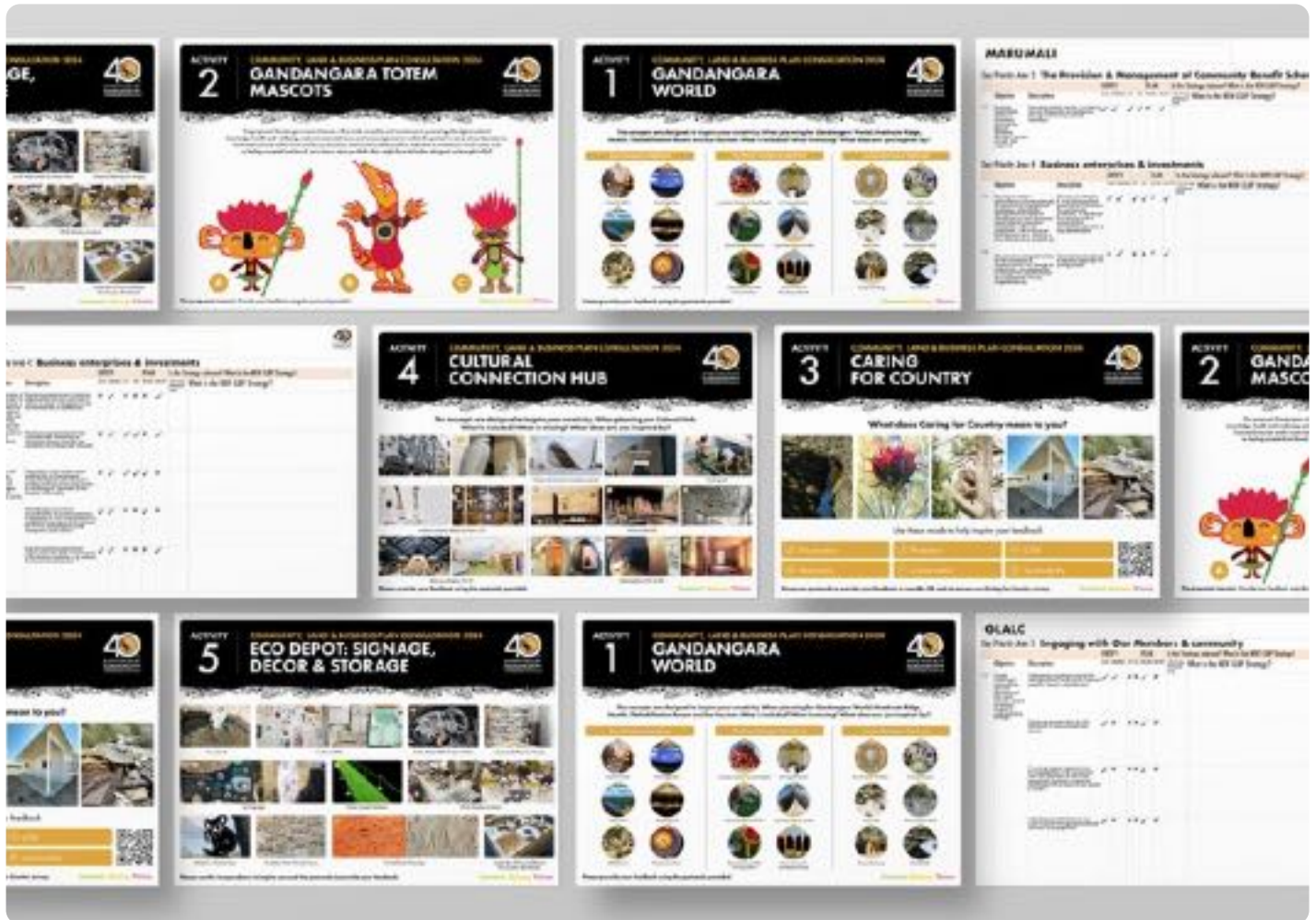


Stage 4: Development Process

Legal and Compliance Requirements for Approval

Adhering to legal requirements is paramount in the development and approval of the Community, Land, and Business Plan (CLBP) of the Gandangara Local Aboriginal Land Council (GLALC). The approval process is governed by the Aboriginal Land Rights Act 1983 (NSW) (ALRA 1983), which stipulates specific guidelines and procedures that must be followed. These requirements include providing notice to members, conducting meetings in accordance with specified timelines, and documenting approvals through certified minutes and attendance records. GLALC ensures compliance with these legal requirements to validate the legitimacy and enforceability of the CLBP within the regulatory framework.





Resources

To facilitate we prepared the following:

- An Agenda
- Comprehensive presentation slides
- Strategy and Objective Activity Booklets
- Activity Boards and feedback sheets.

These materials outline the purpose and goals of the Community, Land & Business Plan review process, providing a solid foundation for community involvement.



Community, Land and Business Plan Compliance

Section 84 (1) of the ALRA 1983 (NSW) states that a CLBP of a LALC is adopted if it is approved by Members at a meeting of which not less than 14 clear days' notice has been provided to Members.

If the LALC mails out a notice to Members, ensure an additional 7 business days postage time (weekends and public holidays not included). Further, if the LALC is proposing to convene an additional workshop, the workshop will not require any specific amount of notice as this is just a workshop and not considered an ordinary meeting of the LALC. If the LALC is proposing to conduct other LALC business to coincide with the workshop, then the ordinary 7 clear days' notice will need to be provided.

Once the CLBP has been approved by the Members, the LALC is required to submit the following information to NSWALC for assessment within 14 days as per Section 84 (5A) (a) & (b) and NSWALC policy:

- 1 Copy of the approved CLBP
- 2 Copy of the meeting minutes (certified by Chairperson) approving the plan ensuring that the vote count has also been included
- 3 Copy of the advertised notice ensuring 14 clear days have been provided (additional 7 business days if posting)
- 4 Copy of postage receipt if mail out conducted
- 5 Copy of certified Membership roll
- 6 Copy of attendance sheet
- 7 Copy of declarations (attached) certified by the Chairperson.

Consultation Process Overview

The consultation process forms the cornerstone of CLBP development, facilitating meaningful engagement and collaboration with GLALC's stakeholders. GLALC implements a comprehensive consultation strategy, involving members of the community, Board of Directors, management, staff, and external stakeholders. The process encompasses various activities such as community meetings, workshops, surveys, and feedback sessions conducted over a specified timeframe. By soliciting input and insights from diverse perspectives, GLALC gains valuable feedback to inform the drafting of the CLBP, ensuring alignment with community needs and aspirations.

Compilation of Reports and Draft CLBPs

Following the consultation process, GLALC compiles reports and drafts CLBPs based on the feedback and insights gathered from stakeholders. These reports document the outcomes of consultations, including key findings,

themes, and recommendations identified by different stakeholder groups. GLALC collates this information into comprehensive reports for Members, the Board of Directors, and management and staff, respectively. From these reports, GLALC derives common themes and priorities to be incorporated into the draft CLBP. The drafting process involves reviewing inputs from multiple sources to develop a cohesive and actionable plan that reflects the collective vision and aspirations of the community.



Stage 5: Implementation and Monitoring

- Action Plans and Measurable Results
- Reporting and Feedback Mechanisms
- Annual Review and Adjustments.

Action plans within the Community, Land, and Business Plan (CLBP) of the Gandangara Local Aboriginal Land Council (GLALC) outline specific steps and initiatives aimed at achieving strategic objectives, accompanied by measurable indicators to track progress effectively. Reporting and feedback mechanisms serve as essential tools for assessing the implementation of the CLBP, providing stakeholders with transparent insights into the outcomes achieved and gathering valuable feedback for continuous improvement. Through an annual review process, GLALC evaluates the effectiveness of its strategies and makes necessary adjustments to ensure alignment with evolving community needs and organisational priorities.

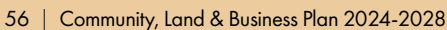


Stage 6: Conclusion and Implementation

- Approval Process and Submission Requirements
- Continuous Improvement and Adaptation
- Long-Term Vision and Achieving Strategic Goals.

The approval process and submission requirements for the Community, Land, and Business Plan (CLBP) of the Gandangara Local Aboriginal Land Council (GLALC) adhere to stringent guidelines outlined in the Aboriginal Land Rights Act 1983 (NSW) (ALRA 1983). These requirements necessitate thorough documentation, including certified minutes and attendance records, ensuring compliance with legislative mandates. Continuous improvement and adaptation are central to GLALC's approach, reflecting a commitment to ongoing refinement and responsiveness to changing community dynamics. By fostering a culture of innovation and learning, GLALC harnesses feedback and data insights to iteratively enhance its strategies and operations. Guided by a long-term vision, GLALC focuses on achieving its strategic goals, driving sustainable development and empowerment within the community. Through strategic planning and concerted efforts, GLALC aspires to realise its vision of fostering socio-economic prosperity and cultural preservation for future generations.

Historic Community, Land & Business Plans



- Available: integrated and developed (2) along with two (2) for National Land Council (NLC).
- Overall: overall of the (2) National Land Council (NLC) and overall of the (2) National Land Council (NLC).
- Overall: overall of the (2) National Land Council (NLC) and overall of the (2) National Land Council (NLC).
- Overall: overall of the (2) National Land Council (NLC) and overall of the (2) National Land Council (NLC).



Demographic information:

The population data below is based on the Australia Bureau of Statistics (ABS) 2016 Census Data.

| Local Government Area (LGA) | Population (2016) | Population (2016) | % |
|-----------------------------|-------------------|-------------------|------|
| Local Government Area (LGA) | 1,000 | 1,000 | 100% |
| Local Government Area (LGA) | 1,000 | 1,000 | 100% |
| Local Government Area (LGA) | 1,000 | 1,000 | 100% |
| Local Government Area (LGA) | 1,000 | 1,000 | 100% |
| Local Government Area (LGA) | 1,000 | 1,000 | 100% |
| Local Government Area (LGA) | 1,000 | 1,000 | 100% |
| Local Government Area (LGA) | 1,000 | 1,000 | 100% |

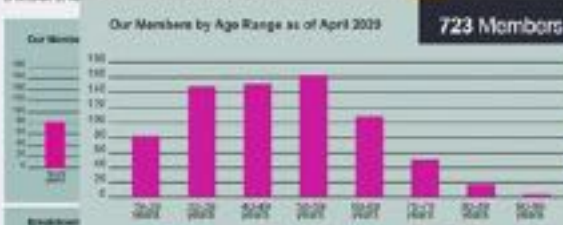


10. A group of people sitting around a table, engaged in a discussion or meeting.

Members Analysis

Our Members

The total number of our members is 723 as of April 2023. In the past 12 months, our membership has grown from 687 members to 723 members (36 new members). Our members are 75% Aboriginal and 25% non-Aboriginal.



723 Members



Our members are diverse in age, gender, and ethnicity. Our members are also diverse in their interests and hobbies. Our members are also diverse in their education levels and employment status.



CLBP Consultations Sessions: Members & Community, Board & Staff

| Date | Time | Location | Topic |
|------------|------------------|------------|------------|
| 10/11/2023 | 9:00am - 11:00am | 10/11/2023 | 10/11/2023 |
| 10/11/2023 | 9:00am - 11:00am | 10/11/2023 | 10/11/2023 |
| 10/11/2023 | 9:00am - 11:00am | 10/11/2023 | 10/11/2023 |
| 10/11/2023 | 9:00am - 11:00am | 10/11/2023 | 10/11/2023 |
| 10/11/2023 | 9:00am - 11:00am | 10/11/2023 | 10/11/2023 |



| | |
|--|--|
| <ul style="list-style-type: none"> • Land management • Cultural heritage and identity • Land management, cultural heritage • Land management, cultural heritage • To be included in the table for all land management (land management) • Strategic relationship | <ul style="list-style-type: none"> • Cultural education and training center • Preparation of educational and training center • Cultural education and training center • Cultural education and training center • Cultural education and training center • Cultural education and training center |
| <ul style="list-style-type: none"> • Identification of business opportunities • Foster, encourage and support local Aboriginal entrepreneurs • Foster, encourage and support local Aboriginal entrepreneurs • Foster, encourage and support local Aboriginal entrepreneurs • Foster, encourage and support local Aboriginal entrepreneurs • Foster, encourage and support local Aboriginal entrepreneurs | <ul style="list-style-type: none"> • Access additional housing to the demand • Implement a housing program • Implement a housing program • Implement a housing program • Implement a housing program • Implement a housing program |
| <ul style="list-style-type: none"> • Indigenous programs to get off to a start • Indigenous programs to get off to a start • Indigenous programs to get off to a start • Indigenous programs to get off to a start • Indigenous programs to get off to a start • Indigenous programs to get off to a start | <ul style="list-style-type: none"> • Medical and Dental Clinics • Medical and Dental Clinics • Medical and Dental Clinics • Medical and Dental Clinics • Medical and Dental Clinics • Medical and Dental Clinics |
| <ul style="list-style-type: none"> • Assist members to get full employment • Assist members to get full employment • Assist members to get full employment • Assist members to get full employment • Assist members to get full employment • Assist members to get full employment | <ul style="list-style-type: none"> • Promote and support community events • Promote and support community events • Promote and support community events • Promote and support community events • Promote and support community events • Promote and support community events |

How Gandangara is helping to Close the Gap

The table below shows the progress of the various programs and initiatives that are being implemented by the Gandangara Local Aboriginal Land Council. The table shows the progress of the various programs and initiatives that are being implemented by the Gandangara Local Aboriginal Land Council.

| Member Details | Member Details |
|----------------|----------------|
| Member Details | Member Details |
| Member Details | Member Details |

Methodology in developing the CLBP

- Ten (10) Members & community consultation sessions (booked)
- Two (2) consultation report (feedback sessions) on the results to Members
- Four (4) Board workshop sessions scheduled (day sessions)
- One (1) meeting with external stakeholders, industry partners and government agencies



Community Land and Business Plan 2024-2028

The table below shows the progress of the various programs and initiatives that are being implemented by the Gandangara Local Aboriginal Land Council. The table shows the progress of the various programs and initiatives that are being implemented by the Gandangara Local Aboriginal Land Council.

| Member Details | Member Details |
|----------------|----------------|
| Member Details | Member Details |
| Member Details | Member Details |

Community, Land & Business Plan 2024-2028 Framework

Strategic Alignment

- NSW Aboriginal Employment Strategy 2019-2025
- The National Aboriginal and Torres Strait Islander Health Plan 2021–2031
- Aboriginal and Torres Strait Islander Heritage Protection Act 1984
- Aboriginal and Torres Strait Islander Action Plan 2023–2025

Internal Factors



Leadership and Governance

Message From Our Deputy Chairperson — Page 11
Message From Our CEO — Page 16

Mission Statement

Gandangara Local Aboriginal Land Council will endeavour to improve, protect and foster the best interests of all Aboriginal persons' within our jurisdiction, intrinsically, is to ensure that such connection and belonging to the Land is experienced by all Aboriginal persons and that this connection is protected by rights, by law, and by means of the advancement of our peoples' prospects and opportunities to live a full and realised life. — Page 24

Vision Statement

Gandangara Local Aboriginal Land Council serves as a meeting place for local Aboriginal people and the broader community to come together to Connect, Belong and Thrive, where they feel a sense of belonging through connection with each other and with our Land. — Page 34

Organisation Culture, Values and Principles — Page 29

- Respect and Understanding
- Diversity and Inclusion through Unity
- Accountability and Responsibility
- Care for Family and Country
- LAW and LORE.

Risk Management Practices — Page 78



External Factors — Page 68

Political

Economic

Social



Five Key Priority Areas



Key Priority Area 1
Engaging with Our Members
and Community — Page 95



Key Priority Area 2
The Acquisition, Management and
Development of Land and other Assets
— Page 96

Campaigns — Page 36

Happy to Help with Impact

Caring for Country

United for Sustainability

Connect

- Engagement forms strong connections
- Everything we do communicates — Page 40

Belong

- Being heard and listened to, being a GLALC family

- National Agreement on Closing the Gap
- Native Title Act 1993

- Aboriginal Land Rights Act 1983
- NSWALC Strategic Plan 2022-2026

- Aboriginal and Torres Strait Islander Procurement Strategy.

The Gandangara Way – Page 28



Gandangara's "Our People" Strategy

Aiming to make GLALCs a leading employer for First Peoples by creating supportive, culturally safe work environments and enhancing employment and training opportunities. – Page 32

Our People are passionate, driven, and dedicated to making a difference, working together to reach new.

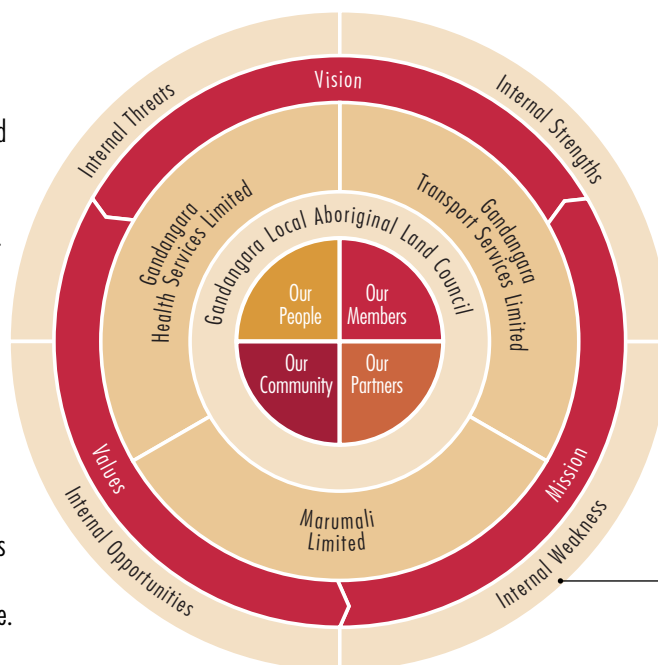


Organisational Structure – Page 88



Probity – Page 64

Our Community welcomes and fosters a Connect, Belong and Thrive experience.



Our Members are the heart of our community, bringing unique perspectives and experiences.

SWOT Analysis
– Page 66

Technological

Legal

Environmental



Key Priority Area 3
The Provision and Management of
Community Benefits Schemes (CBS)
– Page 98



Key Priority Area 4
Business Enterprises
and Investments – Page 100



Key Priority Area 5
Aboriginal Culture
and Heritage – Page 102

Caring for Community

Crafting Memorable Experiences; Igniting Customer Joy (Cx)

Membership Engagement

- Raising each other up – Page 42

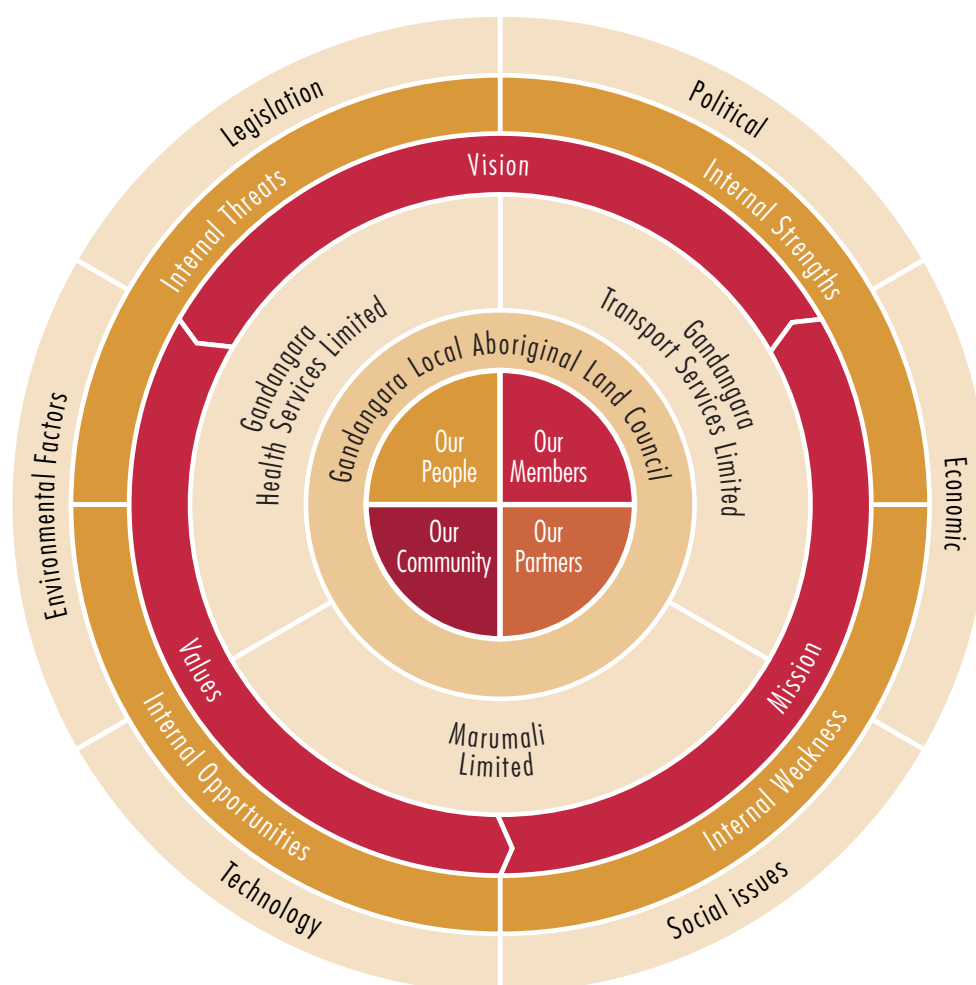
Thrive

- The importance of ambassadorship

- Holistic thriving means high performing teams and high performing people – Page 44

Strategic Planning & Alignment

In the dynamic landscape of a contemporary Local Aboriginal Land Council environment, strategic alignments stand as the cornerstone for organisational success. Here, astute strategic planning and processes are paired with community-led and co-designed initiatives, reflecting the unique values and priorities of the indigenous communities they serve.



Mission, Vision, and Values

Nestled within this strategic architecture lies the hierarchy of mission, vision, and value statements, serving as guiding principles that inspire and align actions towards a shared purpose. The mission statement articulates Gandangara's core purpose, while the vision statement outlines its desired future state. Values embody the principles and beliefs that guide decision-making and behaviour, fostering a culture of integrity, respect, and community empowerment.


Goals and Objectives

Goals represent aspirations for Gandangara local Aboriginal Land Council's aims to achieve. Objectives are specific measurable targets that support the achievement Gandangara local Aboriginal Land Council's goals. Objectives must be smart, specific, measurable and time bound to ensure progress can be tracked and performance measured in key performance indicators.


The adoption of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals translates strategic intent into actionable milestones, driving focused efforts towards desired outcomes. These goals provide clarity and accountability, guiding the implementation of strategic initiatives and facilitating progress tracking.

Our SMART goals serve as guiding principles woven throughout the organisation, enhancing our capacity to deliver effectively across various domains. From strategy


formulation and continuous quality improvement (CQI) to elevating customer service (Cx) and rigorous evaluation, our SMART goals drive action and implementation at every level. They underpin our people strategy, empowering our workforce to align their efforts with organisational objectives. Furthermore, our internal strategic ambassadors champion the adoption and integration of SMART goals, ensuring that they remain ingrained within our organisational culture, fostering accountability and driving sustainable success.


S


Specific
The goal must be very specific and grounded in something that's significant to you.


M


Measurable
The goal must have some sort of measurement (days, dollars, kilometers, etc.).


A

Achievable
The goal must be realistic and reasonable.


R

Relevant
The goal must relate to what you're hoping to accomplish.


T

Time-Bound
The goal must have a timeframe and that timeframe must be reasonable.

Internal and External Analysis

These alignments are rooted in a comprehensive understanding of both internal and external contributing factors, serving as the compass guiding the organisation towards its desired future state. Internally, factors such as organisational culture, structure, and resources play pivotal roles in shaping strategic directions. Below our table of internal and external factors are considered at every stage of strategic planning.

| Internal | External |
|---|------------------------------------|
| Organisational Culture, Our Values and Principles | Political Landscape |
| Organisational Structure | Economic Factors |
| Resource Allocation | Social and Cultural Trends |
| Leadership and Governance | Technology Advancements and Uptake |
| Employee Engagement and Alignment | Legislation and Constitution |
| Performance Management Systems | Environmental Factors |
| Communication and Collaboration | Globalisations and International |
| Learning and Development | Partner Relationships |
| Change Management Capabilities | Client and Customer Feedback |
| Risk Management Practices | Competitive Landscape |

Mount Gandangara

By Dr Melissa Williams



Climbing a mountain is no easy feat. It takes a trained team with the right equipment, time, effort, and lots

of luck, so not everyone can do it.

When you succeed, you are met with a view that not many get to experience. Once you have completed it, all you are left with is the experience, which is a memory. The pride you feel from the success is the pride of surviving the task and the challenge. You need to put any task into perspective, and an ant that climbs onto the back of an elephant is the same as the task of a human climbing a mountain.

We are often faced with what seems like impossible obstacles; we are trying to

increase income streams, we are trying to protect our heritage and culture, make land claims and protect the interests of our Members. If we feel like it's hard work, then we are right to feel that way because it's hard work. If it was easy, then many more people would be doing it. If we are flat-out working, sometimes we forget about how big and how hard the task is and what we have achieved. We need to remember why we are doing what we are doing to give us the motivation to do what we need to do. The standard we want and expect from others is the standard we set for others. How we treat each other, and others sets the standard for our community. Our Community, Land & Business Plan (CLBP) is our guide and compass; without it, we do not have direction in where we are going.

To be able to drive and develop the plan, we need to understand how the plan and its expectations of us affect the plan and its implementation. It is our willingness to undertake actions without waiting to be told is essential in achieving our goals.

In the face of adversity, it is our shared vision and unwavering determination that propel us towards our goals. As we prepare to embark on the next phase of our journey, let us carry forward the lessons learned from climbing our metaphorical mountain. Together, we will continue to scale new heights and build a prosperous future for our community.



Key Points

- 1 Climbing a mountain requires a trained team, proper equipment, and perseverance.
- 2 Overcoming challenges fosters a sense of pride and accomplishment.
- 3 Our community faces daunting obstacles in achieving its goals.
- 4 Maintaining motivation and upholding standards are crucial in our journey.
- 5 The CLBP serves as our roadmap for progress and development.



In the ascent of our metaphorical mountain from a business perspective, success is achieved when we meticulously align tools, resources, people, and processes, while continuously improving Customer Experience (Cx) and adapting to our environment. With the right tools at our disposal, supported by adequate resources, our skilled team executes streamlined processes with precision. This synergy enables us to overcome obstacles,

maximise efficiency, and reach new heights of productivity and profitability. Furthermore, our commitment to continuous quality improvement ensures that we evolve and adapt to the changing business landscape, staying responsive to customer needs and market dynamics. Through this holistic approach, we not only climb the mountain but also thrive in the ever-evolving terrain of business.

Community, Land & Business Plan Consultation

Vision ► Mission ► Values

Our People 2024-2028: Strategies, Goals & Objectives

Risk ► Governance ► Policies & Procedure ► Compliance

Action Plan ► Process

Entity Plans ► Sources ► Manage ► Evaluate

Gandangara Local Aboriginal Land Council

Marumali
Limited

Gandangara Health
Services Limited

Gandangara Transport
Services Limited

INTERNAL FACTOR

Probity

Probity and integrity are foundational principles at the heart of our organisation, guiding every aspect of our operations and interactions.

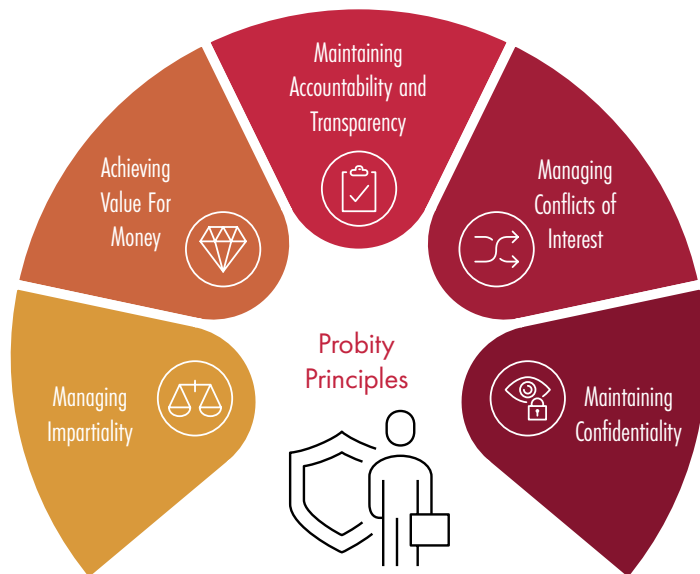
Upholding uprightness and honesty, we are committed to making sound decisions that reflect our values and mission. This commitment is reflected in our policies and procedures, from our Code of Conducts for Members, Board and Staff to our Finance and Procurement Policy to our Cultural Safety Policy. All are developed and designed to ensure transparency, accountability, and consistency in practice.

By embedding these principles into our organisational culture, we strive to create an environment where ethical behaviour is not just encouraged but expected.

At our organisation, addressing probity is everyone's business and an integral part of decision-making and project management.

From senior leadership to frontline staff, each member of our team plays a vital

role in maintaining high standards of integrity. Our people and processes serve as a testament to our dedication to probity, demonstrating our commitment through actions and outcomes. By fostering a culture of integrity, we ensure that our practices are aligned with our values, thereby strengthening the trust and confidence of our members, stakeholders, and the wider community.



Integrity

- Uprightness and honesty, making good decisions
- Key components
- Policies and procedures
- Consistency in practice
- Demonstration through people and processes.

Addressing Probity is everyone's business and part of decision making, project management and process management.





Strengths, Weaknesses, Opportunities & Threats (SWOT)



Strengths

1. **Active Community Elders:** The presence of active community Elders provides valuable guidance, wisdom, cultural governance, and cultural continuity.
2. **Community-Elected Board:** Governance by a community-elected Board ensures representation and accountability, fostering transparency and inclusivity.
3. **Expertise and Commitment:** Our expertise and commitment to our members and community is evident through dedicated staff and board members.
4. **Passionate Community:** A passionate community, including members, board, and staff, contributes to a vibrant and engaged environment.
5. **Resilience:** We demonstrate resilience in overcoming challenges and adversity, ensuring continuity and sustainability.
6. **Financial Independence:** Financial independence enables autonomy and self-reliance in decision-making and resource allocation.
7. **Self-Funded, Aboriginal Community Controlled Health Organisation (ACCHO):** The presence of a self-funded community-controlled medical and health services centre enhances community health and well-being.
8. **Large Land Holdings:** Being the largest landholder in Sutherland Shire provides opportunities for economic development, cultural preservation, and community projects.
9. **Strong Community Engagement:** Strong community engagement fosters collaboration, participation, and ownership of initiatives and programs.
10. **Community-Driven:** We meet the specific needs and aspirations of our members, fostering a sense of ownership, participation, and sustainability.
11. **Gathering Place:** We serve as a gathering place for community members, promoting social cohesion and cultural exchange.
12. **Environmental Stewardship:** A commitment to Caring for Country, culture, and people demonstrates environmental stewardship and cultural preservation efforts.
13. **Partnerships and Engagement:** Strong partnerships and engagement with external stakeholders enhance resources, expertise, and support for community initiatives.



Threats

1. **Market Competition:** Competition for market share poses risks to our economic viability, sustainability, and revenue generation.
2. **Pace of Development:** Rapid development in Greater Western Sydney, including the airport, may lead to land use conflicts, environmental degradation, and community displacement.
3. **Rapid Expansion:** Opportunities for growth and expansion may strain resources and capacity.
4. **Boundary Challenges:** Organisations working outside their boundaries or remit may encroach on our jurisdiction, resources, and community engagement.
5. **Legal and Legislative Changes:** Changes in government legislation, policies, and compliance requirements may impact operations, funding, and governance structures.
6. **Environmental Risks to our GLALC-owned lands:** Illegal dumping, contamination, and land developments from government and private organisations threaten sacred sites, fauna, flora, and environmental sustainability.
7. **Funding Uncertainty:** Susceptibility to changes in grants, funding availability, and compliance requirements may disrupt program delivery and financial stability.
8. **Land Claim Delays:** Delays in determining land claims may prolong legal processes, affecting land tenure, development plans, and community aspirations.



Integrating SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and community consultation further enriches the strategic planning process. SWOT analysis identifies internal strengths and weaknesses, as well as external opportunities and threats, providing valuable insights into potential avenues for growth and areas requiring attention. Community consultation ensures that strategic initiatives are aligned with the needs, aspirations, and cultural values of the indigenous communities, fostering ownership and participation in the planning process.

Weaknesses



1. **Inactive Members:** Inactive membership poses challenges in achieving full community participation and representation in decision-making processes.
2. **Resource Limitations:** Limited resources may constrain our capacity to implement projects, initiatives, and services effectively.
3. **Lack of Diversified Services:** The absence of diversified services and specialists in allied health may limit our ability to meet the diverse needs of its members.
4. **High Compliance requirements to meet the Aboriginal Land Rights Act:** pose challenges due to their complexity and rigorous nature, potentially straining resources and operational efficiency.
5. **Housing Stock Deficiency:** Insufficient housing stock to meet future member needs presents challenges in addressing housing demand and accommodation issues.

Opportunities



1. **Strategic Location:** Spanning the largest urban population of Aboriginal people in Australia provides opportunities for community development, economic growth, and cultural exchange.
2. **Infrastructure Boom:** The infrastructure boom in South Western Sydney offers opportunities for site work, partnerships, employment, and economic development initiatives.
3. **Western Sydney Airport:** The development of the Western Sydney Airport presents opportunities for economic growth, tourism, and employment generation.
4. **Media Coverage:** Positive press media coverage can raise awareness, attract investment, and promote community initiatives and achievements.
5. **Cultural Tourism:** Cultural tourism opportunities enable the organisation to showcase heritage, traditions, and cultural practices, attracting visitors and generating revenue.
6. **Enterprise Expansion:** Expansion of enterprises including the West Invest Cultural Connection Centre, the Gandangara Support Centre (Veterans and Youth), and the health precinct diversifies revenue streams, enhances services, and promotes economic self-sufficiency.
7. **Asset Development:** Development of assets and land holdings for future housing stock addresses accommodation needs and supports community growth and sustainability.
8. **National Closing the Gap Reform Strategies:** The National Closing the Gap Reform Strategies provide an opportunity for GLALC to forge formal partnerships, enhance community-controlled initiatives, reform government practices, and improve data accessibility, empowering our community to make informed decisions and drive positive change.
9. **Cultural Awareness:** Strengthening cultural awareness and knowledge capabilities within the community fosters pride, identity, and cultural preservation efforts.

PESTLE Framework

Externally, a thorough analysis through frameworks like PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) illuminates the opportunities and threats posed by the broader socio-economic landscape.

Political

- Change of Government
 - NSW Teaching reform
 - Housing?
- Voice - No Vote outcome
 - decision-making processes and resource allocation
- Politics within the Land Council and Land Council networks
- Reforms:
 - Domestic Violence reform
 - Aged care reform policies
- Education gap
- Unemployment for youth
- Local Government Area Council
- Political representation and
- Closing the Gap and Aboriginal Employment Strategy 2019-2025.

Economic

- Cost of Living Crisis
- Ongoing Economic Disparities
- High unemployment contributes to already pressing
- Situation
- Economic impact on community mental health
- Tourism Opportunities
 - 2026 WSIA
- Increased spend on Western Sydney Infrastructure
- Economic recovery post-pandemic.
- Inflation at an all time high.

Social Issues

- Community Social cohesion
- Youth unemployment: education and skills development needed
- Partner with RTO's in local area to enhance education and employment for youth, also provision of personal finance coaching and life-skills education
- Changed working models and preferences.

Technology

- Cybersecurity for GLALC
- Technological Advances
- Connectivity issues with ICT providers, which could lead to disrupted services, present a level of risk.

Environmental Factors

- Impacts of climate change NSW faces environmental challenges such as droughts, bushfires, and rising sea levels – NSW Parliamentary Inquiry May 2024
- Strong focus on renewable energy
- Environmental sustainability needs
- Planning regulations and local Council relationships
- Continued pollution, via illegal dumping and land access
- Growing sustainability initiatives driving businesses to adopt eco-friendly and sustainable practices (GLALC benefit – Caring for Country).

Legislation

- Emendations and changes to the ALRA (1983, Cth)
- and ALRA (Regulations) always evolving
- New Bill tabled in Parliament on Culture and
- Heritage reform (a positive opportunity for Aboriginal organisations)
- Community, Land and Business Plan 2024-2028
- Changes to Native Title Act (1993) and its relationship to the ALRA
- Privacy Act
- ATO regulations and probity reforms
- Fair Work Act (2009)
- Biodiversity Conservation Act (2016)
- Corporations Act (2001) and the ACNC
- Reporting relationship to NSWALC.

Legislative Frameworks

These Acts impact, guide and/or determine Gandangara Local Aboriginal Land Council's Operations

| Act | Impact |
|---|---|
| Aboriginal Lands Right Act 1983 (NSW) | Constitutes all Local Aboriginal Land Councils, including GLALC, and sets out their objects and functions, which include "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". Provides the right to claim land and sets out the way land vested in GLALC must be dealt with, among other things. |
| Anti-Discrimination Act 1977 (NSW) | Requires equality of opportunity, particularly in employment, irrespective of race, religion, sex, marital status, etc. Under the GLALC Aboriginal Employment Strategy, certain positions may be designated as Identified Aboriginal positions. Designated development programs which include vocational and professional development opportunities are available for Identified Aboriginal people to assist in increasing the participation of Aboriginal people at all levels of the organisation in accordance with the Anti-Discrimination Act 1977 (NSW) and the Racial Discrimination Act 1975 (Cth). |
| Biodiversity Conservation Act 2016 (NSW) | Establishes the mandatory requirements for biodiversity assessment and requires proponents to offset biodiversity impacts through the Biodiversity Offset Scheme. These requirements typically place a heavy burden on GLALC to provide offsets for land it wishes to develop. |
| Local Government Act 1993 (NSW) | Establishes the system of local government in NSW. Impacts GLALC in the provision of services (e.g., parks, library, childcare facilities) and assessing applications for land development. |
| Commonwealth and State Taxation Legislation | GLALC is exempt from a range of State and Commonwealth taxes, rates and charges, including: <ul style="list-style-type: none"> • Stamp duty • Land tax • Income tax; and • Fringe benefits tax (up to threshold limits). |
| Environmental Planning and Assessment Act 1973 (NSW) | Establishes the framework under which land is managed and used in NSW through a range of planning instruments including: <ul style="list-style-type: none"> • State Environmental Planning Policies • Regional Environmental Plans • Local Environment Plans; and • Development Control Plans. The Act and each of these instruments must be complied with if GLALC wants to develop or use land granted or acquired. |
| National Parks and Wildlife Act 1974 (NSW) | Provides for the establishment, preservation and management of national parks, historic sites and certain other areas to assist in the protection of specific fauna, native plants and Aboriginal objects. Impacts GLALC in relation to the identification, assessment and management of areas of Aboriginal cultural heritage. |
| Residential Tenancies Act 2010 (NSW) | Establishes rights and obligations of landlords and tenants. Impacts GLALC's rental housing obligations and operations. |

Demographic Information

Our Members

GLALC is the heart of our Aboriginal community and fosters community pride alongside management of community assets. Members are consulted at every step of our journey and Member approval is vital to our progress. Our membership has increased 45% since 2016 and is now over 788. The majority of our Members are between 40 and 60 years old, whereas the median age of First Peoples in New South Wales is 23.

Local Government Areas

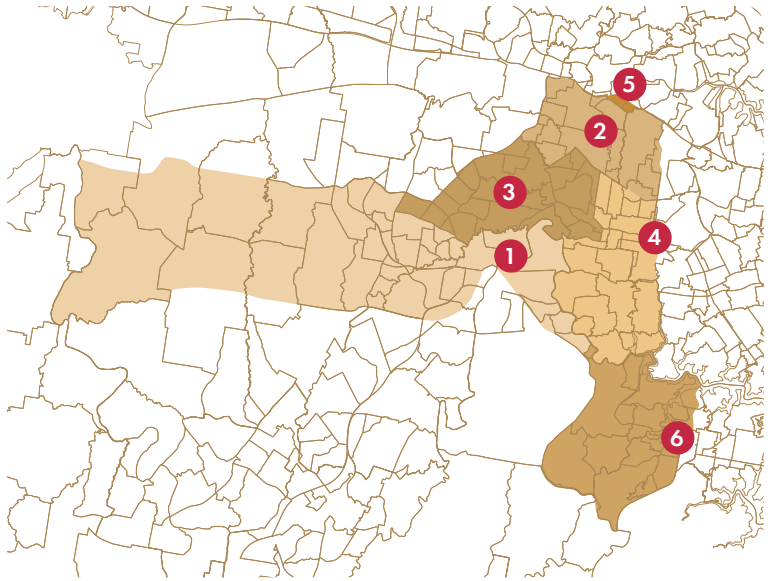
1. Liverpool

2. Cumberland

3. Fairfield
4. Canterbury-Bankstown

5. Parramatta*

6. Sutherland Shire

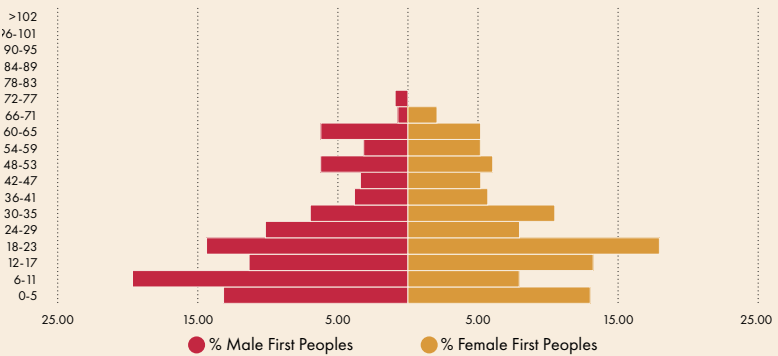


Demographics of Aboriginal Population Broken Down by LGA

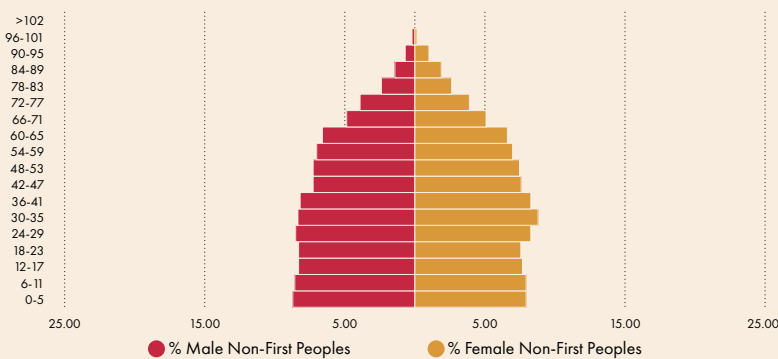
Canterbury-Bankstown

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 107 | 0.705% |
| 6-11 | 114 | 0.761% |
| 12-17 | 100 | 0.689% |
| 18-23 | 132 | 0.916% |
| 24-29 | 74 | 0.491% |
| 30-35 | 71 | 0.461% |
| 36-41 | 39 | 0.262% |
| 42-47 | 35 | 0.263% |
| 48-53 | 50 | 0.379% |
| 54-59 | 34 | 0.269% |
| 60-65 | 47 | 0.397% |
| 66-71 | 11 | 0.123% |
| 72-77 | 4 | 0.058% |
| 78-83 | 0 | 0.000% |
| 84-89 | 0 | 0.000% |
| 90-95 | 0 | 0.000% |
| 96-101 | 0 | 0.000% |
| >102 | 0 | 0.000% |

Canterbury-Bankstown First Peoples



Canterbury-Bankstown Non-First Peoples

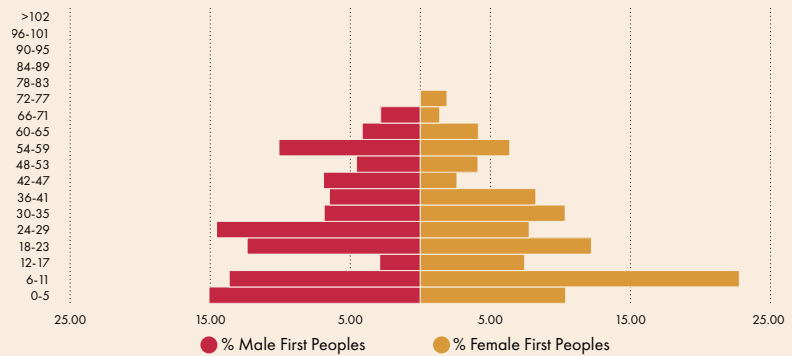


* Australian Bureau of Statistics Census data unavailable

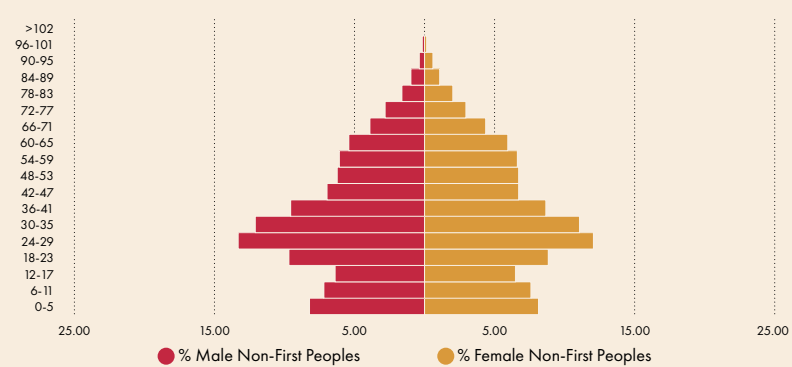
Cumberland

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 61 | 0.418% |
| 6-11 | 91 | 0.697% |
| 12-17 | 26 | 0.228% |
| 18-23 | 60 | 0.365% |
| 24-29 | 53 | 0.236% |
| 30-35 | 43 | 0.210% |
| 36-41 | 36 | 0.224% |
| 42-47 | 22 | 0.182% |
| 48-53 | 21 | 0.183% |
| 54-59 | 39 | 0.348% |
| 60-65 | 20 | 0.202% |
| 66-71 | 10 | 0.137% |
| 72-77 | 5 | 0.100% |
| 78-83 | 0 | 0.000% |
| 84-89 | 0 | 0.000% |
| 90-95 | 0 | 0.000% |
| 96-101 | 0 | 0.000% |
| >102 | 0 | 0.000% |

Cumberland First Peoples



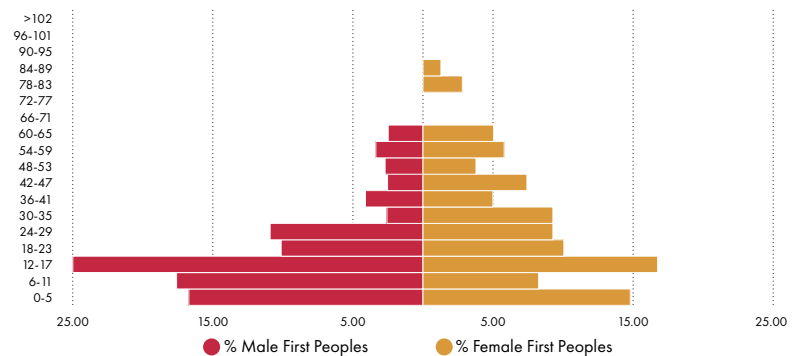
Cumberland Non-First Peoples



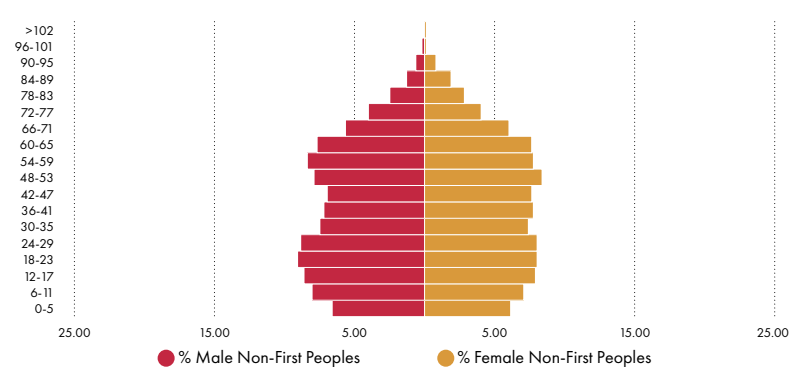
Fairfield

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 128 | 0.999% |
| 6-11 | 102 | 0.678% |
| 12-17 | 178 | 1.072% |
| 18-23 | 82 | 0.483% |
| 24-29 | 81 | 0.481% |
| 30-35 | 50 | 0.337% |
| 36-41 | 38 | 0.254% |
| 42-47 | 42 | 0.288% |
| 48-53 | 27 | 0.167% |
| 54-59 | 38 | 0.237% |
| 60-65 | 32 | 0.210% |
| 66-71 | 0 | 0.000% |
| 72-77 | 0 | 0.000% |
| 78-83 | 13 | 0.248% |
| 84-89 | 6 | 0.191% |
| 90-95 | 0 | 0.000% |
| 96-101 | 0 | 0.000% |
| >102 | 0 | 0.000% |

Fairfield First Peoples



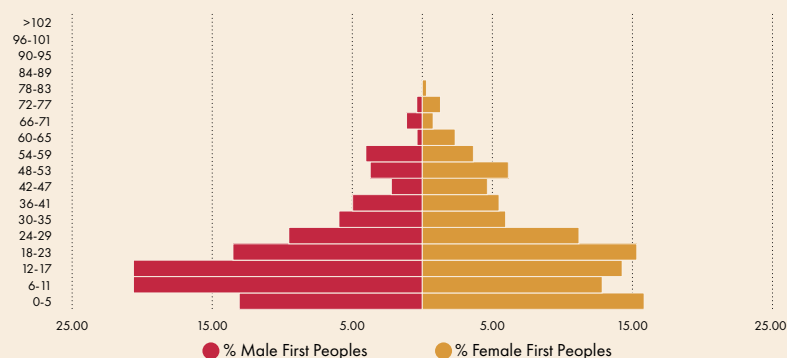
Fairfield Non-First Peoples



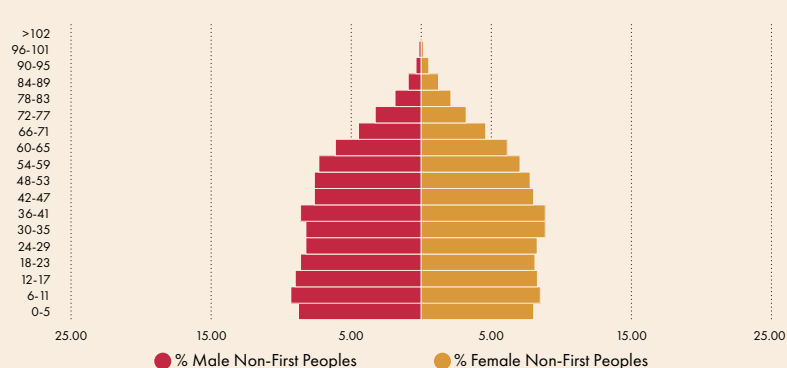
Liverpool

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 323 | 1.858% |
| 6-11 | 367 | 1.986% |
| 12-17 | 384 | 2.137% |
| 18-23 | 320 | 1.843% |
| 24-29 | 231 | 1.352% |
| 30-35 | 133 | 0.758% |
| 36-41 | 116 | 0.647% |
| 42-47 | 77 | 0.480% |
| 48-53 | 111 | 0.700% |
| 54-59 | 85 | 0.578% |
| 60-65 | 31 | 0.249% |
| 66-71 | 21 | 0.229% |
| 72-77 | 18 | 0.271% |
| 78-83 | 3 | 0.074% |
| 84-89 | 0 | 0.000% |
| 90-95 | 0 | 0.000% |
| 96-101 | 0 | 0.000% |
| >102 | 0 | 0.000% |

Liverpool First Peoples



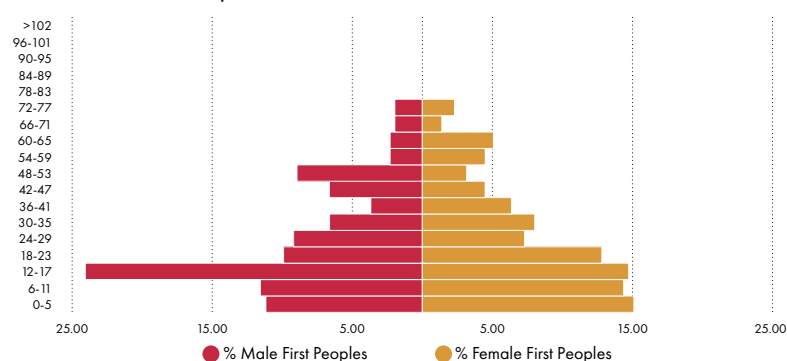
Liverpool Non-First Peoples



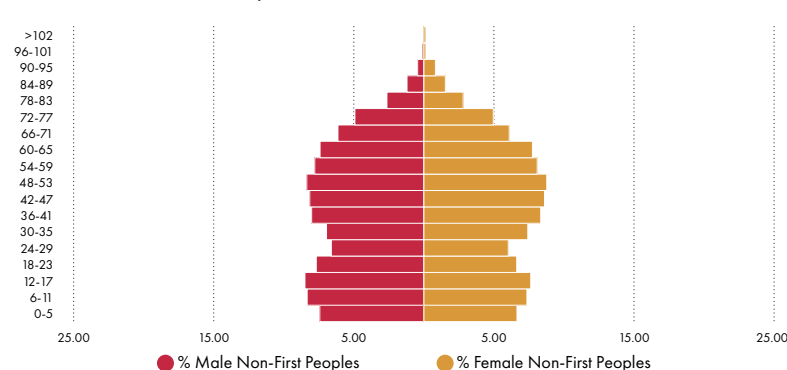
Sutherland Shire

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 81 | 1.357% |
| 6-11 | 80 | 1.197% |
| 12-17 | 119 | 1.741% |
| 18-23 | 70 | 1.169% |
| 24-29 | 51 | 0.958% |
| 30-35 | 45 | 0.746% |
| 36-41 | 31 | 0.453% |
| 42-47 | 34 | 0.486% |
| 48-53 | 37 | 0.517% |
| 54-59 | 21 | 0.319% |
| 60-65 | 23 | 0.366% |
| 66-71 | 10 | 0.196% |
| 72-77 | 13 | 0.315% |
| 78-83 | 0 | 0.000% |
| 84-89 | 0 | 0.000% |
| 90-95 | 0 | 0.000% |
| 96-101 | 0 | 0.000% |
| >102 | 0 | 0.000% |

Sutherland Shire First Peoples



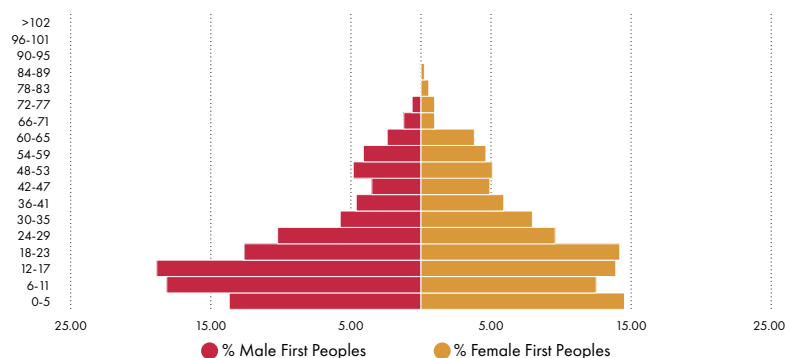
Sutherland Shire Non-First Peoples



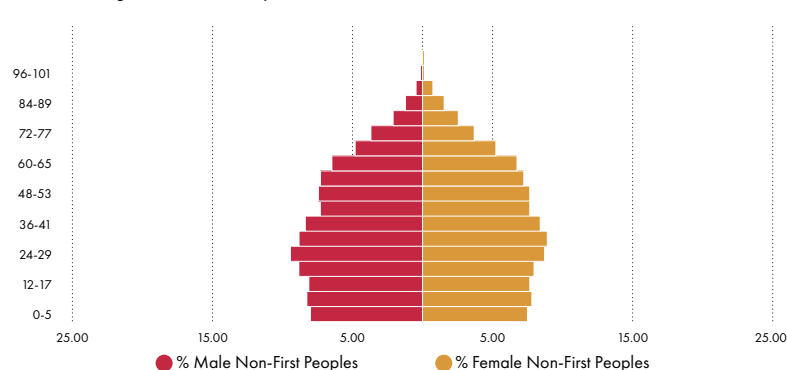
Total Gandangara In-Boundary

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 700 | 1.062% |
| 6-11 | 754 | 1.105% |
| 12-17 | 807 | 1.199% |
| 18-23 | 664 | 0.933% |
| 24-29 | 490 | 0.638% |
| 30-35 | 342 | 0.460% |
| 36-41 | 260 | 0.368% |
| 42-47 | 210 | 0.333% |
| 48-53 | 246 | 0.385% |
| 54-59 | 217 | 0.355% |
| 60-65 | 153 | 0.275% |
| 66-71 | 52 | 0.123% |
| 72-77 | 40 | 0.131% |
| 78-83 | 16 | 0.083% |
| 84-89 | 6 | 0.054% |
| 90-95 | 0 | 0.000% |
| 96-101 | 0 | 0.000% |
| >102 | 0 | 0.000% |

Total Gandangara First Peoples



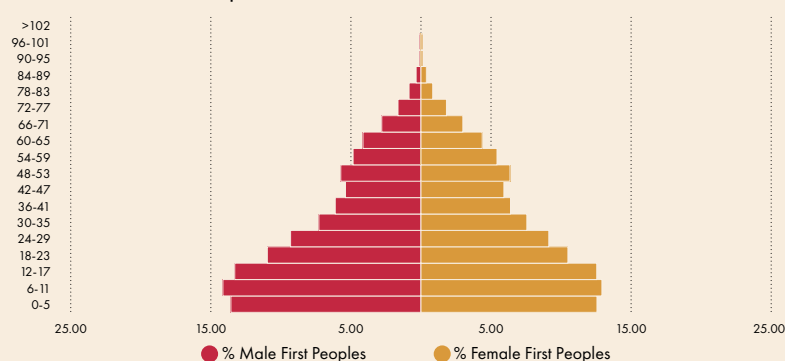
Total Gandangara Non-First Peoples



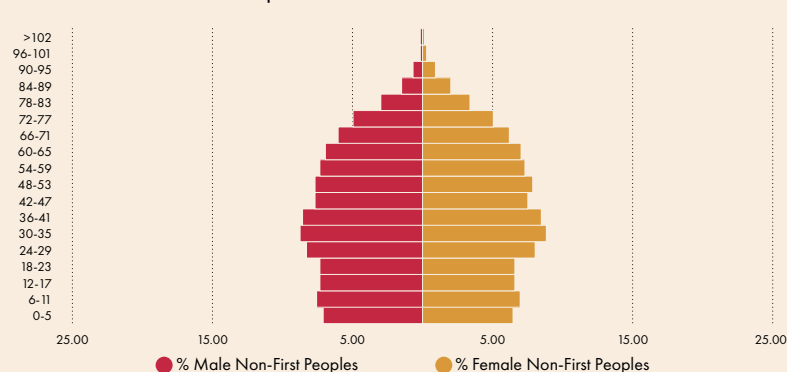
New South Wales

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 36,391 | 6.416% |
| 6-11 | 37,385 | 6.194% |
| 12-17 | 36,017 | 6.226% |
| 18-23 | 29,764 | 5.213% |
| 24-29 | 25,609 | 3.881% |
| 30-35 | 20,600 | 2.931% |
| 36-41 | 17,384 | 2.552% |
| 42-47 | 15,661 | 2.574% |
| 48-53 | 17,026 | 2.747% |
| 54-59 | 14,234 | 2.437% |
| 60-65 | 11,732 | 2.098% |
| 66-71 | 8,000 | 1.661% |
| 72-77 | 4,757 | 1.207% |
| 78-83 | 2,289 | 0.931% |
| 84-89 | 954 | 0.672% |
| 90-95 | 256 | 0.419% |
| 96-101 | 40 | 0.347% |
| >102 | 0 | 0.000% |

New South Wales First Peoples



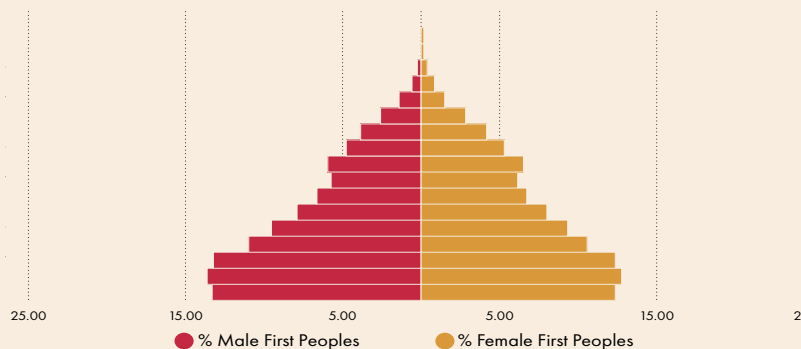
New South Wales Non-First Peoples



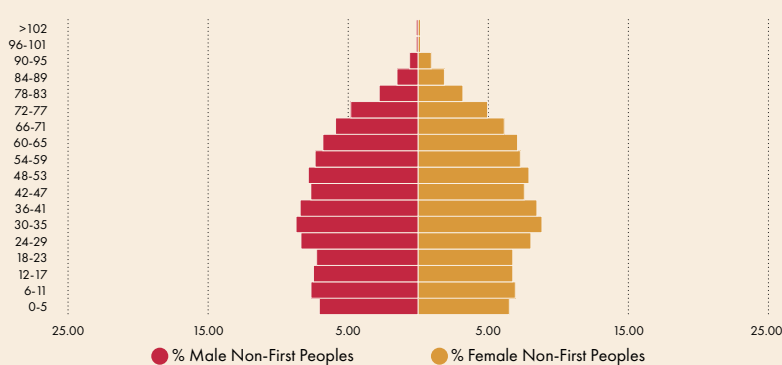
Australia

| Age | Aboriginal and or Torres Strait Islander | % of total population |
|--------|--|-----------------------|
| 0-5 | 103,629 | 5.827% |
| 6-11 | 107,332 | 5.622% |
| 12-17 | 103,994 | 5.660% |
| 18-23 | 87,315 | 4.799% |
| 24-29 | 76,771 | 3.651% |
| 30-35 | 64,486 | 2.898% |
| 36-41 | 54,076 | 2.512% |
| 42-47 | 48,056 | 2.499% |
| 48-53 | 50,329 | 2.536% |
| 54-59 | 41,037 | 2.226% |
| 60-65 | 32,686 | 1.876% |
| 66-71 | 21,871 | 1.457% |
| 72-77 | 12,194 | 1.001% |
| 78-83 | 5,745 | 0.767% |
| 84-89 | 2,348 | 0.557% |
| 90-95 | 683 | 0.382% |
| 96-101 | 131 | 0.392% |
| >102 | 3 | 0.000% |

Australia First Peoples



Australia Non-First Peoples



| | |
|------------------------------------|------------|
| Total Australian Population | 25,422,759 |
| Aboriginal Population of Australia | 812,686 |
| % of total | 3.20% |

Summary Demographic Data

| LGA | Total Aboriginal Population | Total Non-Aboriginal Population | Total Population | % Aboriginal Population |
|----------------------|-----------------------------|---------------------------------|------------------|-------------------------|
| Canterbury-Bankstown | 818 | 179,627 | 180,445 | 0.453% |
| Cumberland | 487 | 176,981 | 177,468 | 0.274% |
| Fairfield | 817 | 198,691 | 199,508 | 0.410% |
| Liverpool | 2,220 | 203,526 | 205,746 | 1.079% |
| Sutherland Shire | 615 | 83,369 | 83,984 | 0.732% |
| NSW | 278,099 | 7,794,147 | 8,072,246 | 3.445% |
| Australia | 812,686 | 24,610,073 | 25,422,759 | 3.197% |

Top Ten Suburbs With the Highest Aboriginal Population as a % of Total Population

| Rank by % Aboriginal Population | Suburb | LGA | Total First Peoples Population | Aboriginal as % of total |
|---------------------------------|------------|----------------------|--------------------------------|--------------------------|
| 1 | Busby | Liverpool | 198 | 4.500% |
| 2 | Miller | Liverpool | 112 | 3.514% |
| 3 | Ashcroft | Liverpool | 101 | 2.779% |
| 4 | Heckenberg | Liverpool | 81 | 2.554% |
| 5 | Sadleir | Liverpool | 78 | 2.491% |
| 6 | Lurnea | Liverpool | 227 | 2.268% |
| 7 | Cartwright | Liverpool | 57 | 2.254% |
| 8 | Wallacia | Liverpool | 32 | 1.978% |
| 9 | Milperra | Canterbury-Bankstown | 69 | 1.741% |
| 10 | Engadine | Sutherland Shire | 257 | 1.459% |

Top Ten Suburbs With the Highest Aboriginal Population

| Rank by Aboriginal Population | Suburb | LGA | Total First Peoples Population | Aboriginal as % of total |
|-------------------------------|-----------------|----------------------|--------------------------------|--------------------------|
| 1 | Liverpool | Liverpool | 316 | 1.020% |
| 2 | Engadine | Sutherland Shire | 257 | 1.459% |
| 3 | Lurnea | Liverpool | 227 | 2.268% |
| 4 | Prestons | Liverpool | 209 | 1.342% |
| 5 | Busby | Liverpool | 198 | 4.500% |
| 6 | Casula | Liverpool | 158 | 0.957% |
| 7 | Prairiewood | Fairfield | 156 | 0.839% |
| 8 | Revesby | Canterbury-Bankstown | 151 | 0.993% |
| 9 | Mount Pritchard | Fairfield | 148 | 1.429% |
| 10 | Merrylands | Cumberland | 147 | 0.453% |

Area of GLALC

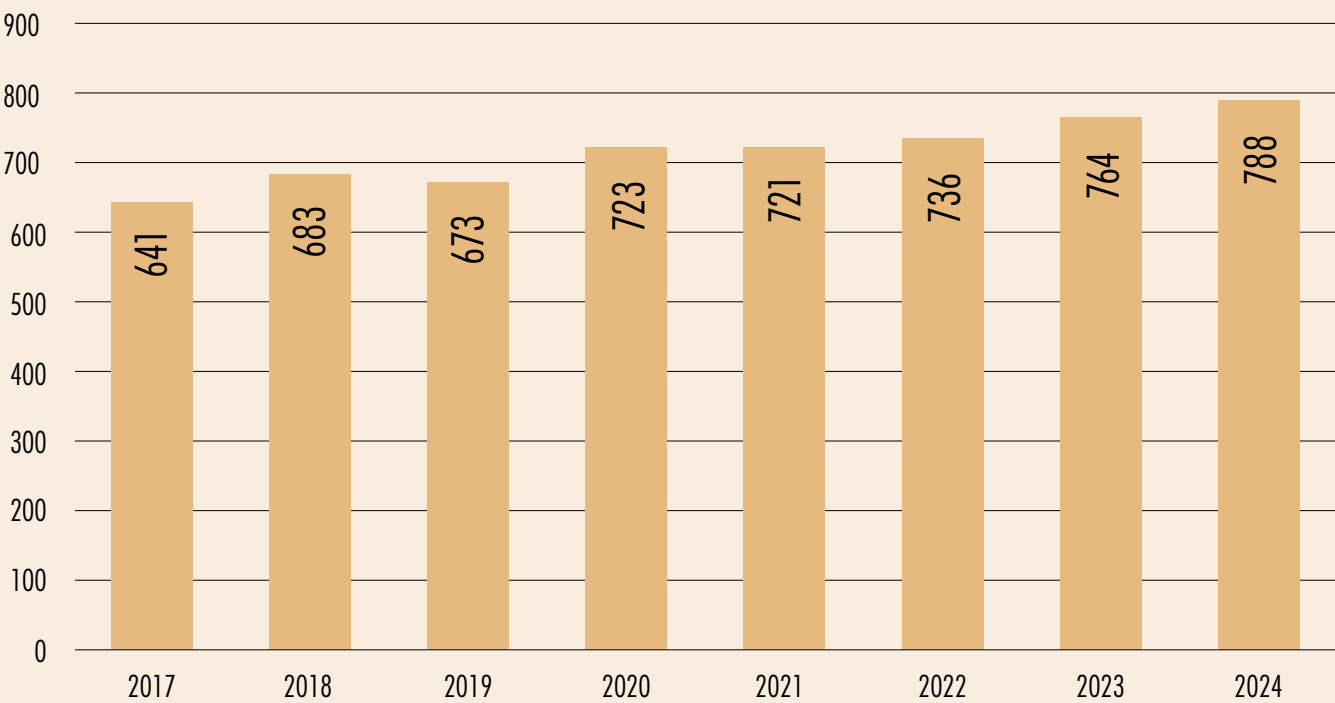
| LGA | m2 | km2 | ha | % of Total GLALC Area |
|----------------------|-------------|--------|-----------|-----------------------|
| Penrith | 4,905,083 | 4.91 | 490.50 | 1.12% |
| Fairfield | 43,202,963 | 43.20 | 4,320.30 | 9.87% |
| Cumberland | 37,548,270 | 37.50 | 3,754.80 | 8.58% |
| Parramatta | 1,075,908 | 1.08 | 107.60 | 0.25% |
| Canterbury-Bankstown | 65,506,650 | 65.50 | 6,550.70 | 14.97% |
| Sutherland Shire | 65,908,839 | 65.90 | 6,590.90 | 15.06% |
| Liverpool | 219,362,867 | 219.40 | 21,936.29 | 50.14% |
| GLALC Total Area | 437,510,580 | 437.51 | 43,751.06 | 100.00% |

The data is from the 2021 Census data from the Australian Bureau of Statistics (<https://www.abs.gov.au/statistics/microdata-tablebuilder/tablebuilder>;
data accessed 29/11/2022; additional data accessed 28/4/2024)

Members Analysis

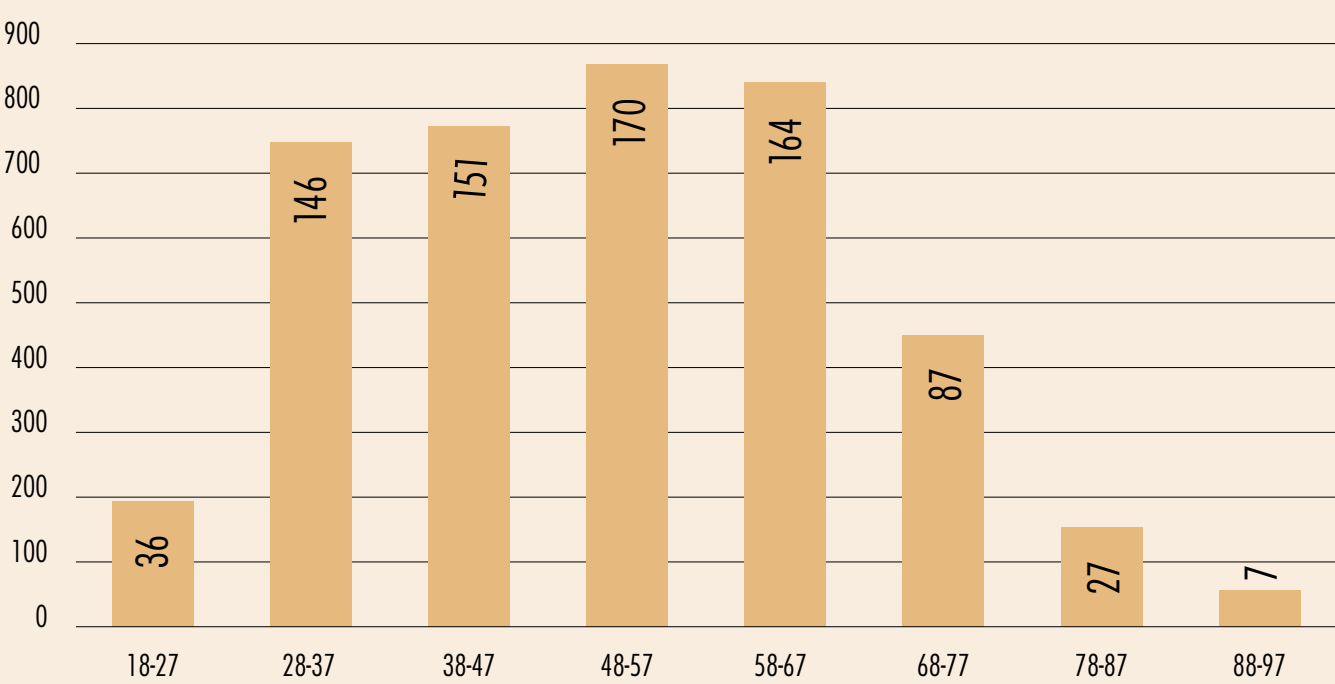
Number of Members Per Year

Our membership is steadily increasing over time, increasing on average at a rate of 21.0 new members per year (as of 27/5/2024). Membership has increased by 22.9% in the last 7 years.



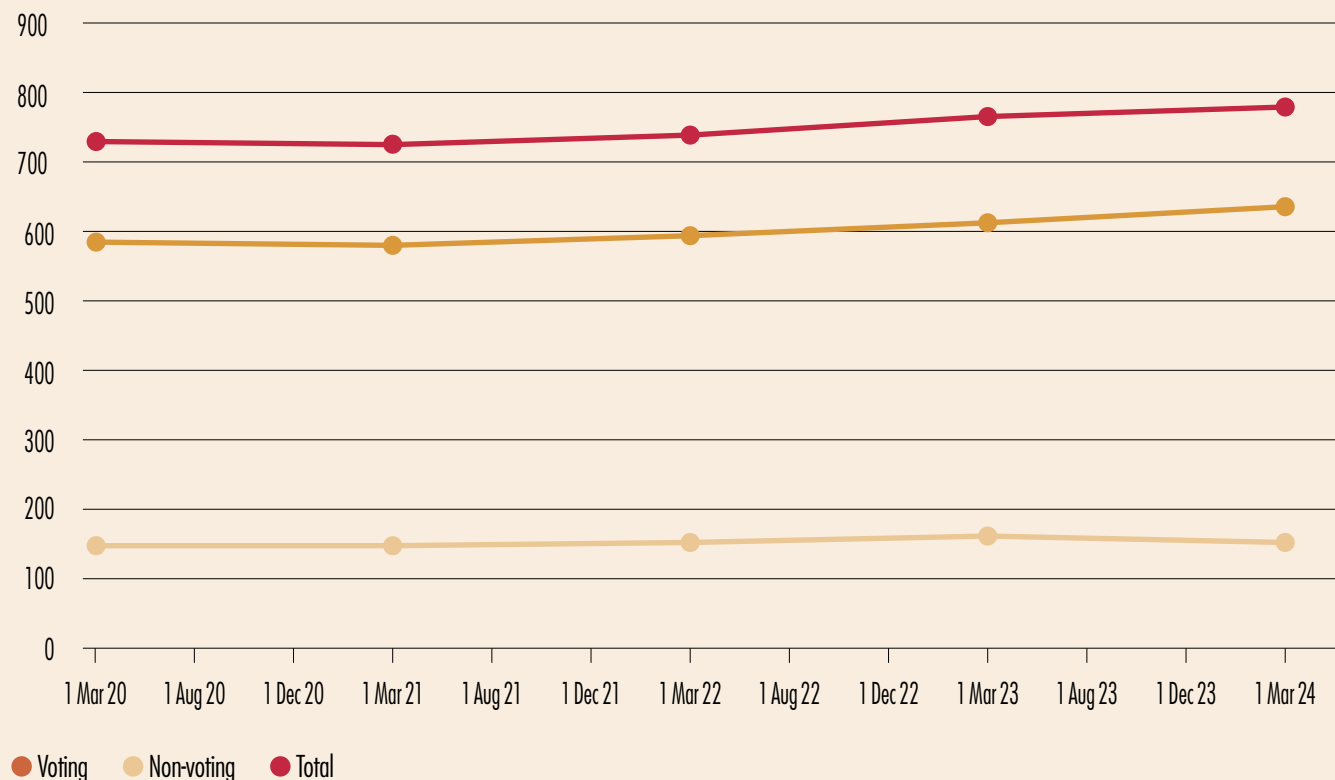
Members Grouped by Age

The Median Age of GLALC Members (as of 24/5/2024) is 51.0 compared to the median age of First Peoples with the GLALC Boundary, 19 years. The Median Age of First Peoples in NSW is 23 years, and in Australia is 24 years.



Voting and Non-voting Status Over Time

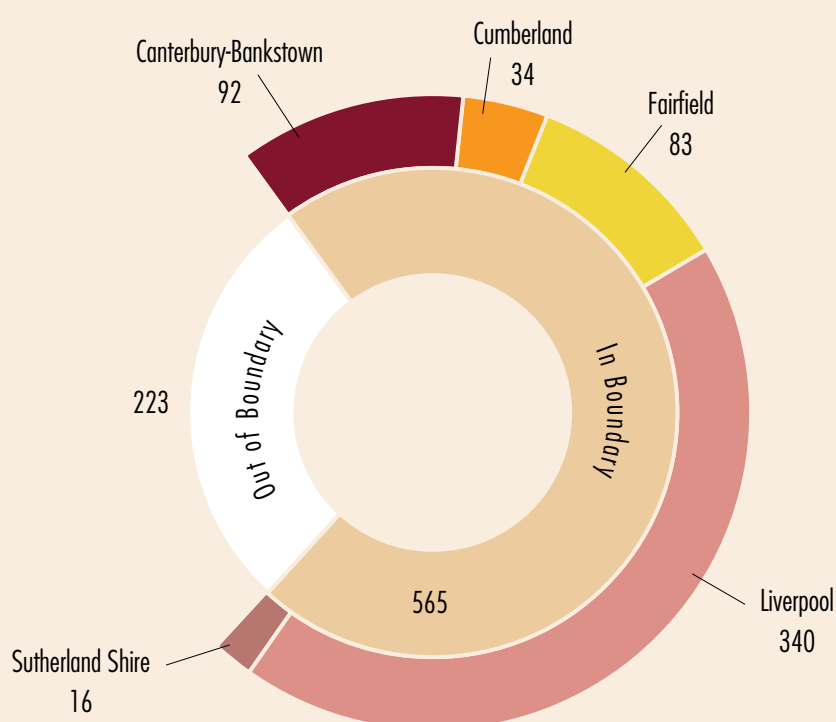
The number of voting members as a percentage of total members has held relatively constant over time, averaging around 80.5% over the last 7 years.



Median Age Disparity

| LGA | Median Age (years) | | |
|----------------------|----------------------------------|--------------|----------------|
| | Difference of Median Age (years) | First Nation | Non-Aboriginal |
| Canterbury-Bankstown | 15 | 21 | 36 |
| Cumberland | 8 | 24 | 32 |
| Fairfield | 21 | 17 | 38 |
| Liverpool | 17 | 18 | 35 |
| Sutherland Shire | 21 | 19 | 40 |
| GLALC | 17 | 19 | 36 |
| NSW | 16 | 23 | 39 |
| Australia | 15 | 24 | 39 |

Gandangara Members by LGA



INTERNAL FACTOR

Risk Management

The NSW Aboriginal Land Council (NSWALC) has initiated the implementation of a new Community Outcomes delivery model, effective from July 1, 2023. This model represents a strategic shift towards fostering growth and sustainability within Local Aboriginal Land Councils (LALCs), prioritising collaboration and strategic planning to achieve positive outcomes within communities.

One of the key components introduced by this model is the implementation of Support and Growth Plans. These plans are designed to enhance the capacity of LALCs and to align their efforts with the objectives outlined in Community Land and Business Plans (CLBPs). Support Plans are mandatory for unfunded LALCs, while Growth Plans

offer optional strategic opportunities that align with CLBPs and community aspirations.

Alongside the implementation of the new model, there have been updates to important policies such as the NSWALC LALC Financial Reporting Policy (2023-2028) and the NSWALC LALC Funding Policy (2023-2028).

Leading Care, Empowering Communities: A Comprehensive Risk Framework

Gandangara Local Aboriginal Land Council recognises the imperative to fortify its risk management framework to harmonise with these transformative changes. This recognition underscores the necessity for a robust risk management approach to adeptly navigate evolving challenges and seize emerging opportunities.

1. Operational Risk

2. Strategic Risk

3. Cultural Risk

4. Environmental Risk



Risk Accountability

Key Responsibilities: Design, implement, and maintain Risk Framework, Plans, and Procedures.

Risk Owners: Responsible for managing and mitigating risks to an acceptable level.

Framework Architects: Design and integrate Risk Framework into organisational practices.

Champions: Ensure data integrity and ongoing monitoring.



Risk Culture

Foundation: Rooted in Mission, Vision, and Core Values.

Risk Escalation: Identified when risks exceed organisational capacity or delegated authority.

Embedded Process: Regular inclusion of risk management discussions.



Governance

Framework Alignment: Ensure coherence with organisational policies and procedures.

Compliance Focus: Address obligations such as ACNC, Licensing & Accreditation, and Meeting of Standards.

Regulatory Adherence: Stay attuned to evolving legislative and service standards, including ALRA legislation.

Strategic Integration: Harmonise risk management with organisational strategy.

These policy revisions aim to streamline processes and ensure alignment with evolving requirements.

LALCs will transition to a six-monthly Self-Reporting and Assessment system, replacing the previous Risk Assessment System. The adoption of this system is intended to improve

accountability and adherence to funding and reporting obligations outlined in NSWALC policy and the Aboriginal Land Rights Act 1983. The first report under this new system is due in July 2024.

Gandangara Local Aboriginal Land Council welcomes the introduction

of the new Community Outcomes delivery model by the NSWALC, recognising its potential to enhance the growth and sustainability of our Members and community.



Closing the Gap Progress Against Targets

Since the introduction of the Closing the Gap initiative in 2008, over 15 years ago, the progress has been mixed to enhance socio-economic outcomes for First Peoples. Launched with seven key targets, the framework sought to address disparities between First Peoples and non-Indigenous Australians in areas such as health, education, and employment.

In 2020, the agreement significant reformulation, introduced a more community-driven approach with expanded targets that now include broader aspects like land and water rights, housing, family violence, and children in out-of-home care. This expansion reflects a more comprehensive approach to First Peoples wellbeing and autonomy.

At the centre of the National Agreement are four Priority Reforms that focus on changing the way governments work with Aboriginal and Torres Strait Islander people, with

a focus on systemic change and local, tailored strategies.

The Priority Reforms aim to:

- 1 Strengthen and establish formal partnerships and shared decision-making.
- 2 Build the Aboriginal and Torres Strait Islander community-controlled sector.
- 3 Transform government organisations so they work better for Aboriginal and Torres Strait Islander people.
- 4 Improve and share access to data and information to enable Aboriginal and Torres Strait Islander communities to make informed decisions.

In the wake of the release of the second Commonwealth Annual Report and the third Commonwealth Implementation Plan in February 2024, which incorporated a thorough review of actions from 2023 and



4/17

Currently, only four out of 17 targets are on track, with noticeable improvements in nine.

set forth priorities for 2024, notable successes have been observed.

Improvements relate to reducing youth detention, increasing preschool enrolments, and improving employment rates, yet substantial challenges persist in addressing high suicide rates, incarceration, and developmental delays among children.



Closing the Gap Target



Target 1: Life Expectancy

Aboriginal and Torres Strait Islander men and women have a life expectancy about eight years shorter than non-Indigenous Australians.



Target 2: Healthy Birth Weight

On track with almost 90% of First Nations babies born at a healthy weight in 2021.



Target 3: Preschool Enrolment

On track with improvements in the number of four-year-olds enrolled in preschool programs.



Target 4: School Readiness

The situation is worsening regarding children assessed as developmentally ready for school.



Target 5: Year 12 Attainment

There is improvement, but it is not on track to reach the goal.



Target 6: Higher Education

Improvements noted, but still not on track for increasing higher education qualifications among First Peoples aged 25-34.



Target 7: Employment and Training

There is an improvement, but the target to fully engage youth in employment, education, or training is not on track.



Target 8: Adult Employment

On track with improvements in employment rates among First Peoples adults aged 25-64.



Target 9: Appropriate Housing and Infrastructure

Improvement noted, but not on track; the situation with essential services (Target 9B) lacks sufficient data for assessment.



Target 10: Adult Incarceration

The situation is worsening, with First Peoples adults over-represented in the prison system.



Target 11: Youth Detention

Good improvements made, and on track.



Target 12: Over-representation in Out-of-Home Care

Worsening, with First Peoples children significantly more likely to be in out-of-home care.



Target 13: Family Violence

Status unknown (no new data update since 2019).



Target 14: Suicide Rates

Worsening, with suicide as the leading cause of death among First Peoples aged 15 to 44.



Target 15: Land and Sea Rights (Target 15A and B)

Improvements in the legal rights over land and sea areas, but not on track.



Target 16: First Peoples Languages

Status unknown (No new data).



Target 17: Access to Information First Peoples have access to information and services enabling participation in informed decision making regarding their own lives. Status unknown (No new data).



Steps Ahead...

The commitment to culturally safe practices and integrating the perspectives of First Peoples into governmental processes is essential for advancing toward equality and sustainability. This approach not only respects the unique cultural identities of First Peoples but also boosts the effectiveness of developed services and policies.

As evidenced in the 2024 Closing the Gap Commonwealth Annual Report, transparency is being enhanced. All Commonwealth departments and agencies must now report their progress, ensuring that collaborations between the government and Aboriginal and Torres Strait Islander communities are thoroughly monitored and refined. This effort is complemented by the anticipation of the next data report

due in July 2024, which is expected to provide further insights.

The ongoing reforms highlight the importance of involving First Peoples in service design to significantly improve outcomes. This dedication to collaborative and culturally informed approaches is crucial for overcoming challenges and achieving the goals of the Closing the Gap framework, fostering a just and equitable society for all.

We remain hopeful and positive, encouraged by the progress made and the ongoing commitment to understanding and addressing the unique needs of First Peoples. Together, we continue to strive towards meaningful improvements and lasting positive change in First Peoples communities.

...when Aboriginal and Torres Strait Islander people have a genuine say in the design and delivery of services, better life outcomes are achieved.

– National Agreement on Closing the Gap

How Gandangara is Helping to Close the Gap



GLALC is deeply committed to Closing the Gap in 2024-2028, focusing on enhancing the wellbeing and future of our First Peoples within the local government areas we serve. Our holistic strategy is tailored to the specific needs of our ever-growing community, encompassing key areas such as land management, health services, cultural services, and community engagement.


Central to our efforts is a community led approach that deeply values the connections to family, culture, and country.






This approach is not just about service provision but fostering a powerful sense of self-determination, belonging, and connection. GLALC’s strategies and objectives in 2024-

2028 are strategically aligned with Closing the Gap’s core objectives, which underline our commitment to advancing health and wellbeing through sustainable environmental practices and culturally informed health programs, directly contributing to the national efforts to close socio-economic Closing the Gap targets.



Here’s how GLALC’s initiatives align with each specific target area of Closing the Gap:

| Target | Previous CLBP Outcomes and Impacts | Proposed Initiatives CLBP 2024-2028 |
|--|--|---|
| <div>Target 1</div> <div>Life Expectancy</div> <div></div> | Gandangara Health Services (GHS) and Marumali Health Brokerage provide access to specialised primary health care tailored for First Peoples, covering clinical and population health services with effective referral pathways. We focus on key health areas including chronic disease prevention, mental health, suicide and self-harm prevention, inter-generational trauma, antenatal and maternal health care. By expanding these programs, we aim to significantly enhance both physical and mental health outcomes across the community. | <ul style="list-style-type: none">• Gandangara AOD Hub: Establishing a facility dedicated to addressing alcohol and other drug-related issues within the community• Better Health & Wellness Programs On Country: Expanding health and wellness initiatives both On Country and within the community• Innovative Community Cultural Events and Activities: Planning enriching cultural events, including a significant celebration of GLALC’s 40th Anniversary, to strengthen cultural connections and education• NDIS Registration: GLALC is aiming for NDIS registration to improve services and quality of life for community members with disabilities. We have undertaken the Audit and await the NDIS Commission’s final review. |
| <div>Target 2</div> <div>Healthy Birth Weight</div> <div></div> | GHS enhances maternal and child health with culturally appropriate maternity care and early childhood health services. Marumali’s initiative for young mothers offers postnatal care guidance and is complemented by child health assessments, immunisations, and hearing screenings to ensure a healthy beginning for our children. | <ul style="list-style-type: none">• 715 initiatives and incentives• Health promotions• Family support program. |



| Target | Previous CLBP Outcomes and Impacts | Proposed Initiatives CLBP 2024-2028 |
|--|---|--|
| Target 3 Preschool Enrolment  | GLALC actively fosters access to culturally relevant early childhood education through strategic collaborations with key stakeholders, advocacy, and robust family support initiatives. | <ul style="list-style-type: none"> • School partnerships will be strengthened • Program to support parents and carers. |
| Target 4 School Readiness  | GLALC actively fosters access to culturally relevant early childhood education through strategic collaborations with key stakeholders, advocacy, and robust family support initiatives. | <ul style="list-style-type: none"> • Family support program. |
| Target 5 Year 12 Attainment  | Marumali collaborates with the NSW Aboriginal Education Consultative Group Inc (AECG) to enhance First Peoples' involvement in educational decision-making. We partner with local schools and provide cultural education sessions and host holiday activities such as the Cultural Bushwalking and OCHRE programs, which connect youth to their heritage through traditional crafts and environmental learning. | <ul style="list-style-type: none"> • Youth Justice Initiative • Extend partnerships with schools • Health Promotion – Marumali Youth School Holiday Program • Youth Advisory Group (YAG) • Youth culture & heritage learning program. |
| Target 6 Higher Education  | GLALC supports educational pathways for First Peoples through formal training, traineeships, and skill development opportunities. We have expanded our team, developed an Our People Strategy to support First Peoples career advancement, and extended formal traineeships. For example, in 2024, we awarded 3 new traineeships in partnership with Raine & Horne. | <ul style="list-style-type: none"> • GLALC's "Our People" Strategy: Aiming to make GLALC a leading employer for First Peoples by creating supportive, culturally safe work environments and enhancing employment and training opportunities. |
| Target 7 Employment and Training  | GLALC supports educational pathways for First Peoples through formal training, traineeships, and skill development opportunities. We have expanded our team, developed an Our People Strategy to support First Peoples career advancement, and extended formal traineeships. For example, in 2024, we awarded 3 new traineeships in partnership with Raine & Horne. | <ul style="list-style-type: none"> • First Peoples Rangers Program: Empowering community members with active roles in land and resource management at the Eco Depot in Heathcote • Aboriginal Employment Strategy. |
| Target 8 Adult Employment  | GLALC supports educational pathways for First Peoples through formal training, traineeships, and skill development opportunities. We have expanded our team, developed an Our People Strategy to support First Peoples career advancement, and extended formal traineeships. For example, in 2024, we awarded 3 new traineeships in partnership with Raine & Horne. | <ul style="list-style-type: none"> • Aboriginal Employment Strategy: Expanding skill acquisition and practical training opportunities to enhance employment prospects for First Peoples • First Peoples Rangers Program: Empowering community members with active roles in land and resource management at the Eco Depot in Heathcote • Eco-cultural Tourism: Integrating environmental conservation with cultural heritage education to empower the community and provide economic benefits through sustainable tourism • Online GLALC shop. |

| Target | Previous CLBP Outcomes and Impacts | Proposed Initiatives CLBP 2024-2028 |
|---|--|--|
| Target 9 Appropriate Housing and Infrastructure  | <p>GLALC effectively manages 28 culturally appropriate and affordable houses for our community, ensuring that members have access to comfortable living conditions that meet their needs. By managing and expanding business enterprises and fostering partnerships through our smart Investment Strategy, GLALC promotes economic development and sustainability within our community, building enterprises and expanding services. WestInvest funding was approved in 2023, allocating \$7,362,871 for GLALC's Cultural Connections Hub renovations in Liverpool and \$16,937,732 for the Gandangara Support Centre's veteran rehabilitation and youth diversion programs.</p> | <ul style="list-style-type: none"> • Cultural Connections Hub • Expanding housing funding to offer more readily available housing options to members • Gandangara Support Centre's veteran rehabilitation and youth diversion programs. |
| Target 10 Adult Incarceration  | <p>GLALC's community programs are planned to extend support services and initiatives aimed at reducing contact with the criminal justice system for First Peoples adults and youth. This includes SEWB programs such as Gumal Mari Dyulu and Yallamundi – Group Healing and Cultural Leadership Program.</p> | <ul style="list-style-type: none"> • Gandangara Youth Diversion Centre: Establishing a new centre in Guilford to support youth with specialised programs and services with a focus on reducing youth interactions with the justice system. |
| Target 11 Youth Detention  | <p>GLALC's community programs are planned to extend support services and initiatives aimed at reducing contact with the criminal justice system for First Peoples adults and youth. This includes SEWB programs such as Gumal Mari Dyulu and Yallamundi – Group Healing and Cultural Leadership Program.</p> | <ul style="list-style-type: none"> • Gandangara Youth Diversion Centre: Establishing a new centre in Guilford to support youth with specialised programs and services with a focus on reducing youth interactions with the justice system • Youth Justice Initiative • Health Promotion – Marumali Youth School Holiday Program. |
| Target 12 Over-representation in Out-of-Home Care  | <p>Through community-led SEWB programs such as the Men's Program and key stakeholder relationships such as with the NSW Department of Communities & Justice (DCJ), GLALC works to enhance safety and reduce rates of family violence and children in care within our community households.</p> | <ul style="list-style-type: none"> • Family Support Program • Youth Justice Initiative • Further strengthen and formalise partnerships with DCJ, Koori Court, and family support services • Expand Youth Cultural Events and activities • Youth Advisory Group (YAG). |
| Target 13 Family Violence  | <p>Through community-led SEWB programs such as the Men's Program and key stakeholder relationships such as with the NSW Department of Communities & Justice (DCJ), GLALC works to enhance safety and reduce rates of family violence and children in care within our community households.</p> | <ul style="list-style-type: none"> • Family Support Program • Youth Justice Initiative • Further strengthen and formalise partnerships with DCJ, Koori Court, and family support services • Expand Youth Cultural Events and activities • Youth Advisory Group (YAG) • Health Promotion – Marumali Youth School Holiday Program. |



| Target | Previous CLBP Outcomes and Impacts | Proposed Initiatives CLBP 2024-2028 |
|--|--|--|
| Target 14 Suicide Rates  | <p>GLALC enhances community SEWB through diverse programs like Gumal Mari Dyulu, Yallamundi Group Healing, Strong Elders, and Bush Walking On Country classes, alongside an LGBTQIA+ Teen Group, Art Therapy, and psychological services, all aimed at strengthening social bonds and resilience.</p> | <ul style="list-style-type: none"> • Project – Gandangara Veterans Centre: Establishing a new centre in Guilford to support veterans specialised programs and services • Expand SEWB programs • Gandangara AOD Hub • Family Support Program • Youth Justice Initiative • Further strengthen and formalise partnerships with DCJ, Koori Court, and family support services • Expand Youth Cultural Events and activities • Youth Advisory Group (YAG) • Health Promotion – Marumali Youth School Holiday Program. |
| Target 15 Land and Sea Rights (Target 15A and B)  | <p>GLALC manages and advocates for land rights, enhancing cultural connections and increasing asset values by over \$9 million through successful claims and re-evaluations. We have developed the Heathcote Implementation Plan, the Land Management Strategy 2023-2028, and the First Peoples Ranger Program. We have established the Eco Depot at Heathcote Ridge and are collaborating with the Sutherland Shire, Transport for NSW, RFS, SES and more on furthering our protection and restoration efforts.</p> | <ul style="list-style-type: none"> • WestInvest Infrastructure Project - Cultural Connections Hub: Developing a major hub at Moore Street, Liverpool, for cultural engagement and community activities • First Peoples Ranger Program • Heathcote Implementation Plan, the Land Management Strategy 2023-2028 • Expand operations at the Eco Depot at Heathcote Ridge • Restoration projects • Formalise relationships with key stakeholders to ensure ACCO led Caring for Country initiatives. |

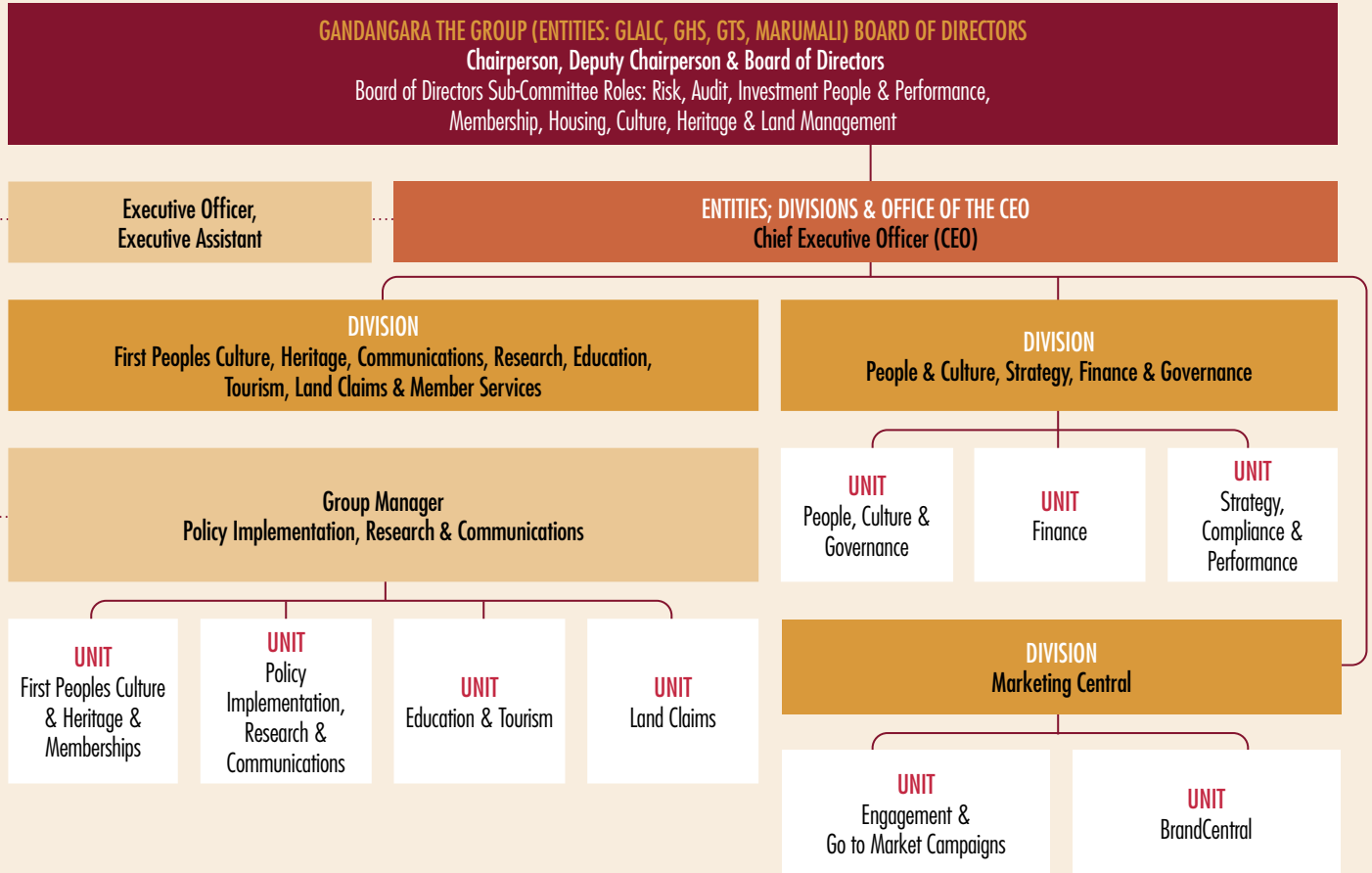


| Target | Previous CLBP Outcomes and Impacts | Proposed Initiatives CLBP 2024-2028 |
|---|--|---|
| Target 16 First Peoples Languages  | <p>GLALC supports initiatives and hosts regular community events that preserve and promote cultural practices. We have expanded our Culture & Heritage Team and increased our cultural services, ensuring that culture is passed down through generations. We are also developing plans to enter the Cultural Tourism space, aiming to share our culture more broadly and effectively with others.</p> | <ul style="list-style-type: none"> • Eco-cultural Tourism: Integrating environmental conservation with cultural heritage education to empower the community and provide economic benefits through sustainable tourism • First Peoples arts and crafts activities • Cultural Connection Hub • Update the website with First Peoples language • Target grants towards language & link with the Keeping Place. |
| Target 17 Access to Information  | <p>GLALC ensures our 770+ community members are well-informed and involved in decision-making, promoting transparency and community-driven governance through quarterly members' meetings, monthly Yarn Up Elders meetings, member mailouts, feedback forms, surveys, and regular community gatherings. Since launching the GLALC website in 2021, we celebrate First People with frequent Facebook updates. This approach ensures every voice is heard and empowers members to take ownership of their needs and the solutions to deliver on those needs.</p> | <ul style="list-style-type: none"> • Engaging with Community and Members more regularly • Continue GLALC Members meetings • Continue GLALC Mail Outs • Update the website • Health Promotion – Marumali Youth School Holiday Program. |

Organisational Structure

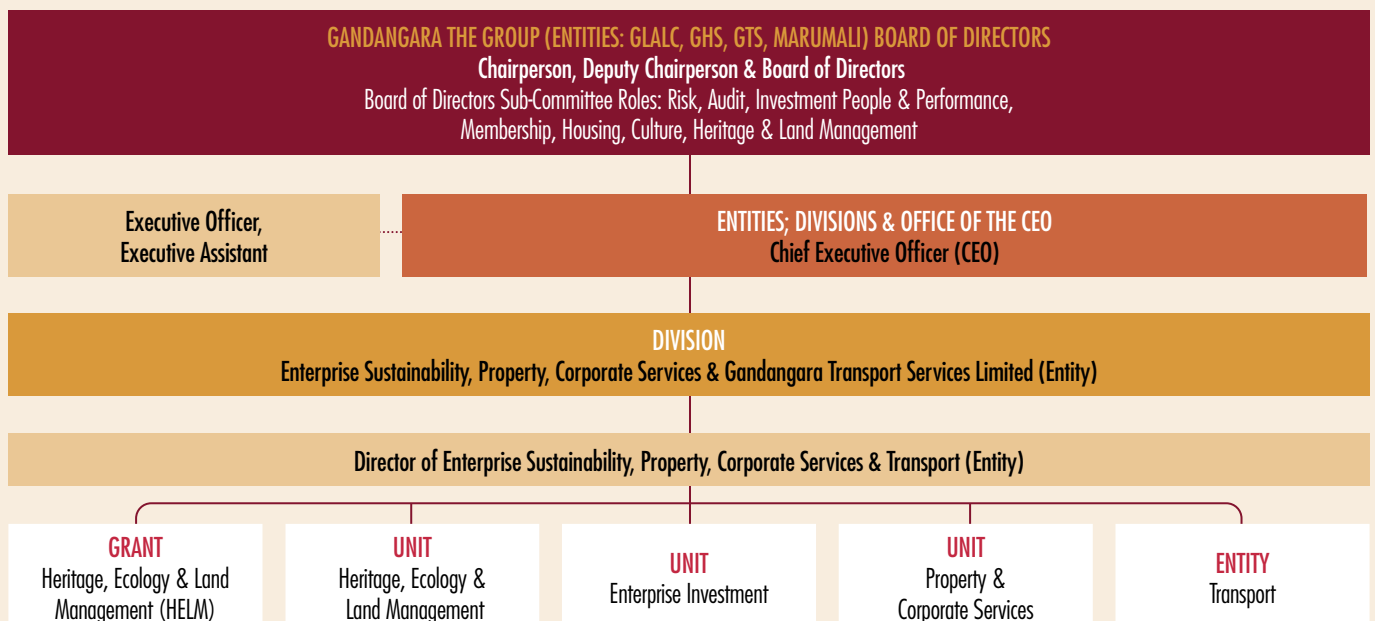
Division

- First Peoples Culture, Heritage, Communications, Research, Education, Tourism, Land Claims & Member Services
- People & Culture, Strategy, Finance & Governance.



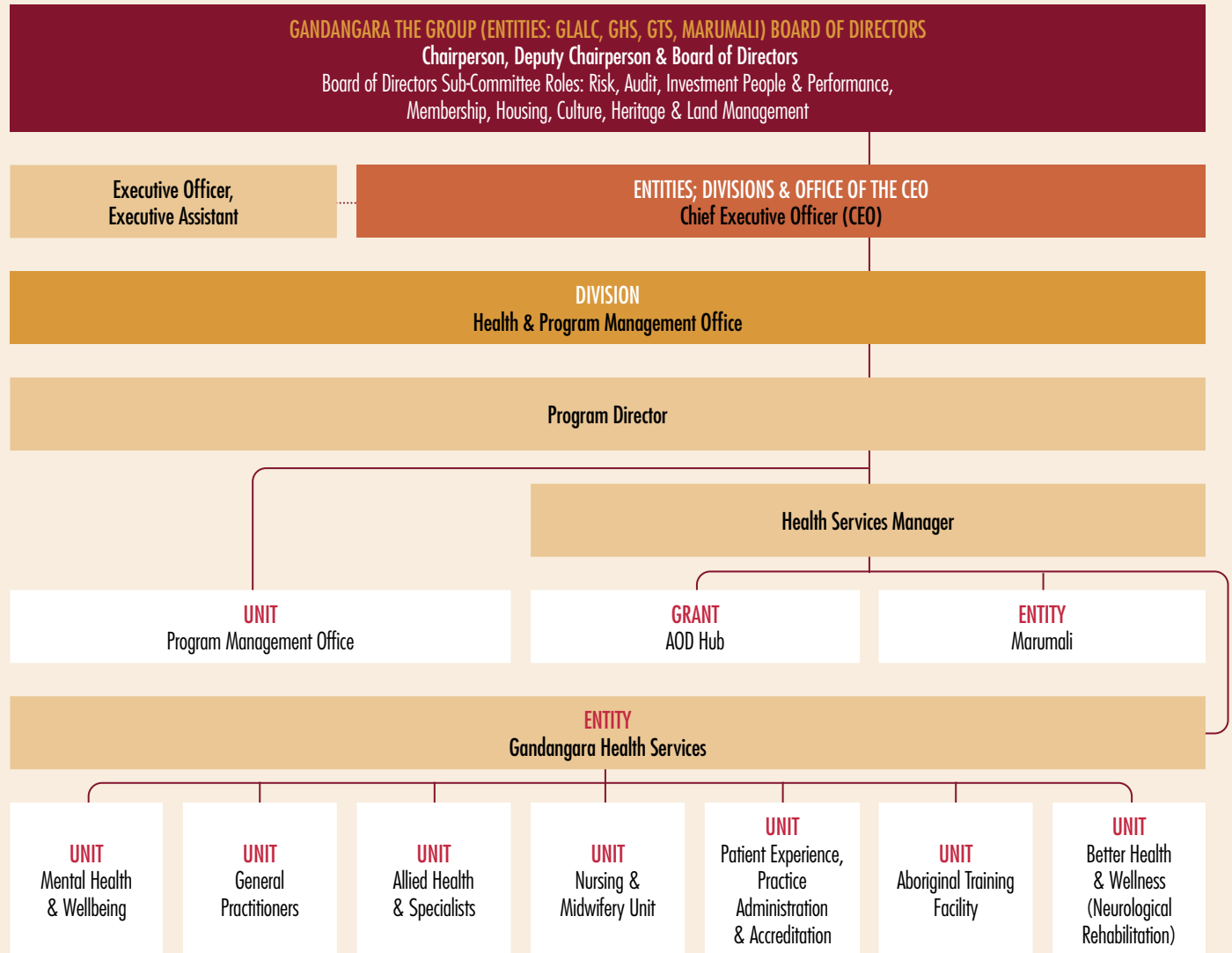
Division

- Enterprise Sustainability, Property, Corporate Services & Gandangara Transport Services Limited



Division

- Health & Program Management Office.



Formal Acknowledgment of Appreciation to NSWALC & Our Collaborative Partners

NSWALC – Our Peak Body

The New South Wales Aboriginal Land Council (NSWALC) is the overarching peak body that represents the interests of Aboriginal Land Councils across New South Wales, Australia, including the Gandangara Local Aboriginal Land Council.

NSWALC was established in the 1970s to assist in the fight for land rights. It was formally constituted as a statutory corporation under the New South Wales Aboriginal Land Rights Act in 1983.

As the State's peak representative body in Aboriginal Affairs, the New South Wales Aboriginal Land Council aims to protect the interests and further the aspirations of its members and the broader Aboriginal community. It provides support, advocacy, and resources to local land Councils to help them manage and protect Aboriginal land, culture, and heritage within their

respective regions. NSWALC is the largest member-based Aboriginal organisation in NSW.

NSWALC is committed to ensuring a better future for Aboriginal people by working for the return of culturally significant and economically viable land, pursuing cultural, social, and economic independence for its people, and being politically proactive and voicing the position of Aboriginal people on issues that affect them.

We wish to formally acknowledge and express our gratitude to the New South Wales Aboriginal Land Council (NSWALC) for their unwavering support, advocacy, and leadership as our peak body. NSWALC's dedication to representing the interests of Aboriginal Land Councils across New South Wales has been instrumental in empowering our community, safeguarding our

cultural heritage, and advancing our collective aspirations. We deeply appreciate NSWALC's commitment to ensuring a better future for First Peoples through their tireless efforts in advocating for land rights, cultural preservation, and socio-economic independence. Their invaluable contributions serve as a beacon of hope and resilience for First Peoples' communities, and we extend our heartfelt thanks for their continued guidance and partnership.

Recognition of Our Formal Partners & Funding Bodies

We wish to extend our gratitude to our partners whom GLALC has formal partnerships with, either through an established Memorandum of Understanding (MoU) or a signed funding agreement.



Gandangara Partnership Principles

In the absence of a national or state treaty, the UN Declaration on the Rights of First Peoples provides a crucial framework that shapes our working relationships through a co-creation approach with our valued partners. The Gandangara Local Aboriginal Land Council engages with our partners through a formal agreement (Memorandum of Understanding; MoU) with external stakeholders such as local government Councils, to pursue goals that support the socio-economic advancement of our First Peoples.

These negotiations and agreements represent our efforts for our Land Council and will establish benchmarks for how external stakeholders and governments engage with us. Our negotiations are guided by the following partnership principles:

- 1 **Treaty Respect:** We adhere to the principle of a treaty that acknowledges and respects Aboriginal custodianship of the land and the sovereignty over this land that has never been ceded.
- 2 **Constructive Interaction:** Our interactions are consistently responsive, constructive, and creative - this is the only way we engage.
- 3 **Open Communication:** We commit to open, honest communication where ideas are freely shared, forming the basis of all our communications.
- 4 **Mutually Beneficial Decisions:** Decisions are made only when they can deliver outcomes that are mutually beneficial to all involved parties.
- 5 **Collaborative Co-Creation:** We view each other as co-creators and co-managers, collaborating willingly for the benefit of all our people.
- 6 **Equality and Respect:** All people and organisations are treated with respect and valued equally.
- 7 **Statutory Recognition:** We welcome recognition of the Gandangara Local Aboriginal Land Council as the statutory representative of the Traditional Custodians of the land, promoting the self-determination of Aboriginal peoples.
- 8 **Cultural Protection and Support:** Interactions with stakeholders embrace and fully support the protection of our First Peoples' ancient and unique culture and heritage.

These principles form the foundation of our approach to partnerships and negotiations, ensuring respect, equality, and progress towards the empowerment and advancement of our community.









Celebrating 40 Years

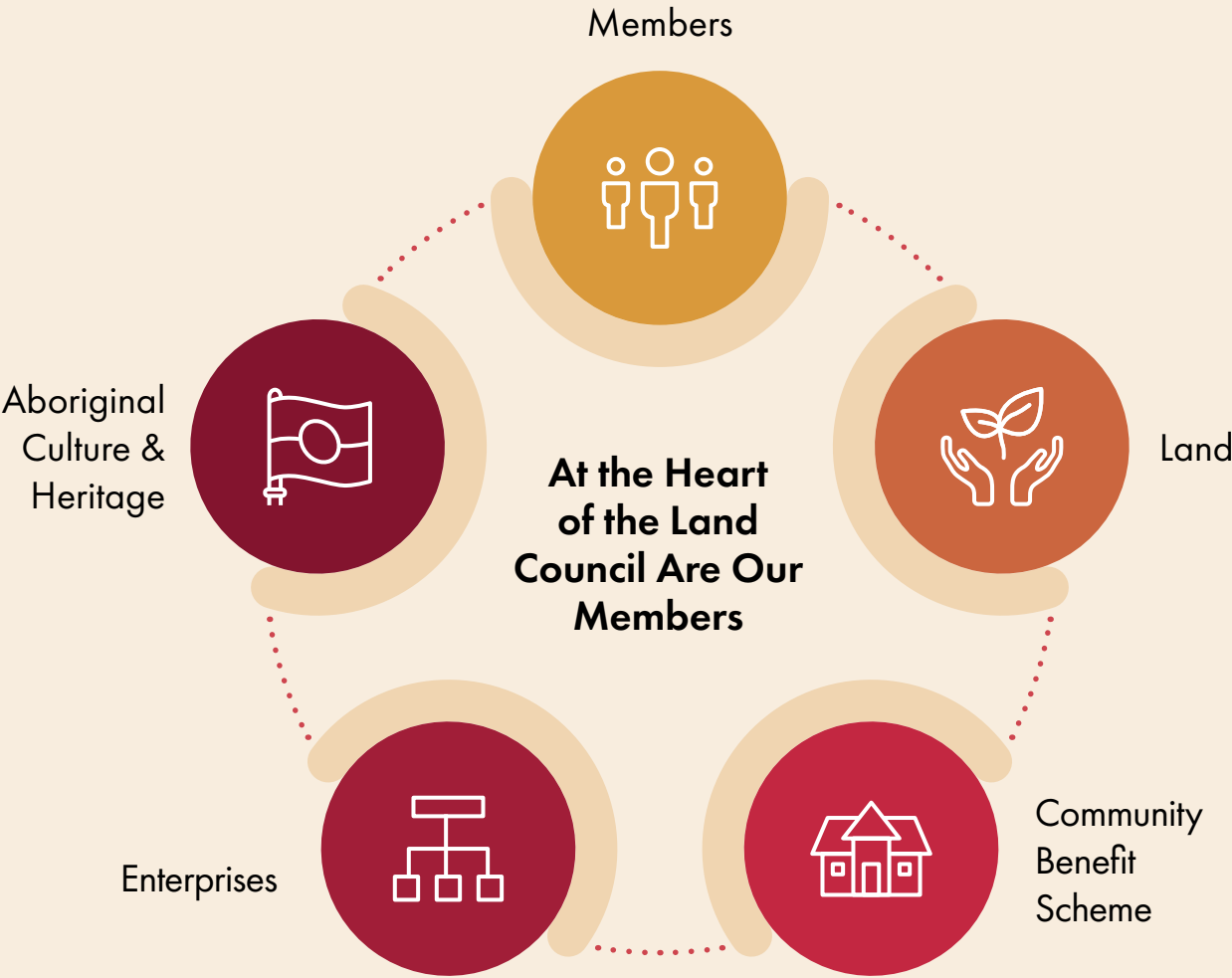
Get ready for the spectacular Gandangara 40th Anniversary Ball on Saturday, 30 November 2024! Stay tuned for an unforgettable evening of celebration and the launch of a multifaceted program of activities (publication, exhibition and multimedia).



Community, Land & Business Plan 2024-2028 Objectives & Strategies

Legend

- Engaging With Our Members and Community
- The Provision and Management of Community Benefits Schemes (CBS)
- Aboriginal Culture and Heritage
- The Acquisition, Management and Development of Land and Other Assets
- Business Enterprises and Investments



Our Objectives & Strategies



Engaging With Our Members & Community

| Objectives | Strategies | Short Term | Medium Term | Long Term |
|--|--|------------|-------------|-----------|
| 1.1 Create meaningful connections with the Members of Our Land Council, based on mutual respect & understanding, through: | 1.1.1 Celebrating significant Aboriginal and Torres Strait Islander events for all Members and the wider community through hosting and attendance. | ✓ | | |
| | 1.1.2 Providing regular opportunities for connection, engagement, and participation with our Members and the wider community to foster a sense of belonging with a focus on our youth & Elders. | | ✓ | |
| | 1.1.3 Providing platforms for Members to showcase their talents and support First Peoples business | | ✓ | |
| | 1.1.4 Developing and implementing personalised strategies to attract new members and re-engage inactive members, ensuring inclusivity, accessibility, and engagement. | | ✓ | |
| 1.2 Build a closer, healthier & stronger community through a range of services, communications, information & resources by: | 1.2.1 Developing a Communication Engagement Plan that employs a variety of communication channels (including digital visibility) to deliver transparent, timely, and engaging information and resources to members. | ✓ | | |
| | 1.2.2 Developing a comprehensive strategy to enhance youth connection and belonging by offering a diverse range of youth-centric services within the GLALC community. | | ✓ | |
| | 1.2.3 Expanding and delivering a complete range of services to celebrate and support our Elders within the GLALC community, empowering activities of daily living and meeting their holistic needs. | | ✓ | |
| 1.3 Providing culturally safe meeting places for Our Members and Community by: | 1.3.1 Establishing a central, fully accessible, and inclusive multi-purpose Cultural Connections Hub that celebrates our history and culture while delivering education, resources, and training facilities, with a particular emphasis on engaging the younger generation. | | | ✓ |
| | 1.3.2 Develop and implement an on-country strategy for delivering services, encompassing facilities such as the boat shed, hydro pools, and wellness and rehabilitation centre. | | ✓ | |
| | 1.3.3 Establishing mutually beneficial, formalised and complimentary partnerships to enhance the reach and impact of education through the leverage of our resources and expertise. | | | ✓ |

Our Objectives & Strategies



The Acquisition, Management & Development of Land & Other Assets

| Objectives | Strategies | Short Term | Medium Term | Long Term |
|--|---|------------|-------------|-----------|
| 2.1 The strategic acquisition of land & other assets by: | 2.1.1 Developing a Land Claims Strategy which prioritises strategic opportunities and negotiation possibilities to advance the best interests of Our Members & Aboriginal community. | | ✓ | |
| | 2.1.2 Developing a Land Claims & Management Plan to map, analyse, and advocate for claimable lands that are equitable & beneficial to Aboriginal people within the Council's area. | | ✓ | |
| | 2.1.3 Negotiating binding land dealings and/or determinations of land claims that are equitable and beneficial to Aboriginal people within the Council's area. | | ✓ | |
| 2.2 The strategic management of land & other assets by: | 2.2.1 Developing a Caring for Country Land Management Plan to audit our landholdings for their most appropriate use and development for mutual benefit of our Members and Country. | | | ✓ |
| 2.3 The strategic development of land & other assets through: | 2.3.1 Creating a network of community infrastructures, essential services, environmental initiatives, and property solutions including exploring biodiversity offsets through a combination of owned, borrowed, and diversified locations across the GLALC region. | | | ✓ |
| | 2.3.2 Develop and implement a strategic plan for our lands aimed at generating income, socio-economic benefits, and a range of opportunities for the community. | | | ✓ |
| | 2.3.3 Establishing a fully accessible and inclusive multi-purpose Health and Wellness facility colocated with the Cultural Connections Hub as part of the One Gandangara value proposition delivering trauma-informed and culturally safe health and wellbeing services to all people. | | | ✓ |
| | 2.3.4 Establishing the Gandangara Veterans and Youth Diversion facilities delivering trauma informed, culturally safe health and wellbeing services to First Peoples Veterans and Youth. Western Sydney Infrastructure Grants Program (formerly known as WestInvest) | | | ✓ |

| Objectives | Strategies | Short Term | Medium Term | Long Term |
|--|--|------------|-------------|-----------|
| 2.4 The strategic acquisition, management & development of other assets through:  | 2.4.1 Developing and delivering a Residential Property Management Strategy to efficiently manage and enhance residential properties, ensuring they meet the growing needs of our community and support our long-term goals. | | | ✓ |
| | 2.4.2 Creating an Enterprise Sustainability Plan to identify, develop, and manage sustainable income-generating business areas to grow GLALC's investment portfolio, to support member's needs. | | ✓ | |

















Our Objectives & Strategies



The Provision & Management of Community Benefit Schemes (CBS)



| Objectives | Strategies | Short Term | Medium Term | Long Term |
|---|---|------------|-------------|-----------|
| 3.1 Develop sustainable, quality & innovative Community Benefit Schemes through a model of care that supports:  | 3.1.1 Continuing to provide planned and tracked events, activities, and initiatives to empower community members to actively participate in and benefit from Community Benefit Schemes. | ✓ | | |
| | 3.1.2 Exploring varying viable Community Benefit Schemes to provide comprehensive support from birth to end-of-life stages that include: future funds, funeral funds, scholarships, sporting, housing, economic development, health and wellbeing or community infrastructure. | | ✓ | |
| | 3.1.3 Exploring and developing opportunities for education, training, research, employment, and public awareness to promote Aboriginal culture, focusing on cultural capability and safety. | | ✓ | |
| | 3.1.4 Developing formalised, mutually beneficial partnerships to support the development and implementation of Community Benefit Schemes including educational scholarships as part of the Aboriginal Employment Strategy. | | | ✓ |
| | 3.1.5 Establishing a Community Volunteer Program engaging Members in supporting local projects, services, events, and activities to enhance the impact of our Community Benefit Schemes, whereby promoting belonging, connection, and active participation. | ✓ | | |




| Objectives | Strategies | Short Term | Medium Term | Long Term |
|---|---|--|---|--|
| 3.2. Ensure the sustainability and viability of our Residential Housing scheme by aligning with community needs to enhance overall living standards through:  | 3.2.1 Exploring viable business models, funding, and other opportunities in the housing sector with the aim to increase and improve housing stock. |  |  |  |
| | 3.2.2 Explore housing and residential accommodation to develop, increase and improve Elders accommodation, home ownership and transitional accommodation. |  |  |  |
| | 3.2.3 Explore built-for-purpose residential housing. |  |  |  |
| 3.3 Deliver quality & accessible health services for our community:    | 3.3.1 Developing a Plan to Expand Health & Wellbeing Services, conducting thorough analysis meeting community needs and advancing organisational objectives. | |  | |

Our Objectives & Strategies



Business Enterprises & Investments

| Objectives | Strategies | Short Term | Medium Term | Long Term |
|--|--|------------|-------------|-----------|
| 4.1. Develop & embed authoritative cultural protocols for partnership engagement & strategic stakeholder management to advance Gandangara Local Aboriginal Land Council's business enterprises within our jurisdiction, with a focus on local government, industry & new infrastructure projects by:  | 4.1.1 Developing a Partnership Engagement Plan to establish, nurture, and manage strategic partnerships with stakeholders and suppliers that align with GLALC's goals and values, enhancing community outcomes and organisational sustainability. | | ✓ | |
| | 4.1.2 Formalising partnerships with key tourism bodies and organisations to establish cultural education satellite sites, aimed at showcasing our cultural protocols, history, language, spiritual beliefs, and traditional knowledge facilitating Eco-Tours and service expansion opportunities | | | ✓ |
| 4.2 The provision of opportunities for the education & employment of our Aboriginal community, via partnerships or through established Registered Training Organisation by:  | 4.2.1 Developing a comprehensive 'Our People Strategy' inclusive of recruitment, training, professional development, and retention cultivating a diverse, inclusive, and innovative workplace culture to be an 'Employer of Choice' for both our Members and the wider community. | | ✓ | |
| | 4.2.2 Delivering an Aboriginal Employment Strategy aimed to attract, retain, and advance a skilled First Peoples workforce at Gandangara exceeding NSW employment and procurement targets through meaningful employment, training, mentorship, and professional development opportunities, including traineeships and cadetships. | | ✓ | |
| | 4.2.3 Developing educational and employment-focused programs for young people, including employment readiness initiatives, traineeships, job placement, work experience, and apprenticeships. | | ✓ | |

| Objectives | Strategies | Short Term | Medium Term | Long Term |
|---|--|------------|-------------|-----------|
| 4.3 Maintain the sustainability & cultural appropriateness of Gandangara Health Services (GHS) to deliver lead practice, & encourage people to feel a sense of belonging, by:  | 4.3.1 Developing a comprehensive Better Health & Wellness Strategy to better address community needs and meet growth expansion, including exploring additional revenue streams and service delivery needs. | | ✓ | |
| | 4.3.2 Gaining formal registration as a NDIS approved service provider to deliver a comprehensive NDIS service that provides end-to-end support for community members with disability. | | ✓ | |
| | 4.3.3 Expanding the GHS Social and Emotional Wellbeing (SEWB) services with targeted programs for vulnerable community members, emphasising healing and social connection. | | ✓ | |
| | 4.3.4 Building upon the GHS Alcohol and Other Drug (AOD) Service by establishing remote sites within the community linked to the Hub as satellite sites, exploring mobile service options, and identifying high-need locations. | | ✓ | |
| 4.4 Enhance the efficiency, excellence & reach of Gandangara Transport Services (GTS) by:  | 4.4.1 Developing a rolling GTS Business Plan to identify current and planned services, exploring potential income and revenue streams expansion, and integrating GTS into the value proposition of GLALC's existing services (including health & wellbeing) to better address community transport needs through the conduction of a comprehensive needs analysis. | | ✓ | |
| | 4.4.2 Keeping our Transport for NSW accreditations current while exploring additional certifications to meet the growing demand and exploring avenues of applying for new accreditation to respond to client growth and demand for GTS. | ✓ | | |
| | 4.4.3 Exploring ethically commercial opportunities for GTS to participate in the expansion of patient transport and eco-cultural tourism market, including a bus station at the Western Sydney Airport and SWSLHD Liverpool Hospital. | ✓ | | |
| 4.5 Ensure the Sustainability, Self-Sufficiency & Economic Development of operations & services through:  | 4.5.1 Continually monitoring the investment portfolios through a formalised reporting and monitoring system. | | | ✓ |
| | 4.5.2 Developing a comprehensive, long-term financial plan to ensure sustainability and self-sufficiency across operations and services, and exploring sustainable funding and business expansion models that align with Member's needs and the Council's vision, mission, and values. | | ✓ | |
| | 4.5.3 Exploring viable options to support economic development initiatives that foster job creation, entrepreneurship, and sustainable business practices within the community. | | ✓ | ✓ |

Our Objectives & Strategies



Aboriginal Culture & Heritage

| Objectives | Strategies | Short Term | Medium Term | Long Term |
|---|--|------------|-------------|-----------|
| 5.1 Celebrate & promote our unique Aboriginal Culture & Heritage by: | 5.1.1 Establishing an Artists in Residence Initiative to actively involve local artists in creative programs and projects, fostering opportunities for display, sale, and celebration within our community. | | ✓ | |
| | 5.1.2 Sustaining and Expanding the Yarn Up Elders in Residence Program | ✓ | | |
| | 5.1.3 Exploring avenues to incorporate and showcase GLALC signage within our jurisdictions and across all land assets. | | ✓ | |
| | 5.1.4 Enhancing our Cultural Connection Hub with an Educational Keeping Place dedicated to preserving and promoting culturally significant heritage artifacts, objects, and educational resources in accordance with our cultural protocols, history, language, spiritual beliefs, and Traditional Knowledge. | | | ✓ |
| 5.2 Protect & preserve Aboriginal culture & heritage for the present and future generations by: | 5.2.1 Developing and implementing a GLALC First Peoples Ranger Program to provide opportunities for community members (including youth) to engage in Caring for Country, (part of the employment strategy) | | ✓ | |
| | 5.2.2 Protecting and preserving the traditional knowledge and wisdom of our Elders and exploring opportunities for Our Members to learn about culture on Country. | | ✓ | |
| | 5.2.3 Updating existing cultural maps of our lands and all lands within the GLALC's jurisdictions and the ongoing maintenance of a cultural site register. | | ✓ | |
| 5.3 Build the organisation's cultural education capacity to offer opportunities for Our Members & the wider public by: | 5.3.1 Enhancing our Cultural Connection Hub with a research centre and library to share knowledge and educate the community about our rich cultural heritage. | | | ✓ |
| | 5.3.2 Building formalised relationships and networks in the wider community to provide cultural education to youth including local schools and educational settings. | | ✓ | |
| | 5.3.3 Facilitating genealogical research and heritage exploration services, emphasising the investigation of family histories and ancestral lineage. | | ✓ | |

Community, Land & Business Plan Consultations

Consultation Workshop Sessions: Members & Community

| Date | Time | Date | Time |
|--|------------------|---|------------------|
| 12/02/24 | 6:00pm – 8:00pm | 13/04/24 (Tenant Forum Consultation) | 12:00pm – 1:00pm |
| 02/03/24 | 11:00am – 2:00pm | 14/04/24 | 12:30pm – 2:30pm |
| 11/03/24 | 1:00pm – 3:00pm | 13/05/24 | 6:00pm – 8:30pm |
| 22/03/24 (Advance Care Plan Consultation) | 12:00pm – 1:00pm | 25/05/24 | 12:30pm – 2:30pm |
| 08/04/24 | 1:00pm – 3:00pm | | |



"They make you feel like you're part of the family. Like you're you. So, you can have those jokes and those laughs, and it's not taken seriously"

– Gandangara Customer Experience (Cx) Report, 2023



Community, Land & Business Plan Consultation Workshop Sessions: Members & Community



"I expected to go visit a GP.
It blew me away. Every time I
went in there to visit, they went
above and beyond to make
me feel like a person, not just
a Medicare card"

— Gandangara Customer
Experience (Cx) Report, 2023





The most common code throughout this thematic analysis was that of belonging and outstanding customer service. 100% of participants would recommend GLALC services to others. Participants are made to feel “instantly welcomed” and reported a pleasant, friendly, and warm environment inside the centre.

– Gandangara Customer Experience (Cx) Report, 2023



“They bother to learn who you are”
 “[They create] A feeling like you belong”

– Gandangara Customer Experience (Cx) Report, 2023



**Community, Land & Business Plan
Consultation Workshop Sessions:**
Members & Prospective Members

| Date | Time |
|----------|------------------|
| 20/03/24 | 5.00pm – 6.00pm |
| 20/03/24 | 9.00pm – 10.00pm |



Family, comfort, and friendliness are common codes when discussing customer service at GLALC. The importance of connection.

– Gandangara Customer Experience (Cx) Report, 2023



Community, Land & Business Plan Consultation Workshop Sessions: GLALC Board Directors

| Date | Time |
|----------|-----------------|
| 18/09/23 | 6.30pm – 9.30pm |
| 03/11/23 | 1.00pm – 4.00pm |
| 26/02/24 | 8.00pm – 9.30pm |
| 25/03/24 | 8.00pm – 9.30pm |



**Community, Land & Business Plan
Consultation Workshop Sessions:**
GLALC Yarn Up – Elders in Residence



| Date | Time |
|----------|------------------|
| 06/11/23 | 10:30am – 1:00pm |
| 13/02/24 | 12:30pm – 2:30pm |
| 12/03/24 | 10:30am – 1:00pm |

| Date | Time |
|----------|------------------|
| 09/04/24 | 10:30am – 1:00pm |
| 14/05/24 | 10:30am – 1:00pm |

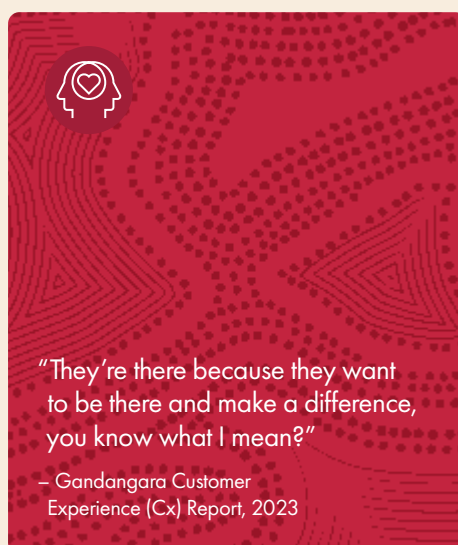


99

"Don't try and be somebody
be yourself."

– Uncle Lyle Carroll

**Community, Land & Business Plan
Consultation Workshop Sessions:**
GLALC Staff Conference



Date

Time

19/10/23

1:00pm – 3:00pm

03/05/24

10:00am – 5:00pm



99

"You guys bend over backwards to help every one of us. I really do appreciate that because it's hard to find a place like that. You guys are there"

– Gandangara Customer Experience (Cx) Report, 2023

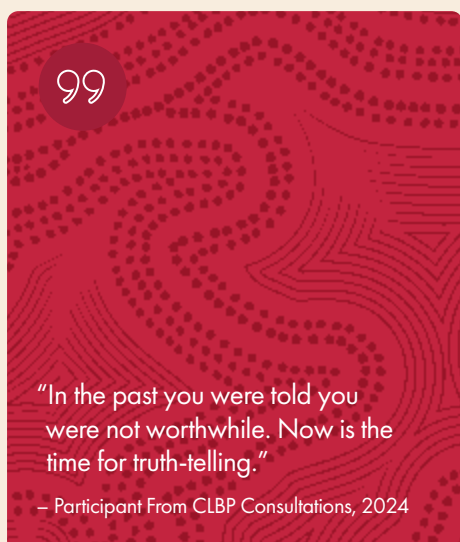


Participants feel they are more than a number, more than a patient. They report a great atmosphere, plenty of room, and many enjoy the TV's and the fact that "The girls come out and say hello and chat and offer help if they can". There are multiple mentions of close parking, and the fact that the staff remember them and make great effort.

– Gandangara Customer Experience (Cx) Report, 2023



Community, Land & Business Plan Consultation Workshop Sessions: GLALC Stakeholders



| Date | Time |
|----------|------------------|
| 23/04/24 | 11.00am – 3.00pm |
| 15/05/24 | 2.30pm – 4.00pm |



Community, Land & Business Plan
Consultation Workshop Sessions:
Haigh Park Coffee Club

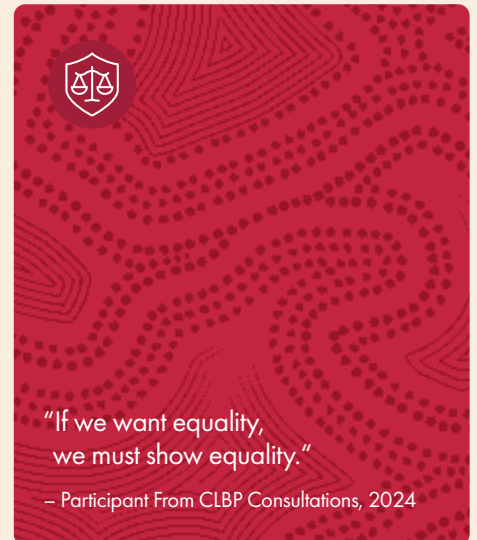


Date

Time

07/06/24

11.00am – 12.00pm





Caring for Country

Country is central to every facet of our Aboriginal and Torres Strait Islander culture – encompassing the land, water, air, and all living beings, as well as celestial entities like the sun, moon, stars, and sky. These elements are deeply intertwined with our Ancestral lands, special places, Creation spirits, and Dreamtime stories.

Our lands, our homelands, and tribal estates, are repositories of our Lore, language, customs, cultural practices, protocols, beliefs, values, stories, and cultural obligations. This living environment is essential to our identity as First Peoples.

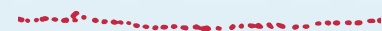
Country holds profound significance for First Peoples, though the depth of our connection to Country may be challenging for non-First Peoples to grasp. It is crucial for our partners to recognise that First Peoples have inherent obligations to Country, which is a central element of our Lore and laws. The Elders of our Country are custodians of this knowledge, defining

the boundaries of our lands and passing down this wisdom through generations.

The connection with Country is crucial for our Gandangara community, which yields great benefits that span health and well-being, culture and socio-political identity, economic development, and environmental sustainability. Engaging with the land not only promotes physical, mental, and spiritual health, but also sustains our cultural heritage and strengthens community cohesion and self-determination by preserving languages, customs, and spiritual practices. Economically, sustainable

land management creates employment opportunities and fosters community economic development. Environmentally, traditional practices enhance biodiversity and ecosystem health, showcasing the deep interconnection between the well-being of the land and its people.

These comprehensive benefits highlight the essential nature of the connection to Country for our First Peoples. It is our role as stewards to protect, restore, and preserve our Country, for now and our future generations.



"Caring for Country is essential to our identity, to our very being, as First Peoples – individually and collectively. When Country Thrives, we Thrive."

– Dr Melissa Williams

ALRA Section 52: Functions of the Local Aboriginal Land Council

A Local Aboriginal Land Council has the following functions in relation to Aboriginal culture and heritage:

- (a) to take action to protect the culture and heritage of Aboriginal persons in the Council's area, subject to any other law,
- (b) to promote awareness in the community of the culture and heritage of Aboriginal persons in the Council's area

Our strategic efforts include managing and advocating for land rights, which have enhanced cultural connections and increased asset values by over \$9 million through successful claims and re-evaluations. We have implemented significant projects such as the Heathcote Implementation Plan, the Land Management Strategy 2023-2028, and the First Peoples Ranger Program. Additionally, we have established the Eco Depot at Heathcote Ridge

and are collaborating with local authorities such as the Sutherland Shire, Transport for NSW, RFS, SES, to further our protection and restoration efforts. These initiatives align with the national objectives such as the Closing the Gap Targets Land and Sea Rights (Target 15A and B), aiming to secure and enhance land and sea rights for Aboriginal communities.

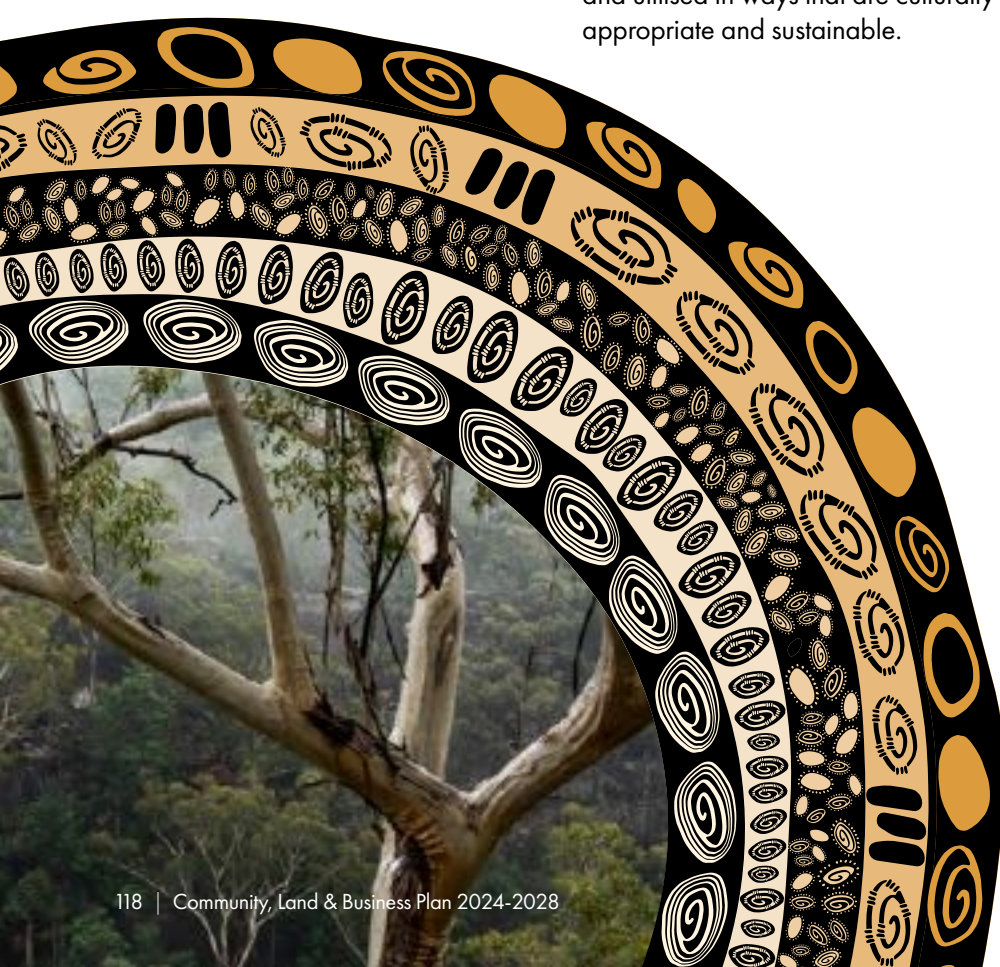
Closing the Gap Through Caring for Country at Gandangara

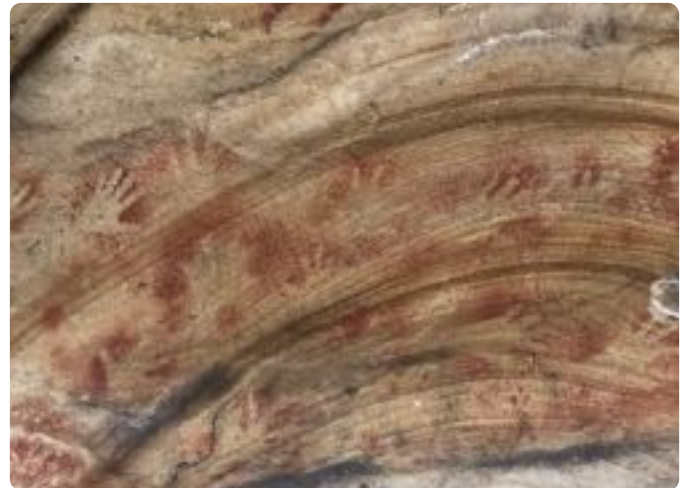
As part of our ongoing commitment to advancing First People's rights and stewardship over our lands and waters, GLALC is actively working towards fulfilling the national objectives outlined in Closing the Gap Target 15. This target is dedicated to the recognition of First People's land and sea rights, aiming to significantly increase areas under Aboriginal and Torres Strait Islander peoples' management. GLALC's efforts are multi-faceted, encompassing advocacy, legal claims, and collaborative projects that aim not only to reclaim and manage traditional lands but also to ensure these lands are maintained and utilised in ways that are culturally appropriate and sustainable.

GLALC is laying the groundwork for enhanced land management that respects and integrates traditional knowledge with contemporary conservation practices.


Through strategic initiatives such as the Heathcote Implementation Plan and the Land Management Strategy 2023-2028, GLALC is laying the groundwork for enhanced land management that respects and integrates traditional knowledge with contemporary conservation practices. The First Peoples Ranger Program is another pivotal element of our strategy, empowering Aboriginal rangers to manage natural resources and protect cultural heritage effectively. Furthermore, our partnerships with local authorities and government agencies — including the Sutherland Shire, Transport for NSW, RFS, and SES — illustrate a collaborative approach to environmental management and cultural preservation.

These comprehensive efforts by GLALC not only support the specific goals of Closing the Gap Target 15 but also contribute to the broader aspirations of our community to achieve sovereignty, self-determination, and sustainable development for future generations. Each step forward in this journey helps to bridge the gap, ensuring that our lands and waters are managed by those who understand them most deeply — Gandangara First Peoples, as our ancestors have been interconnected with these environments for thousands of years.







A photograph of a lush, dense forest with a river in the foreground. The trees are tall and green, with some bare branches visible. The river is calm, reflecting the surrounding greenery. The text is centered in the middle of the image, flanked by two horizontal dotted lines.

We honour all our
Uncles, Aunties, Brothers,
Sisters, Families and Community
who are no longer with us.
Thanks for sharing generations
of knowledge. Your spirit
continues to be the heart
of Gandangara



Governance Charter

The Objective of the Board

1. The Board of Directors of the Council (the Board) is collectively responsible for the governance and strategic direction of the Council.¹
2. The Board is responsible for developing and monitoring strategies, in conjunction with the CEO, that “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”.²
3. The authority of the Board is the collective position of multiple Directors together as one sum. Individual Directors do not have the authority to decide on behalf of the Board. This is contrary to the collective knowledge and position of the Board. Moreover, Board members share equal responsibility for Board resolutions.³
4. Decisions of the Board must always be made in the interest of all Aboriginal persons within the Council’s area.⁴

Board Decisions

5. Poor governance and Board issues occur where Board decisions are made and not followed and also where Boards make inconsistent decisions.⁵
6. To prevent this, the Board should ensure a level of finality in decision making. This will reduce inconsistent decisions. This will also result in efficient use of GLALC and Directors’ resources, particularly time.
7. A decision of the Board should be revisited only where there is a legitimate reason, such as relevant information now being available.

Responsibilities of the Board

8. The Board is recognised as having wide responsibilities, including and applied to GLALC

as follows;

- a. developing the strategic direction and objectives - together with the CEO;
- b. ensuring GLALC complies within its regulatory framework;
- c. delivering performance results for GLALC by improving, protecting and fostering the interests of all Aboriginal persons within the GLALC region;
- d. overseeing and evaluating the performance of the CEO;
- e. ensuring transparency and accountability.⁶

Director Duties

9. The Directors duties are imposed as obligations as part of GLALC’s status as a charity under the Australian Charities and Not-for-profit Commission Act 2012 (Cth).
10. Directors of the GLALC are bound by the Australian Charities and Not-for-profit Commission Governance Standards (Governance Standards). GLALC’s directors are required to:
 - a. act with reasonable care and diligence;
 - b. act honestly and fairly in the best interests of and for the objective of GLALC;
 - c. not misuse their position or information they gain as a Responsible Person;
 - d. disclose conflicts of interest;
 - e. ensure that the financial affairs of the charity are managed responsibly; and
 - f. not allow the charity to operate while it is insolvent.⁷
11. GLALC Directors remain bound by the criminal standard of section 184 of the Corporations Act 2001 (Cth), against reckless or intentionally dishonest conduct.⁸

The Chairperson

12. The primary duty of the Chairperson is to ensure the successful functioning of the Board, the Council and achievement of the Council’s objectives.⁹
13. The AICD, in the Relationship between the board and management publication, stated the Chairperson is to be the link between the Board and the CEO.¹⁰
14. The Chairperson will execute any functions delegated by the Board.¹¹
15. Accordingly, the chairperson must;¹²
 - a. uphold the rules of the Council, and
 - b. preside at meetings of the members of the Council and at meetings of the Board, and
 - c. represent and act, subject to instructions of a Board meeting, on behalf of the Council in between Board meetings.
16. Responsibilities of the Chairperson include:¹³
 - a. before each Council meeting:
 - i. consult with the CEO in preparation of an agenda;
 - ii. ensure that the notice of the meeting conforms with this protocol;
 - iii. check the accuracy of any minutes of previous meetings being presented for acceptance; and
 - iv. read over any correspondence or other material to be brought forward at the meeting.
 - b. open the meeting when a quorum is present, ask for any apologies to be table, welcome new members and guests;
 - c. sign minutes of previous meetings as correct when they have been accepted by the meeting,

1 Australian Institute of Company Directors (AICD), in the publication Role of the Board.

2 *Aboriginal Land Rights Act 1983 (NSW)*, s51.

3 AICD in the publication, *Relationship between the Board and Management*.

4 *Aboriginal Land Rights Act 1983 (NSW)*, s51.

5 AICD in the publication *Dysfunctional Boards and How to Avoid Them*.

6 AICD, in the publication *Role of the Board*.

7 *Australian Charities and Not-for-profits Commission Regulation 2022 (Cth)*, r45.25(2)(g); *Aboriginal Land Rights Act 1983 (NSW)*, s51.

8 *Corporations Act 2001 (Cth)*, s111L Note: Section 184 is not an excluded provision under s111L.

9 *Aboriginal Land Rights Regulation 2020 (NSW)*, Schedule 1, Model rule 19.

10 AICD in the publication, *Relationship between the Board and Management*.

11 *Aboriginal Land Rights Act 1983 (NSW)*, s72(1).

12 *Aboriginal Land Rights Regulation 2020 (NSW)*, Schedule 1, Model rule 19.

13 *Aboriginal Land Rights Regulation 2020 (NSW)*, Schedule 1, Model rule 19.

- d. preserve order and warn any member who is causing disturbance at a meeting that the member may be removed, and
 - e. order the removal from the meeting of any member who, having already warned, continues to cause a disturbance and may request assistance from the police to remove the member if it is considered necessary by the majority of members at the meeting,
 - f. ensure debates are conducted in the correct manner, in particular, that there is one speaker at a time,
 - g. rule "out of order" any motion which involves Council acting outside its functions or powers under the Act or any other statute or rule of law,
 - h. close or adjourn the meeting when:
 - i. a motion to that is carried, or
 - ii. all business is finished, or
 - iii. the meeting is excessively disorderly and the Chairperson is unable to restore order, or
 - iv. a quorum of members is no longer present.
17. The Chairperson has the same functions at Board meetings as in relation to meetings of the members of the Council.¹⁴

Role of the CEO

18. The CEO is responsible for the day-to-day management of the GLALC.¹⁵
19. This day-to-day management should be to further the GLALC's strategic direction, as directed by the Board. This obligation is in accordance with section 78A(2) (e) of the ALRA that acknowledges the CEO will be bound by functions imposed elsewhere under the ALRA or any other Act.
20. The responsibilities of the CEO include to:¹⁶
- a. Maintain a membership roll for the Council as required by the Act and the regulation;
 - b. Maintain an official minute book of the Council containing the minutes take by the

minute secretary in respect of each meeting of the Board and each meeting of the members of the Council;

- c. Maintain a file which contains all applications and letters asking for membership received by the Council;
- d. Call meetings and give proper notice for meetings, of the Council and the Board, in accordance with these rules;
- e. Maintain a file containing attendance lists for each meetings of the Council showing the names of all members who attend the meeting together with the signature of each member who is present;
- f. Prepare an agenda for meetings of the Council and the Board, in consultation with the Chairperson, prior to each meeting;
- g. Maintain any correspondence to and from the Council and inform the Council of such correspondence;
- h. Send the Registrar the following
 - i. A copy of the current Council membership roll and changes to the roll as require by section 59 of the Act,
 - ii. The address of the Council's office
 - iii. The particulars of all land held by the Council;
- i. Keep the Council's common seal in safe custody; and
- j. Represent and act, subject to the instructions of a meeting of the members of the Council and the instructions of meetings of the Board, on behalf of the Council in the interval between meetings of members and meetings of the Board.

Interaction Between the Board and Management

21. The relationship between the Board and the CEO and the executive leaders employed by the Council (the Management) is essential to the success of the Board. Whilst the Board is responsible for the strategic direction of the

GLALC, Management is responsible for carrying out and implementing this strategy. This requires mutual trust between the Board and Management.¹⁷

22. The Board is responsible for reviewing the performance of the Council in achieving its objectives.¹⁸ Section 78A(2) (a) of the ALRA states Management is responsible for the day-to-day management, this means there must be a relationship and trust between the Board and management. The provision suggests mutual trust as Management is to execute and the Board is to review and oversee.¹⁹ This also implies management should be expected to be free from undue influence.
23. By restricting undue influence and interference from the Board, a reasonable work environment will be encouraged, where Management is able to execute their duties.²⁰

Lines of Communication

24. Clear lines of communication are crucial in the effective administration of the Board and Management.
25. The Board is to communicate with the CEO or Management about GLALC matters by informing the Chairperson who will inform the CEO, this is a key relationship, linking the Board to Management.²¹
26. The Chairperson and CEO are to consult in preparation of an agenda before in Council and Board meetings.²² Additionally, the Chairperson and CEO should debrief following Board meetings and exchange updates and give guidance on issues impacting the organisation.²³
27. Communication from Management to the Board should be directed to the CEO who will inform the Chairperson, who is responsible for communication with other members of the Board.²⁴

¹⁴ *Aboriginal Land Rights Regulation 2020 (NSW), Schedule 1, Model rule 19.*

¹⁵ *Aboriginal Land Rights Act 1983 (NSW), 78A(2)(a).*

¹⁶ *Aboriginal Land Rights Regulation 2020 (NSW), Schedule 1, Model rule 20.*

¹⁷ AICD in the publication, *Relationship between the Board and Management.*

¹⁸ *Aboriginal Land Rights Act 1983 (NSW), s62.*

¹⁹ AICD in the publication, *Relationship between the Board and Management.*

²⁰ AICD in the publication, *Relationship between the Board and Management.*

²¹ AICD in the publication, *Relationship between the Board and Management.*

²² *Aboriginal Land Rights Regulation 2020 (NSW), Schedule 1, Model rule 20(f).*

²³ AICD in the publication, *Relationship between the Board and Management.*

²⁴ AICD in the publication, *Relationship between the Board and Management.*

Members Code of Conduct

1. Policy Statement

The purpose of this Code is to ensure that the Members, whether they be a voting or non-voting members, of the Gandangara Local Aboriginal Land Council (GLALC) observe the highest standards of conduct and ethical behaviour in all of their activities.

By adhering to the standards as set out in this policy Members enhance their own standing as well as that of the Gandangara Group of companies “the Gandangara Group” (GLALC, Gandangara Health Service, Gandangara Transport Service and Marumali), as representatives of the Aboriginal Community, and increase public confidence in the management and administration of the Gandangara Group.

This policy was developed in conjunction with of the Code of Conduct described in Part 10 of the Aboriginal Land Rights Act 1983 No 42 (ALRA), Schedule 3 of the Aboriginal Land Rights Regulation 2020, and the 2023 update to the model code of conduct published by the Office of the Registrar of ALRA.

2. Scope

This Code of Conduct (the Code) applies to all GLALC Members. This Policy applies to the workplace both inside and outside normal operating hours, including face-to-face interactions as well as all other forms of interactions (i.e. electronic communication, and work place events such as conferences or social functions).

3. Policy Description

3.1. Principles

- (a) GLALC Members are required to be familiar with and uphold this Code of Conduct.
- (b) As the conduct of an individual Member can reflect on the wider Aboriginal Land Council network as a whole, this Code sets out what are considered to be appropriate standards of conduct by Members.
- (c) This Code of Conduct is a stand-alone source of standards and rules. It has been developed and adopted by GLALC to be applicable only to GLALC members.
- (d) This Code of Conduct must be read in reference to the Aboriginal Land Rights Act 1983 (NSW) (ALRA). It must be interpreted

and applied only in a way that is consistent with the ALRA.

- (e) Members are to acknowledge that this Code is to be adhered to both in spirit and to the letter, so that a Member’s conduct is governed by the highest standards of personal and ethical behaviour.
- (f) The Code provides a framework for the identification and resolution of issues relating to the behaviour of all personnel, including Members, in the workplace.
- (g) It is the intention of this Policy to guide Members in their dealings with colleagues, management, the group, service users and the general public.
- (h) This Policy does not cover all conceivable situations but establishes the standard of behaviour expected from individuals who represent the Organisation.
- (i) This Policy does not replace any expectations of behaviour required by Law.
- (j) The Group commits to carrying out its functions in a manner that promotes fairness, equity and ethical behaviour, in a safe, respectful, inclusive and healthy environment for its personnel and all members of the general public who have any dealings with the Organisation.
- (k) The Group commits to providing a workplace that is safe, healthy, free from discrimination and harassment and one that allows personnel to manage their work life with private activities and responsibilities.
- (l) This Policy complies with the 2023 Revision of the Model Code of Conduct for LALCs published by the Office of the Registrar of the Aboriginal Land Rights Act (ORALRA; https://www.orala.nsw.gov.au/pdf/forms/20230523_Revised_Model_Codes_FINAL.pdf)
- (m) If necessary, GLALC can take action to enforce this Code of Conduct.

3.2. Purpose of the Code of Conduct

- (a) This is the Code of Conduct that Members are referred to in section 177(1)(b) of ALRA.
- (b) The purpose of this Code of Conduct is:
 - (i) To clearly set out for all GLALC Members the standards of conduct that are expected of them,

- (ii) In doing that, to assist GLALC Members to comply with their duties under the ALRA, and
- (iii) Provide clear standards against which GLALC Members can be held to account.

3.3. Relationship Between Duties and Obligations Under This Code of Conduct and Duties and Obligations Under ALRA and Other Laws

- (a) This Code of Conduct is a stand-alone source of standards and rules. It has been developed and adopted by GLALC to apply only to GLALC Members.
- (b) There is overlap between the standards in this Code of Conduct and some duties and obligations that LALC Members have under the ALRA and under other laws (such as the Independent Commission Against Corruption Act 1988).
- (c) This Code of Conduct does not alter or take away from any duties and obligations imposed by the ALRA or by any other law.

3.4. GLALC’s Values

- (a) GLALC values are referred to as “The Gandangara Way – Our Values”.
- (b) These values are the pillars that unify us, nurturing a sense of connection, belonging, and thriving. They play an essential role in healing and addressing the intergenerational trauma that has and in some cases, continues to impact our community.
- (c) Despite a history marred by racism, discrimination, and injustice, our values protect and strengthen our spirit, guiding us toward a hopeful future where we can achieve our vision – shoulder to shoulder – side by side.
- (d) The Gandangara Group aims to create One Team, One Plan, One Dream.
 - (i) One Team: We work together through unity and cooperation.
 - (ii) One Plan: We create a connected, cohesive, and healthier community.
 - (iii) One Dream: We become stronger and progress our community’s future.
- (e) The Gandangara Way is a philosophy rooted in unity, excellence, and accountability. This approach not only guides our conduct but also informs how we engage with each other and serve our community.

- (f) The Gandangara Way reflects our deepest attitudes and behaviours, firmly anchored in our core principles and values.
 - (i) Respect and Understanding - Honour, cherish and uphold the dignity of our Elders, embrace cultural protocols and principles, Faithful to LORE and preserving the integrity of our culture,
 - (ii) Diversity and Inclusion through Unity - Embrace uniqueness, ensuring every voice is heard and valued. We foster a welcoming, empathetic environment where interactions are conducted with care, and each community member is deeply respected,
 - (iii) LAW and LORE - Our Members and the community actively honour local cultural protocols, including traditional ceremonies and stewardship practices. This commitment helps preserve our rich heritage, ensuring that our actions not only reflect but also sustain our ancestral values and strengthen our cultural identity for future generations,
 - (iv) Accountability and Responsibility - Our Board is accountable and responsible to the Members through monitoring & reporting back to Members about implementation of the objectives and strategies established in the Community, Land, and Business Plan. Our CEO is accountable and responsible to the Board for the implementation of the Community, Land & Business Plan,
 - (v) Care for Family and Country - Committed to nurturing our families and cherishing our loved ones, in unity with our lands. By nourishing the heart of our community through our connection to Country, we foster a thriving environment for all.

3.5. Personal Conduct

Members are expected to:

- (a) Always abide by the ALRA, the Aboriginal Land Rights Regulation 2020 (NSW) (ALRR), and law generally.
- (b) Abide by the Rules of GLALC as well as those established by the New South Wales Aboriginal Land Council, and this Code of Conduct.
- (c) Always act honestly and in good faith in all their dealings with GLALC, including any dealings with GLALC as someone receiving a community benefit from the GLALC.
- (d) Act with respect and civility in all their interactions and communications with GLALC staff, Board members and members.

Members must not:

- (e) Act in a manner detrimental to or likely to be detrimental to GLALC's interests, or those of its members.
- (f) Act in a manner that is likely to bring the Organisation, or Aboriginal Land Councils generally, into disrepute including, but not limited to, engaging in any of the following behaviours:
 - (i) Breaking the law,
 - (ii) Behaving unethically,
 - (iii) Threatening physical harm to anyone,
 - (iv) Insulting, making personal reflections on, or implying improper motivations on anyone,
 - (v) Bullying, harassing or discriminating against anyone,
 - (vi) Behaving in a manner that would not be considered appropriate by accepted social norms.
- (g) Engage in any conduct intended to induce dishonesty or favouritism in the actions of GLALC, its Board or its staff. This includes, but is not limited to, offering or receiving bribes or inducements and making threats.

3.6. Behaviour at Meetings of GLALC

- (a) Meetings and collective decision making have an important place in land rights and the life of the Group. It is essential to the proper governance of the Group that meetings are participatory, orderly and effective forums for issues to be discussed, opinions to be voiced and decisions to be made.
- (b) When at meetings of the Group (including meetings of GLALC members, Board meetings and sub-committee meetings) Members must observe and comply with the behaviours listed below at (c) and (d).
- (c) At all meetings Members must:
 - (i) Respect and follow the directions of the Chairperson,
 - (ii) Speak in turn, as permitted by the Chairperson, and not over the top of other people,
 - (iii) Listen to what others are saying,
 - (iv) Address others and their points of view respectfully and without any disparagement,
 - (v) Not be argumentative, inflammatory, or abusive, and
 - (vi) Not be disruptive or disorderly.
- (d) Without limiting any of the general standards of behaviour set out in paragraph (c), at a meeting Members must not:
 - (i) Assault or threaten to assault another person present at the meeting,

- (ii) Move or attempt to move a motion or an amendment that has an unlawful purpose or that deals with a matter that they know or ought to know is beyond the power of the Organisation or the Board, or address or attempt to address the Organisation or the Board on such a motion,
- (iii) Insult or makes personal comments about, or slander the motivations of another official or member,
- (iv) Act in a manner that is likely to bring the Organisation or the Board into disrepute or contempt,
- (v) Leave a meeting in order to deprive the meeting of a quorum.
- (e) Members must not make an unauthorised recording in any kind of a meeting.

3.7. Conflicts of Interest

- (a) The Group acknowledges that Members may have commitments outside of the Organisation.
- (b) Members must take all reasonable steps to ensure that their decision making is not improperly influenced by and is not perceived to have been improperly influenced by, any conflict of interest.
- (c) If the Member has a financial (pecuniary) interest in any matter being considered at a meeting, they must disclose the existence and nature of the interest to the meeting. This is especially important at meetings where decisions about proposed land dealings are made. Any such disclosure should be recorded in the minutes.
- (d) All Members must also disclose any non-financial (non-pecuniary) interest, including existing or previous personal relationships, in relation to any matter being discussed at any meeting, as if it was a financial interest and as if the ALRA disclosure provisions (Part 10 Division 4 of ALRA) and clause 3.7(c) "Conflicts of Interest" of this Code of Conduct applied. This means Members must disclose non-financial interests as if they were financial interests.
- (e) A non-financial interest is to be regarded as significant if it involves:
 - (i) a family relationship that is particularly close (e.g. a parent, grandparent, brother, sister, uncle, aunt, nephew, niece, child or grandchild of the member or of their spouse, their current or former spouse or partner, de facto or other person living in the same household),
 - (ii) another relationship that is particularly close (e.g. a friend or business associate),

- (iii) an affiliation between the member and an organisation, sporting body, club, political party, corporation or association that is particularly strong,
- (iv) if it could appear to a reasonable observer that the non-financial interest could improperly influence the Members' participation in decision making about the matter.
- (f) Members should actively seek to avoid or remove themselves from any situation in which they have an actual, or may reasonably be perceived to have, a conflict of interest.
- (g) Further, unless the other members determine otherwise, on any matter in which a Member has a Conflict of interest the Member must not be present at, or in sight or hearing of, the meeting:
 - (i) at any time during which the matter is being considered or discussed, or
 - (ii) at any time during which the Organisation is voting on any question in relation to the matter.
- (h) In this Code of Conduct, "pecuniary interest" has the same meaning as in section 184 of the ALRA.

3.8. Reporting Grievances

- (a) There are proper ways to raise and deal with any concerns or grievances a Member might have about personnel, Board members or members. Members must not, in connection with GLALC affairs, make personal attacks on staff, Board members or other members or otherwise act in an offensive or inflammatory way towards staff, Board members or other members. This applies to direct interactions, to meetings (including any Board meeting or sub-committee meeting the member may be present at), to any other community or public forums, and to Facebook, Twitter or other social media postings and to other communications.
- (b) To report a grievance, the member should fill in the *Feedback form* available at, and clicking complaint as the type of feedback they are giving. If the member gives their contact details they will receive a reply within two working days to let them know that their report has been received. The report will be investigated, and they will be notified of the outcome within 30 working days of the initial reply to their report.

3.9. Maintaining Confidentiality

- (a) Sometimes Members might be given access to confidential or private information or documents at a GLALC meeting, or in connection with GLALC decision making. Members must not use such information or documents for any purpose other than GLALC business. Members must not share such information or documents with people they were not intended for.

3.10. Authorised Public Comment

- (a) The views and contributions of every Member are important. Unless Members are properly authorised, however, they do not represent and have no authority act on behalf of GLALC, and Members must not hold themselves out as being a representative or having authority within or over any part of the Gandangara Group.
- (b) Only the Chairperson of the Board or anyone authorised by the Board may make any public statement of any kind including to media outlets or on social media:
 - (i) On behalf of the Organisation,
 - (ii) About the Organisation or its affairs, or
 - (iii) About any officials or other members of the Organisation.
- (c) Without limiting (b), unless Members have been properly authorised to do so, Members must not make any public statement (which includes a statement to a newspaper, to a radio or TV station, or in a Facebook, Twitter or other social media post) on behalf of GLALC or that others may reasonably understand is made on behalf of GLALC.
- (d) Members must not make any public statement about GLALC that they:
 - (i) Know or ought to know is untrue, or
 - (ii) They intend will, or that is likely to, damage GLALC's interests, or
 - (iii) That they intend will, or that is likely to, lower the reputation or standing of GLALC or Aboriginal Land Councils generally.
- (e) Members must not make personal attacks on GLALC staff, Board members or members, or otherwise act in an offensive or inflammatory way towards GLALC staff, Board members or members. This applies to direct interactions in person, to interactions while in GLALC meetings (including any Board meeting or sub-committee meeting Members may be present at), to any community or public forums, and to Facebook, Twitter or other social media postings or any other forms of communication.

3.11. Reporting Wrongdoing

- (a) No Gandangara Group Policy replaces any Australian Law.
- (b) Nothing in this Code of Conduct, including clause 3.9 "Maintaining Confidentiality", is intended to discourage or hinder any GLALC member from making a public interest disclosure under the Public Interest Disclosures Act 2022 (NSW) (PID Act).
- (c) No personnel are permitted to carry out any activity which contravenes either Organisational Policies or Australian Law.
- (d) Anyone reporting wrongdoing must:
 - (i) Take care to ensure their reports of wrongdoing are made responsibly and in accordance with the PID Act, and
 - (ii) Honestly believe on reasonable grounds that the information being reported shows or tends to show wrongdoing.
- (e) Reports of wrongdoing should be made to:
 - (i) An investigating authority (which includes ICAC, the NSW Ombudsman, the Auditor-General of NSW or the Information Commissioner),
 - (ii) The Chief Executive Officer or, for reports about the Chief Executive Officer, to the Chairperson of the Board,
 - (iii) CEO of the NSW Aboriginal Land Council,
 - (iv) A wrongdoings officer of GLALC (currently Haydn Allbutt and Angela Spithill), or
 - (v) In the limited circumstances set out in section 28 of the PID Act, a Member of Parliament or journalist.

3.12. Prevention of Bullying and Discrimination

- (a) Personnel, including Members, must not engage in the following activities towards any other individual both within the Organisation or towards the general public:
 - (i) Bullying,
 - (ii) Harassment,
 - (iii) Intimidation,
 - (iv) Physically or emotionally threatening,
 - (v) Discrimination on the grounds of gender, race, sexuality, disability, cultural background, religion, marital status, age, union affiliation, political conviction or family responsibilities, or
 - (vi) Insulting the personal beliefs of anyone.
- (b) Bullying, harassment, intimidation or discrimination of any kind is not acceptable behaviour in any associate of the Organisation and is grounds for suspension of membership.

- (c) The behaviours described in (a) above include, but are not limited to:
 - (i) Unwelcomed and unsolicited physical contact,
 - (ii) Lewd or suggestive comments or jokes,
 - (iii) Humiliating anyone through comments, jokes, sarcasm, criticism or insults,
 - (iv) Criticism in front of other members,
 - (v) Talking about another individual or the quality of their work when that individual is not present,
 - (vi) Putting someone down or ridiculing them,
 - (vii) Maliciously excluding a person from GLALC activities, or
 - (viii) Displaying, or allowing to be displayed, lewd or offensive images.
 - (d) Members are encouraged to be self-reflective regarding their behaviours and language and examine how those behaviours and language may affect others.
- (d) The most appropriate and useful way of dealing with a breach will depend on a range of factors.
 - (i) The nature and circumstances of the breach,
 - (ii) The severity of the breach,
 - (iii) The potential harm such breaches pose to other individuals associated with the Organisation,
 - (iv) The potential harm such breaches pose to the good standing and reputation of the Organisation or the NSW Aboriginal Land Council, or
 - (v) The requirements of Australian Law.
 - (e) Action for breach of this Code of Conduct could include:
 - (i) An informal meeting,
 - (ii) Mediation,
 - (iii) Formal censure or reprimand,
 - (iv) Suspension from attending meetings under section 57(1) of the ALRA and as described in Schedule 1 section 5 of the Aboriginal Land Rights Regulations 2020 (NSW), or
 - (v) Termination of Membership.

3.13. Work Health and Safety

- (a) All individuals making use of GLALC facilities have the right to expect the Gandangara Group to provide an environment that is safe and fit for purpose.
- (b) All individuals have the right to refuse to perform a task that they deem to be unsafe.
- (c) All individuals are expected to take reasonable care of their own safety and wellbeing and the safety and wellbeing of others when performing duties for the Organisation.
- (d) All individuals are expected to comply with all Work Health and Safety Laws
- (e) No individuals are permitted to perform any duties for the Organisation while they are under the influence of alcohol or any form of non-prescription drug as described in the *Alcohol, smoking and drugs policy*.
- (f) The Group commits to providing a smoke free work environment. No smoking is permitted on any Gandangara Group operated work site.

3.14. Breach of This Code of Conduct

- (a) If the conduct of a GLALC member should become an issue, GLALC can take action to enforce this Code.
- (b) If a person considers that a member has engaged in conduct in breach of the Code, this should be reported to the CEO.
- (c) If the CEO has reason to believe that a member subject to the Code has failed to comply with it, then this will be investigated.

4. Related Documents

- 4.1. *Declaration of External Interests Form*
- 4.2. *Gifts and Benefits Register*
- 4.3. *Reporting Wrongdoing Procedure*
- 4.4. *Work Health and Safety Procedures*
- 4.5. *GLALC Communications Procedure*

5. Related Policies

- 5.1. *Continuous Quality Improvement Policy*
- 5.2. *Conflict of Interest Policy*
- 5.3. *Confidentiality Policy*
- 5.4. *Privacy Policy*
- 5.5. *IT Policy*
- 5.6. *Whistleblower Policy*
- 5.7. *Work Health and Safety Policy*
- 5.8. *Alcohol, smoking and drugs policy*

6. Definitions

- 6.1. Associate of the Gandangara Group – Any individual who is in anyway related to the Gandangara Group or carries out any activity on behalf of the Group.
- 6.2. Complaint: - An expression of dissatisfaction made to the Gandangara Group, related to its products (including services), or the complaints-handling process itself, where a

response or resolution is explicitly or implicitly expected.

- 6.3. Entity – Gandangara Health Service (GHS), Gandangara Transport Service (GTS), Marumali Ltd.
- 6.4. The Gandangara Group – Gandangara Local Aboriginal Land Council (GLALC), Gandangara Health Service (GHS), Gandangara Transport Service (GTS), Marumali Ltd.
- 6.5. Meeting - is to be read as including a meeting of the members of the Organisation, the Board and of any sub-committee.
- 6.6. Pecuniary interest – Financial interest. Has the same meaning as in ss 182-183 of the ALRA.
- 6.7. Personnel – Refers to any individual performing any sort of role for the Gandangara Group, whether paid or unpaid, including volunteers and students.
- 6.8. Service Users – Any individuals who use the services of the Gandangara Group including customers, clients and patients
- 6.9. Wrongdoing – Any activity which contravenes Australian Law or Organisational Policy.

7. Related Legislation

- 7.1. *Privacy Act 1988 - 2A Objects of this Act*
- 7.2. *Aboriginal Land Rights Regulation 2014 – Schedule 3*
- 7.3. *Aboriginal Land Rights Act 1983 No 42 – Part 10*
- 7.4. *Work Health and Safety Act 2011 No 10*
- 7.5. *Australian Charities and Not-for-profit Commission Act 2012 (Cth)*
- 7.6. *Australian Charities and Non-for-profit Commission Governance Standards*
- 7.7. *Corporations Act 2001 (Corporations Act) – Whistleblower protections*
- 7.8. *Public Interest Disclosures Act 2022 (NSW) – Part 3 – Whistleblower protections*

8. Revision History

Status: Approved by GLALC Board

Effect Date: 11 April 2022

Review Date: 15 April 2025

Revision History

15/4/2024: Reviewed by Board at the 15/4/2024 EBM (Finance)

7/6/2024: Code of Conduct – Members underwent a major revision and was updated in accordance with the 2023 revisions of the Model code of conduct published by ORALRA.

Board Code of Conduct

1. Policy Statement

The purpose of this Code is to ensure that the Board Members of the Gandangara Local Aboriginal Land Council (GLALC) observe the highest standards of conduct and ethical behaviour in all of their activities.

By adhering to the standards as set out in this policy Board Members enhance their own standing as well as that of the Gandangara Group of Companies “the Gandangara Group” (GLALC, Gandangara Health Service, Gandangara Transport Service and Marumali), as representatives of the Aboriginal Community, and increase public confidence in the management and administration of the Gandangara Group.

This policy was developed in conjunction with the Code of Conduct described in Part 10 of the *Aboriginal Land Rights Act 1983 No 42* (ALRA), Schedule 3 of the *Aboriginal Land Rights Regulation 2020*, and the 2023 update to the *model code of conduct published by the Office of the Registrar of ALRA*.

2. Scope

This Code of Conduct (the Code) applies to all Gandangara Local Aboriginal Land Council (GLALC) Board Members. This Policy applies to the workplace both inside and outside normal operating hours, including face-to-face interactions as well as all other forms of interactions (i.e. electronic communication, and workplace events such as conferences or social functions).

3. Policy Description

3.1. Principles

- (a) The Board Members are required to be familiar with and uphold this Code of Conduct.
- (b) As the conduct of an individual Board Member can reflect on the wider Aboriginal Land Council network, this Code sets out what are considered to be appropriate standards of conduct by Board Members.
- (c) Board Members are to acknowledge that this Code is to be adhered to both in spirit and to the letter, so that a Board Member’s conduct is governed by the highest standards of personal and ethical behaviour.

- (d) This Code of Conduct must be read in reference to the *Aboriginal Land Rights Act 1983 (NSW) (ALRA)*. It must be interpreted and applied only in a way that is consistent with the ALRA.
- (e) Board Members must uphold the objectives of the Gandangara Group by complying with the policies and procedures of the Group (including the GLALC Board Governance Charter) as well as those established by the New South Wales Aboriginal Land Council (NSWALC).
- (f) The Gandangara Group is committed to ensuring the highest standards of ethical and professional behaviour. Board Members are therefore required to exercise complete probity, honesty and diligence in carrying out their duties and responsibilities.
- (g) The Code provides a framework for the identification and resolution of issues relating to the behaviour of Board Members, in the workplace.
- (h) It is the intention of this Policy to guide Board Members in their dealings with colleagues, management, the organisation, service users and the general public.
- (i) This Policy does not cover all conceivable situations but establishes the standard of behaviour expected from individuals who represent the Gandangara Group.
- (j) This Policy does not replace any expectations of behaviour required by Law.
- (k) The Gandangara Group commits to carrying out its functions in a manner that promotes fairness, equity and ethical behaviour, in a safe, respectful, inclusive and healthy environment for its personnel and all members of the general public who have any dealings with the Group.
- (l) The Gandangara Group commits to providing a workplace that is safe, healthy, free from discrimination and harassment and one that allows personnel to manage their work life with private activities and responsibilities.

- (m) This Policy complies with the 2023 Revision of the Model Code of Conduct for LALCs published by the Office of the Registrar of the Aboriginal Land Rights Act (ORALRA; https://www.oralra.nsw.gov.au/pdf/forms/20230523_Revised_Model_Codes_FINAL.pdf)
- (n) If necessary, GLALC can take action to enforce this Code of Conduct.

3.2. Purpose of the Code of Conduct

- (a) This is the Code of Conduct that Board members are referred to in section 177(1) (a) of ALRA.
- (b) The purpose of this Code of Conduct is:
 - (i) To clearly set out for each LALC Board member the standards of conduct that are expected of them,
 - (ii) In doing that, to assist GLALC Board members to comply with their duties under the ALRA, and
 - (iii) Provide clear standards against which GLALC Board members can be held to account.

3.3. Relationship Between Duties and Obligations Under This Code of Conduct and Duties and Obligations Under ALRA and Other Laws

- (a) This Code of Conduct is a stand-alone source of standards and rules. It has been developed and adopted by GLALC to apply only to GLALC Board members.
- (b) There is overlap between the standards in this Code of Conduct and some duties and obligations that LALC officials have under the ALRA and under other laws (such as the Independent Commission Against Corruption Act 1988).
- (c) For example, section 183 of the ALRA imposes general duties on LALC officials such as the duty to act honestly, in good faith and in the best interests of the Aboriginal Land Council. Very similar general duties are contained in this Code of Conduct.
- (d) This Code of Conduct does not alter or take away from any duties and obligations imposed by the ALRA or by any other law.

3.4. GLALC's Values

- (a) GLALC values are referred to as "The Gandangara Way — Our Values"
- (b) These values are the pillars that unify us, nurturing a sense of connection, belonging, and thriving. They play an essential role in healing and addressing the intergenerational trauma that has and in some cases, continues to impact our community.
- (c) Despite a history marred by racism, discrimination, and injustice, our values protect and strengthen our spirit, guiding us toward a hopeful future where we can achieve our vision — shoulder to shoulder — side by side.
- (d) The Gandangara Group aims to create One Team, One Plan, One Dream.
 - (i) One Team: We work together through unity and cooperation.
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- (e) The Gandangara Way is a philosophy rooted in unity, excellence, and accountability. This approach not only guides our conduct but also informs how we engage with each other and serve our community.
- (f) The Gandangara Way reflects our deepest attitudes and behaviours, firmly anchored in our core principles and values.
 - (i) Respect and Understanding - Honour, cherish and uphold the dignity of our Elders, embrace cultural protocols and principles, Faithful to LORE and preserving the integrity of our culture.
 - (ii) Diversity and Inclusion through Unity - Embrace uniqueness, ensuring every voice is heard and valued. We foster a welcoming, empathetic environment where interactions are conducted with care, and each community member is deeply respected.
 - (iii) LAW and LORE - Our Members and the community actively honour local cultural protocols, including traditional ceremonies and stewardship practices. This commitment helps preserve our rich heritage, ensuring that our actions not only reflect but also sustain our ancestral values and strengthen our cultural identity for future generations.

- (iv) Accountability and Responsibility - Our Board is accountable and responsible to the Members through monitoring & reporting back to Members about implementation of the objectives and strategies established in the Community, Land, and Business Plan. Our CEO is accountable and responsible to the Board for the implementation of the Community, Land & Business Plan.
- (v) Care for Family and Country - Committed to nurturing our families and cherishing our loved ones, in unity with our lands. By nourishing the heart of our community through our connection to Country, we foster a thriving environment for all.

3.5. Protection From Liability

- (a) The Gandangara Group will indemnify Board Members from liability while they are carrying out their duties for the Group so long as they were behaving in a manner consistent with this Policy and the Law of Australia.
- (b) Board members, performing their duties in good faith for the Organisation are protected from personal liability under section 242 of ALRA.

3.6. Professional Conduct

Board Members are expected to:

- (a) Develop and maintain knowledge and understanding of their role within the Gandangara Group, their area of expertise and their field more generally,
- (b) Exercise their best professional and ethical judgement when carrying out their duties for the Gandangara Group, so that their conduct conforms to the highest standards of personal and ethical behaviour,
- (c) Board Members must not abuse their authority,
- (d) Do their best to uphold the good name, reputation and values of the Gandangara Group and the NSW Aboriginal Land Council as they carry out their duties. This means that Board Members must not enter into any agreement or undertake any activity that may be in conflict with the interests of the GLALC, or that would prejudice the performance of their duties,
- (e) Act in the best interests of the Gandangara Group and the Community it serves,
- (f) Carry out their duties diligently, considerately and to the best of their ability,

- (g) Act fairly, honestly and impartially, and exercise their authority objectively,
- (h) Act with Integrity, ensuring that external interests or obligations do not improperly influence their decision making,
- (i) Give due credit to the work of others,
- (j) Be accountable for their work,
- (k) Treat all individuals they have dealings with while carrying out their duties with integrity, respect, courtesy, impartiality, sensitively and with fairness,
- (l) Do their best towards creating and maintaining a pleasant, cooperative, collaborative workplace and to refrain from behaving in a way that undermines, demeans or creates division between other Personnel,
- (m) Carry out their duties in a manner consistent with the Policies and Procedures of the Gandangara Group,
- (n) Board Members may not:
 - (i) Conduct themselves in a manner that is likely to bring the Gandangara Group, or Aboriginal Land Councils generally, into disrepute by engaging in any of the following behaviours that include, but are not limited to:
 - Breaking the law
 - Behaving unethically
 - Threatening physical harm to anyone
 - Insulting, making personal reflections on, or implying improper motivations on anyone
 - Bullying, harassing or discriminating against anyone
 - Behaving in a manner that would not be considered appropriate by accepted social norms
 - (ii) Engage in favouritism or prejudice in relation to the provision of benefits or services to GLALC members or other Aboriginal people in the service area of the Gandangara Group,

- (iii) Use information or resources from the Gandangara Group to gain advantage for themselves or others or to compete with or harm the Gandangara Group,
- (iv) Steal from the Gandangara Group or obtain a benefit by deception,
- (v) Seek to influence other Board members or staff to gain personal advantage or benefit for themselves or another person or organisation, or to cause detriment to GLALC.
- (o) Board members must at all times comply with all relevant laws and regulations including but not limited to the requirements in the:
 - (i) Aboriginal Land Rights Act 1983 (NSW)
 - (ii) Aboriginal Land Rights Regulation 2020 (NSW)
 - (iii) Australian Charities and Not-for-profit Commission Act 2012 (Cth)
 - (iv) Australian Charities and Non-for-profit Commission Governance Standards
 - (v) Corporations Act 2001 (Cth)

3.7. Workplace Relationships

- (a) Board Members are expected to manage their personal relationships in a way that does not adversely affect the smooth running or good name of the Gandangara Group.
- (b) Where personal relationships result in an actual or perceived conflict of interest, the relationship must be declared as a non-pecuniary interest according to the *Conflict of Interest Policy*.
- (c) Where personal relationships result in an improper power dynamic e.g. Doctor and patient, manager and subordinate worker, the relationship must be declared as a non-pecuniary interest according to the *Conflict of Interest Policy* and the conflict managed so as to remove the improper power dynamic.

3.8. Personal Dealings With GLALC

- (a) It is possible that board members will have reason to deal with GLALC in a personal capacity (e.g. as a tenant in one of the LALC's houses). The Board member must not expect or request preferential treatment in relation to any matter. The Board member must avoid any action that could lead members or members of the community to believe that they are seeking or receiving preferential treatment.

3.9. Board Member Interactions With Staff and Consultants

- (b) Board members, must respect the division of roles and responsibilities between the Board and the Chief Executive Officer in relation to the direction of staff and consultants. While the Board directs and controls the affairs of the Gandangara Group generally, staff and consultants are under the direction of the Chief Executive Officer. Board Members must not:
 - (i) Try to direct staff or consultants (other than by a resolution of the Board giving an appropriate direction to the Chief executive Officer),
 - (ii) Try to influence staff or consultants, including by things said at an Organisational meeting or other forum.
- (c) Further, while the Chief Executive Officer is subject to the control and direction of the Board, it is not appropriate for individual Board members to try and direct the chief executive officer. As with other functions of the Board, this function may only be exercised by Board resolution.

3.10. Board Members Attendance at Board Meetings

- (a) All Board members must make a reasonable effort to properly prepare for, attend, and participate constructively in all Board meetings and any sub-committee meetings they may be required to participate in.
- (b) An attentive and careful Board member will:
 - (i) Take the time needed to gain a reasonable level of knowledge and understanding about the function of the Gandangara Group, its operations and priorities (as set out in its community, land and business plan) and its overall financial position,
 - (ii) Make an effort to attend all Board meetings (as well members meetings and any relevant Committee meetings),
 - (iii) Make an effort to prepare for meetings (e.g. by reading papers that may be provided in advance) so that at the meetings he or she will be ready and able to engage,
 - (iv) Pay attention at meetings and do his or her best to understand the matters being discussed, and

- (v) Apply his or her knowledge and understanding about the functions, operations and priorities of the Gandangara Group to those matters.
- (c) If a board member is unable to attend a meeting they must request leave of absence from the Board, identifying:
 - (i) the meeting they wish to be excused from, and
 - (ii) the grounds on which they wish to be excused.
- (d) The Board Member should note that if they are absent from 2 consecutive meetings of the Board of which reasonable notice has been given, except on leave from the Board or unless they are excused by the Board for having been absent, the office of that Board Member may be vacated by operation of section 67 of the ALRA.

3.11. Behaviour at the Meetings of the Gandangara Group

- (a) Meetings and collective decision making have an important place in land rights and the life of the Gandangara Group. It is essential to the proper governance of the Gandangara Group that meetings are participatory, orderly and effective forums for issues to be discussed, opinions to be voiced and decisions to be made.
- (b) When at meetings of the Gandangara Group (including meetings of GLALC members, Board meetings and sub-committee meetings) Board Members must observe and comply with the behaviours listed below at (d) and (e).
- (c) When at a meeting, Board Members must take care to not misuse information that they have because of their office or position.
- (d) At all meetings Board Members must:
 - (i) Respect and follow the directions of the Chairperson,
 - (ii) Speak in turn, as permitted by the Chairperson, and not over the top of other people,
 - (iii) Listen to what others are saying,
 - (iv) Address others and their points of view respectfully and without any disparagement,
 - (v) Not be argumentative, inflammatory, or abusive, and

- (vi) Not be disruptive or disorderly.
- (e) Without limiting any of the general standards of behaviour set out in paragraph (d), at a meeting you must not:
 - (i) Be argumentative, inflammatory, or abusive,
 - (ii) Be disruptive or disorderly, and
 - (iii) Deliberately seek to impede the consideration of the business of a meeting
 - (iv) Assault or threaten to assault another person present at the meeting,
 - (v) Move or attempt to move a motion or an amendment that has an unlawful purpose or that deals with a matter that you know or ought to know is beyond the power of the Gandangara Group or the Board, or address or attempt to address the Organisation or the Board on such a motion,
 - (vi) Insult or makes personal comments about, or impute an improper motive to another official or member, or
 - (vii) Act in a manner that is likely to bring the Gandangara Group or the Board into disrepute or contempt.
 - (viii) Leave a meeting in order to deprive the meeting of a quorum.
 - (ix) Board Members must not make an unauthorised recording in any kind of meeting.

3.12. Conflicts of Interest

- (a) The Gandangara Group acknowledges that Board Members may have commitments outside of the Organisation.
- (b) Board Members must take all reasonable steps to ensure that their decision making is not improperly influenced by and is not perceived to have been improperly influenced by any conflict of interest.
- (c) If the Board Member has a pecuniary interest in any matter being considered at a meeting, they must disclose the existence and nature of the interest to the meeting. This is especially important at meetings where decisions about proposed land dealings are made. Any such disclosure should be recorded in the minutes.

- (d) All Board Members must also disclose any non-pecuniary interest, including existing or previous personal relationships, in relation to any matter being discussed at any meeting, as if it was a pecuniary interest and as if the ALRA disclosure provisions (Part 10 Division 3 Subdivision 2 Duty to disclose pecuniary interests of ALRA) and *clause 3.12(c)* of this Code of Conduct applied. This means Board Members must disclose non-pecuniary interests as if they were pecuniary interests.
- (e) A non-pecuniary interest is to be regarded as significant if it involves:
 - (i) a family relationship that is particularly close (e.g. a parent, grandparent, brother, sister, uncle, aunt, nephew, niece, child or grandchild of you or of your spouse, your current or former spouse or partner, de facto or other person living in the same household),
 - (ii) another relationship that is particularly close (e.g. a friend or business associate), or
 - (iii) an affiliation between you and an organisation, sporting body, club, political party, corporation or association that is particularly strong, and
 - (iv) if it could appear to a reasonable observer that the non-pecuniary interest could improperly influence the Board Members' participation in decision making about the matter.
- (f) Board Members should actively seek to avoid or remove themselves from any situation in which they have an actual, or may reasonably be perceived to have, a conflict of interest.
- (g) Further, unless the Gandangara Group determines otherwise, on any matter in which a Board Member has a Conflict of interest the Board Member must not be present at, or in sight or hearing of, the meeting:
 - (i) at any time during which the matter is being considered or discussed, or
 - (ii) at any time during which the Gandangara Group is voting on any question in relation to the matter.
- (h) In complying with the ALRA disclosure provisions, Board members must assume that any reference to "a meeting of the Council" includes a meeting of the Board of the

Gandangara Group and a meeting of any sub-committee of the Board. That means that Board members must comply with s185 and s186 of the ALRA not only in relation to Board meetings, but also in relation to member meetings and sub-committee meetings.

3.13. Outside Employment

- (a) Board Members must not:
 - (i) Allow external work to conflict with the performance of their duties for the Gandangara Group.
 - (ii) Use Gandangara Group resources for any non-Organisation related activities.
 - (iii) Discredit or disadvantage the Gandangara Group.

3.14. Gifts and Benefits

- (a) Board Members may occasionally be offered gifts or benefits while performing their duties for the Gandangara Group. It is not the intention of this policy to stifle expressions of gratitude common amongst the community, but it is important that the impartiality of Personnel carrying out their duties not be compromised, or be seen to be compromised by others even if it is not.
- (b) A gift or benefit will be taken to be one that may create a sense of obligation on the part of Board members or may be perceived to be intended or likely to influence Board members, if it:
 - (i) is for more than nominal value, or
 - (ii) consists of cash or a cash-like gift (gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internal credit, memberships or entitlements to discounts), regardless of the amount.
- (c) Board Members must not:
 - (i) Seek or accept a bribe or other improper inducement,
 - (ii) Solicit gifts or benefits from anyone while performing their duties for the Gandangara Group,
 - (iii) Accept any gift or benefit that may create a sense of obligation or be seen to create a sense of obligation or influence the individual as they carry out their duties.

- (d) Board Members may only accept gifts or benefits if:
 - (i) It would be culturally inappropriate or cause offence to decline the gift or benefit,
 - (ii) It would not compromise or be seen to compromise the impartiality of the interaction of Personnel with the giver,
 - (iii) The gift or benefit is not cash or a cash-like gift, e.g. gift vouchers, as these are typically seen to generate a sense of obligation in the recipient,
 - (iv) Is less than \$50 in value.
- (e) Any gift or benefit offered to Board Members, which is over the value of \$50, or is likely to create a sense of obligation, real or perceived, must be declared at the next board meeting.
- (f) Any declared gift or benefit must be surrendered to GLALC, and returned to the donor unless the nature of the gift or benefit makes either surrender or return impractical.
- (g) Any gift or benefit that is offered with the expectation of being provided special or inappropriate treatment must be refused and must be declared at the next board meeting.

3.15. Maintaining Confidentiality and Security

All Board Members are expected to:

- (a) Maintain confidentiality of knowledge that they become aware of while performing their duties for the Gandangara Group as described in the *Confidentiality Policy*. This information includes, but is not limited to:
 - (i) Board papers and their knowledge of things said during Board meetings, and
 - (ii) Any other information or document that by its nature is confidential and that the Board Member knows or ought to know is confidential.
- (b) Maintain confidentiality of Personal and Sensitive information that they become aware of while they are performing their duties for the Gandangara Group as described in the *Privacy Policy* and be aware that this information may be protected by Privacy Law.
- (c) Only access Gandangara Group information that is needed to perform their duties.
- (d) Only use Gandangara Group information as needed to perform their duties.

- (e) Use Gandangara Group IT infrastructure in accordance with the IT Policy.

Board Members must not:

- (f) Use Gandangara Group information for personal benefit.
- (g) Allow any other individual to use or access any keys, swipe cards, proximity/RFID cards or other devices allowing access to Gandangara Group facilities that they were issued with.

3.16. Authorised Public Comment

- (a) Only the Chairperson of the Board or CEO may make any public statement of any kind including to any newspaper, radio, TV station or other media outlets, or in a post on Facebook, Twitter or any other social media service:
 - (i) On behalf of the Gandangara Group,
 - (ii) About the Gandangara Group or its affairs, or
 - (iii) About other officials of the Gandangara Group.
- (b) Board members especially must not make any such public statement about GLALC or its affairs or about Board members, staff or members:
 - (i) that Board members intend will, or that is likely to, damage GLALC's interests, or
 - (ii) that you intend will, or that is likely to, lower the reputation or standing of GLALC or Aboriginal Land Councils generally.

3.17. Use of Gandangara Group Resources

Board Members must ensure that:

- (a) Gandangara Group Resources (including its property, vehicles, and also its name, letterhead and logo) are used only for carrying out the business of the GLALC except when express permission has been granted by Executive Management to use the resources for another use, eg personal use, donation to another organisation.
- (b) They avoid any action or situation that could create an appearance that the resources of the Gandangara Group are being improperly used for the benefit of the individual or for the benefit of any other person or body.
- (c) Gandangara Group Resources are used efficiently and in a manner that is not wasteful or harmful to the environment. See Environmental sustainability policy.

Board Members are reminded that:

- (d) All electronic communications including personal emails sent using Gandangara Group IT infrastructure remain the property of the Organisation and may be accessed by the Gandangara Group as described in the *IT Policy* and as is consistent with Australian Law.
- (e) All documents of any kind produced by Personnel during the execution of their work duties using Gandangara Group Resources remain the property of the Organisation. Staff personal transactions should therefore only be executed using personal resources as described in the *IT Policy*.

Personal information

- (f) You must also take special care with any personal information of others that you have access to because of your office or position.
- (g) You must assume that such personal information is protected by privacy law and that you must comply with privacy law, including the Australian Privacy Principles.

3.18. Use of Information Generally

- (a) Information that a Board member has access to as a result of their office or position must not be abused. Board members must only access GLALC information that they need to perform their duties. Board members must use LALC information only as needed to perform their duties. Board members must not use LALC information for their own personal purposes.
- (b) Board members must not destroy, alter, or dispose of LALC information or records, unless authorised to do so.

Confidential information:

- (c) Board Members must take special care with confidential information. This includes:
 - (i) Board papers and your knowledge of things said during Board meetings, and
 - (ii) any other information or document that by its nature is confidential and that Board members know or ought to know is confidential.
- (d) Board members must:
 - (i) protect confidential information, and
 - (ii) not release or disclose confidential information unless they are authorised to do so.

3.19. Reporting Wrongdoing

- (a) No Gandangara Group Policy replaces any Australian Law.
- (b) Nothing in this *Code of Conduct, including clause 3.15 Maintaining Confidentiality and Security*, is intended to discourage or hinder any LALC official, staff or member from making a public interest disclosure under the Public Interest Disclosures Act 2022 (NSW) (PID Act).
- (c) No Board Members are permitted to carry out any activity which contravenes either Gandangara Group Policies or Australian Law.
- (d) All Board members must report any wrongdoing according to the Whistleblower Policy and the Reporting Wrongdoing Procedure.
- (e) The Gandangara Group stands behind individuals who report wrongdoing within the Gandangara Group and makes the commitment that no disadvantage will be experienced by any Personnel who report wrongdoing.
- (f) Reports of wrongdoing are investigated and acted upon by the CEO and Executive Managers. If the reported wrongdoing involves one of these individuals, personnel reporting wrongdoing should seek to make their report to:
 - (i) an independent manager within the Gandangara Group
 - (ii) Chairperson of the Board
 - (iii) CEO of the NSW Aboriginal Land Council
 - (iv) NSW Ombudsman (Aboriginal Inclusion Unit NSW Ombudsman: au@ombo.nsw.gov.au)
 - (v) Australian Securities and Investment Commission (ASIC; <https://asic.gov.au/about-asic/contact-us/how-to-complain/report-misconduct-to-asic/>)
 - (vi) The Police (https://www.police.nsw.gov.au/online_services/providing_feedback/report_suspected_corruption)
 - (vii) In the limited circumstances set out in section 28 of the PID Act, a Member of Parliament or journalist
- (g) Anyone reporting wrongdoing must take care to ensure their reports of wrongdoing are made responsibly and in accordance with the PID Act. They must honestly believe on reasonable grounds that the information being reported shows or tends to show wrongdoing.

3.20. Prevention of Bullying and discrimination

- (a) Personnel, including Board Members, must not engage in the following activities towards any other individual both within the Gandangara Group or towards the general public:
 - (i) Bullying
 - (ii) Harassment
 - (iii) Intimidation
 - (iv) Physically or emotionally threatening
 - (v) Discrimination on the grounds of gender, race, sexuality, disability, cultural background, religion, marital status, age, union affiliation, political conviction or family responsibilities
 - (vi) Insulting the personal beliefs of anyone
- (b) Bullying, harassment, intimidation, threatening behaviour or discrimination of any kind is not acceptable behaviour in any associate of the Gandangara Group and is grounds for dismissal.
- (c) "Harassment" means any sort of behaviour towards a person that:
 - (i) Is not wanted by the person,
 - (ii) Offends, humiliates or intimidates the person, and/or
 - (iii) Creates a hostile environment.
- (d) "Bullying behaviour" means any verbal, physical or social behaviour:
 - (i) In which a person or a group of people repeatedly acts in an intimidating or hurtful way towards another person or a group of persons, and
 - (ii) Which causes physical, social or psychological harm.
- (e) The behaviours described in (a) above include, but are not limited to:
 - (i) Unwelcomed and unsolicited physical contact.
 - (ii) Lewd or suggestive comments or jokes.
 - (iii) Humiliating anyone through comments, jokes, sarcasm, criticism or insults.
 - (iv) Criticism in front of co-workers.
 - (v) Talking about another individual or the quality of their work when that individual is not present.
 - (vi) Putting someone down or ridiculing them.

- (vii) Maliciously excluding a person from workplace activities.
- (viii) Displaying, or allowing to be displayed, lewd or offensive images.

- (f) Personnel including Board Members are encouraged to be self-reflective regarding their behaviours and language and examine how those behaviours and language may affect others.
- (g) An employer addressing legitimate employment related issues when these actions are undertaken reasonably do not constitute "harassment".

3.21. Grievances

- (a) There are proper ways to raise and deal with any concerns or grievances a Board member may have with other Board members, staff or members.
- (b) Board members must not make personal attacks on other Board members, staff or members or otherwise act in an offensive or inflammatory way towards other Board members, staff or members. This applies to direct interactions, to LALC meetings (including any Board meeting or sub-committee meeting), to any other community or public forums, and also to Facebook, Twitter or other social media postings and to other communications.
- (h) The Gandangara Group has developed a Grievance Procedure describing how to make a complaint for Personnel who feel they are being bullied, harassed, discriminated against or otherwise mistreated at work.

3.22. Work Health and Safety

- (c) Board Members have the right to expect the Gandangara Group to provide a workplace that is safe and fit for purpose.
- (d) Board members have the right to refuse to perform a task that they deem to be unsafe.
- (e) Board members should report any unsafe work area or work practice to their immediate line-manager as described in the *Work Health and Safety Policy and Work Health and Safety Procedure*.
- (f) Board members are expected to have a Duty of Care for their own safety and wellbeing and the safety and wellbeing of others when performing their duties for the Gandangara Group.

- (g) Board members are expected to comply with the *Work Health and Safety Policy* and *Mental Health in the Workplace Policy*, all *Organisational Work Health and Safety Procedures* and all Work Health and Safety Laws.
- (h) No Board members are permitted to perform their duties for the Gandangara Group while they are under the influence of alcohol or any form of non-prescription drug as described in the *Alcohol, smoking and drugs policy*.
- (i) The Gandangara Group commits to providing a smoke free work environment. No smoking is permitted on any Gandangara Group work site.

3.23. Breach of This Code of Conduct

- (a) If a person considers that a Board Member has breached the Code, this should be reported to the Chairperson. If the report of the alleged breach is against the Chairperson, the report should be to the Deputy Chairperson. If the report of the alleged breach is against both the Chairperson and the Deputy Chairperson the report should be to the CEO.
- (b) If the Chairperson (or Deputy Chairperson where relevant) has reason to believe that a Board Member subject to the Code has failed to comply with it, then this will be investigated.
- (c) The Registrar may also conduct an investigation pursuant to the processes in Part 10, Division 4 of the ALRA.
- (d) Depending on the outcome of the investigation, it may be necessary for GLALC to take disciplinary action against a Board Member who fails to follow the Code. Disciplinary action will vary depending on:
 - (i) The nature and circumstances of the breach.
 - (ii) The severity of the breach.
 - (iii) The potential harm such breaches pose to other individuals associated with the Gandangara Group.
 - (iv) The potential harm such breaches pose to the good standing and reputation of the Organisation or the NSW Aboriginal Land Council.
 - (v) The requirements of Australian Law, and

- (vi) Whether the breach is of a Dismissal Provision.
- (e) Penalties for Breach of this Code may include:
 - (i) Demotion,
 - (ii) Mandatory counselling or training,
 - (iii) Restriction of duties,
 - (iv) Reassigned duties,
 - (v) Restriction of workplace accesses,
 - (vi) Reduction in access to resources,
 - (vii) Restriction of authorisations,
 - (viii) Suspension of duties,
 - (ix) Mandatory reporting to other legal authorities, e.g. Independent Commission Against Corruption (ICAC),
 - (x) Recovering losses resulting from negligence,
 - (xi) Dismissal.
- (f) A breach of this Code of Conduct could also be corrupt conduct for the purposes of the Independent Commission Against Corruption Act 1988 (Cth), and in that case GLALC's Chairperson will have a legal duty to report the matter to the Independent Commission Against Corruption.
- (g) The Registrar of the Aboriginal Land Rights Act 1983 (NSW) also has the power under section 196 of the Act to take disciplinary action against an employee in instances of misconduct.
- (h) If a Board member is found to have repeatedly breached the code of conduct or to have breached a dismissal provision, the Board member may be removed from office by a majority resolution of the Council.
- (i) The Gandangara Group must give a Board member not less than 14 full days' notice of any intention to consider dismissing the Board member at a members' meeting.
- (j) At a members' meeting at which the members are considering the removal of a Board member, the Board member must be given a reasonable opportunity to state his or her case about why he or she should not be dismissed. The reasonable opportunity must include allowing the Board member to speak at the meeting or, if the Board member prefers, reading aloud a statement that the Board member has written.

3.24. Dismissal Provisions

- (a) Section 178 of the ALRA allows a LALC's code of conduct to include provisions that, if breached by a Board member, can lead to the members dismissing the Board member from office. These are called dismissal provisions.
- (b) A Board member may be dismissed after only a single incident if the incident is a dismissal provision.
- (c) The GLALC Dismissal Provisions are a breach of any of the clauses 3.6 (n)(i), 3.6(n)(iii), 3.6(n)(iv), 3.17(a), 3.20(a)(i-v) of this Code.
- (d) To avoid confusion the dismissal provisions are:
 - (i) Breaking the law,
 - (ii) Threatening, or physically or emotionally attacking anyone,
 - (iii) Intimidating anyone,
 - (iv) Bullying, harassing or discriminating against anyone,
 - (v) Using information or resources from GLALC to gain opportunity for themselves or others or to compete with or harm GLALC,
 - (vi) Stealing from the Gandangara Group or obtaining a benefit by deception.
- (e) Repeated misconduct (at least two occasions), other than a dismissal provision, providing cause for disciplinary action is also sufficient justification for dismissal.
- (f) If the Registrar has previously found a Board member guilty of misconduct and taken disciplinary action against the board member under Part 10, Division 4 of the ALRA, and the Board member commits a further act(s) of misconduct and the Registrar takes disciplinary action against them, the Board member may be removed from office by GLALC pursuant to sections 178 and 182 of the ALRA.

4. Related Documents

- 4.1. Declaration of External Interests Form
- 4.2. Gifts and Benefits Register
- 4.3. Reporting Wrongdoing Procedure
- 4.4. Work Health and Safety Procedures
- 4.5. GLALC Communications Procedure

5. Related Policies

- 5.1. *Continuous Quality Improvement Policy*
- 5.2. *Conflict of Interest Policy*
- 5.3. *Confidentiality Policy*
- 5.4. *Privacy Policy*
- 5.5. *IT Policy*
- 5.6. *Whistleblower Policy*
- 5.7. *Work Health and Safety Policy*
- 5.8. *Alcohol, smoking and drugs policy*

6. Definitions

- 6.1. Associate of the Gandangara Group — Any individual who is in anyway related to the Gandangara Group or carries out any activity on behalf of the Group.
- 6.2. Complaint: - An expression of dissatisfaction made to the Gandangara Group, related to its products (including services), or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected.
- 6.3. Entity — Gandangara Health Service (GHS) , Gandangara Transport Service (GTS) or Marumali Ltd.
- 6.4. Feedback - includes complaints, compliments, suggestions or any information regarding the delivery of services or performance.
- 6.5. The Gandangara Group — Gandangara Local Aboriginal Land Council (GLALC), Gandangara Health Service (GHS), Gandangara Transport Service (GTS), Marumali Ltd.

- 6.6. Meeting — is to be read as including a meeting of the members of the Organisation, the Board and of any sub-committee.
- 6.7. Pecuniary interest — Financial interest. Has the same meaning as in ss 182-183 of the ALRA.
- 6.8. Personnel — Refers to any individual performing any sort of role for the Gandangara Group, whether paid or unpaid, including volunteers and students.
- 6.9. Service Users — Any individuals who use the services of the Gandangara Group including customers, clients and patients.
- 6.10. Wrongdoing — Any activity which contravenes Australian Law or Organisational Policy.

7. Related Legislation

- 7.1. *Privacy Act 1988 - 2A Objects of this Act*
- 7.2. *Aboriginal Land Rights Regulation 2014 — Schedule 3*
- 7.3. *Aboriginal Land Rights Act 1983 No 42 — Part 10*
- 7.4. *Work Health and Safety Act 2011 No 10*
- 7.5. *Australian Charities and Not-for-profit Commission Act 2012 (Cth)*
- 7.6. *Australian Charities and Non-for-profit Commission Governance Standards*
- 7.7. *Corporations Act 2001 (Corporations Act) — Whistleblower protections*
- 7.8. *Public Interest Disclosures Act 2022 (NSW) — Part 3 — Whistleblower protections*

Staff Code of Conduct

1. Policy Statement

The purpose of this policy is to ensure that all personnel understand what behaviours are acceptable and which are unacceptable when working for Gandangara Local Aboriginal Land Council (GLALC) and its entities Gandangara Health Service (GHS), Gandangara Transport Service (GTS) and Marumali Ltd, referred to collectively in this document as “the Gandangara Group”. It is expected that all personnel observe the highest standard of conduct and ethical behaviour in all their activities.

By adhering to the standards set out in this policy, personnel enhance their own standing as well as that of the Gandangara Group as representatives of the Aboriginal Community and increase public confidence in the management and administration of the Gandangara Group.

This policy was developed in conjunction with of the Code of Conduct described in Part 10 of the *Aboriginal Land Rights Act 1983 No 42* (ALRA), Schedule 3 of the *Aboriginal Land Rights Regulation 2020*, and the 2023 update to the *model code of conduct published by the Office of the Registrar of ALRA*.

2. Scope

This policy applies to all personnel, paid or voluntary, including but not limited to staff, contractors, consultants, trainees, volunteers and visitors who perform any sort of role within the Gandangara Group. This Policy applies to the workplace both inside and outside normal operating hours, including face-to-face interactions as well as all other forms of interactions (i.e. electronic communication, and workplace events such as conferences or social functions).

3. Policy Description

3.1. Principles

- (a) All personnel are required to be familiar with and uphold this Code of Conduct.
- (b) The Code provides a framework for the identification and resolution of issues relating to the behaviour of personnel in the workplace.

- (c) This Code of Conduct must be read in reference to the *Aboriginal Land Rights Act 1983 (NSW) (ALRA)*. It must be interpreted and applied only in a way that is consistent with the ALRA.

- (d) It is the intention of this Policy to guide personnel in their dealings with colleagues, management, the organisation, service users and the general public.

- (e) This Policy does not cover all conceivable situations but establishes the standard of behaviour expected from individuals who represent the Gandangara Group.

- (f) This Policy does not replace any expectations of behaviour required by Law.

- (g) The Gandangara Group commits to carrying out its functions in a manner that promotes fairness, equity and ethical behaviour, in a safe, respectful, inclusive and healthy environment for its personnel and all members of the general public who have any dealings with the Gandangara Group.

- (h) The Gandangara Group commits to making culturally safety a priority in all its activities as described in the *Cultural Safety Policy*.

- (i) It is the intention of this policy to create a workplace that is healthy, free from discrimination and harassment and one that allows personnel to manage their work life with private activities and responsibilities.

- (j) This Policy complies with the 2023 Revision of the Model Code of Conduct for LALCs published by the Office of the Registrar of the Aboriginal Land Rights Act (ORALRA; https://www.oralra.nsw.gov.au/pdf/forms/20230523_Revised_Model_Codes_FINAL.pdf)

- (k) If necessary, GLALC can take action to enforce this Code of Conduct.

3.2. Purpose of the Code of Conduct

- (a) This is the Code of Conduct that Staff are referred to in section 177(1)(a) of ALRA.
- (b) The purpose of this Code of Conduct is:
 - (i) To clearly set out for all LALC Personnel the standards of conduct that are expected of them,

- (ii) In doing that, to assist GLALC Personnel to comply with their duties under the ALRA, and

- (iii) Provide clear standards against which GLALC personnel can be held to account.

3.3. Relationship Between Duties and Obligations Under This Code of Conduct and Duties and Obligations Under Alra and Other Laws

- (a) This Code of Conduct is a stand-alone source of standards and rules. It has been developed and adopted by GLALC to apply only to GLALC personnel.
- (b) There is overlap between the standards in this Code of Conduct and some duties and obligations that LALC officials have under the ALRA and under other laws (such as the Independent Commission Against Corruption Act 1988).
- (c) For example, section 183 of the ALRA imposes general duties on LALC officials such as the duty to act honestly, in good faith and in the best interests of the Aboriginal Land Council. Very similar general duties are contained in this Code of Conduct.
- (d) This Code of Conduct does not alter or take away from any duties and obligations imposed by the ALRA or by any other law.

3.4. GLALC's Values

- (a) GLALC values are referred to as “The Gandangara Way — Our Values”
- (b) These values are the pillars that unify us, nurturing a sense of connection, belonging, and thriving. They play an essential role in healing and addressing the intergenerational trauma that has and in some cases, continues to impact our community.
- (c) Despite a history marred by racism, discrimination, and injustice, our values protect and strengthen our spirit, guiding us toward a hopeful future where we can achieve our vision — shoulder to shoulder — side by side.
- (d) The Gandangara Group aims to create One Team, One Plan, One Dream.

- (i) One Team: We work together through unity and cooperation.
- (ii) One Plan: We create a connected, cohesive, and healthier community.
- (iii) One Dream: We become stronger and progress our community's future.
- (e) The Gandangara Way is a philosophy rooted in unity, excellence, and accountability. This approach not only guides our conduct but also informs how we engage with each other and serve our community.
- (f) The Gandangara Way reflects our deepest attitudes and behaviours, firmly anchored in our core principles and values.
 - (i) Respect and Understanding - Honour, cherish and uphold the dignity of our Elders, embrace cultural protocols and principles, Faithful to LORE and preserving the integrity of our culture.
 - (ii) Diversity and Inclusion through Unity - Embrace uniqueness, ensuring every voice is heard and valued. We foster a welcoming, empathetic environment where interactions are conducted with care, and each community member is deeply respected.
 - (iii) LAW and LORE - Our Members and the community actively honour local cultural protocols, including traditional ceremonies and stewardship practices. This commitment helps preserve our rich heritage, ensuring that our actions not only reflect but also sustain our ancestral values and strengthen our cultural identity for future generations.
 - (iv) Accountability and Responsibility - Our Board is accountable and responsible to the Members through monitoring & reporting back to Members about implementation of the objectives and strategies established in the Community, Land, and Business Plan. Our CEO is accountable and responsible to the Board for the implementation of the Community, Land & Business Plan.
 - (v) Care for Family and Country - Committed to nurturing our families and cherishing our loved ones, in unity with our lands. By nourishing the heart of our community through our connection to Country, we foster a thriving environment for all.

3.5. Protection From Liability

- (a) The Gandangara Group will indemnify all personnel from liability while they are carrying out their duties for the Group so long as they were behaving in a manner consistent with this Policy and the Law of Australia.
- (b) The Gandangara Group will safeguard personnel and meet the costs of legal proceedings brought against personnel if they were acting in good faith and in a manner consistent with this Policy and the Law of Australia.
- (c) This Code of Conduct was written in accordance with section 177(1)(a) of ALRA. Personnel performing their duties in good faith for the Organisation are protected from personal liability under section 242 of ALRA.

3.6. Professional Conduct

All personnel are expected to:

- (a) Perform their duties in a culturally safe manner as described in the *Cultural Safety Policy*.
- (b) Develop and maintain knowledge and understanding of their role within the Gandangara Group, their area of expertise and their field more generally.
- (c) Maintain any appropriate registrations through relevant professional bodies.
- (d) Exercise their best professional and ethical judgement when carrying out their duties for the Gandangara Group, so that an employee's conduct is governed by the highest standards of personal and ethical behaviour.
- (e) Do their best to uphold the good name, reputation and values of the Gandangara Group and the NSW Aboriginal Land Council as they carry out their duties.
- (f) Act in the best interests of the Gandangara Group and the Community it serves.
- (g) Carry out their duties diligently, considerately and to the best of their ability.
- (h) Give due credit to the work of others.
 - (i) Be willing to ask for and accept help.
 - (j) Be willing to help others.
- (k) Be accountable for their work.

- (l) Respond positively to any reasonable, lawful request or directive given by the Gandangara Group or managers.
- (m) Seek to improve the quality of services, processes and facilities offered by the Gandangara Group by actively engaging in Continuous Quality Improvement initiatives, or through taking their own initiative to improve these same services, processes or facilities.
- (n) Treat all individuals they have dealings with while carrying out their duties with integrity, respect, courtesy, impartiality, sensitively and with fairness.
- (o) All interactions with Service Users are expected to be conducted at the highest possible standard and all personnel are expected to perform their role with a customer-centric approach as described in the *Customer Engagement Policy and Customer Engagement Procedure*.
- (p) Staff are expected to ensure customer service is carried out efficiently, respectfully and as seamlessly as possible.
- (q) Do not leave a customer waiting, ensure good and timely communication occurs and that a customer's needs are provided for as rapidly and as completely as possible.
- (r) Try to anticipate a customer's needs and fulfil those needs as completely as possible without needing to be chased up.
- (s) Keep on top of each customer's service and follow them through on behalf of the customer until the task is complete. Don't lose track of what tasks need to be performed to service each customer.
- (t) Do their best towards creating and maintaining a pleasant, cooperative, collaborative workplace and to refrain from behaving in a way that undermines, demeans or creates division between other Personnel.
- (u) Carry out their duties in a manner consistent with the Policies and Procedures of the Gandangara Group.
- (v) Be punctual when starting and finishing work each day — shows respect to the organisation and managers. Where flexible working arrangements are negotiated between managers and workers this will be expressed in writing as an agreement and provided to the staff member.

Personnel may not:

- (a) Put the Gandangara Group into disrepute by carrying out any of the following behaviours:
 - (i) Breaking the law
 - (ii) Behaving unethically
 - (iii) Threaten physical harm to anyone
 - (iv) Insult, make personal reflections on or imply improper motivations on anyone
 - (v) Bullying, harassing or discriminating against anyone
 - (vi) Behaving in a manner that would not be considered appropriate by accepted social norms
- (b) Use information or resources from the Gandangara Group to gain opportunity for themselves or others or to compete with or harm the Organisation (see section “3.11 Communication” for more detail).
- (c) Personnel must not seek to influence Board members or other staff in order to gain a personal advantage or benefit for themselves or another person or organisation, or to cause detriment to GLALC.
- (d) Steal from the Gandangara Group or obtain a benefit by deception.
- (e) Eat at reception.

3.7. Deadlines and Overtime

- (a) Personnel should notify their supervisor if their deadlines overlap potentially impacting on their ability to complete their work by the deadline.
- (b) Staff need to obtain approval from their line manager before working overtime.
- (c) Overtime is not to be worked if the health and wellbeing of the employee is likely to be compromised.

3.8. Attendance and Work Hours

- (a) Personnel are expected to be punctual and in a fit state to carry out their duties during work hours.
- (b) Core working hours for administrative and managerial staff are generally 08.30 to 17.00 hours Monday to Friday. These are set to facilitate attendance at team meetings and business appointments.

- (c) Personnel are expected to return to work on time from lunch or other designated breaks during scheduled working hours.
- (d) Unauthorised absence from work will not be permissible if the employee has failed to comply with the relevant leave policy. Employees who are absent from work for a period greater than 72 hours without informing their manager or supervisor may be considered to have abandoned their employment.

3.9. Dress Code

- (a) The personnel of the Gandangara Group are ambassadors for the company and so they are expected to maintain good standards of dress and grooming at all times to maintain the image of the Group.
- (b) Personnel should be clean and neat during working hours.
- (c) Administrative and Managerial Staff need to wear attire that is:
 - (i) Professional in appearance and in good condition
 - (ii) Safe and appropriate to the duties being performed
 - (iii) GLALC branded clothing and accessories may be worn to work
 - (iv) Special days may occur to include personnel choosing to wear smart casual clothing on “casual” Fridays.
 - (v) Personnel should have well-groomed hair, discreet makeup and should not wear excessive body jewellery
- (d) Personnel and visitors to some designated areas, e.g. Transport, must wear safety clothing or approved uniforms which are provided by the Gandangara Group.
- (e) Staff who are not suitably attired as described above may be asked to go home to change.

3.10. Disputes, Complaints, Grievances

- (a) There are a range of situations that may result in conflict between management, personnel or service users, or any combination thereof. These may include but are not limited to:
 - (i) Complaints about the level or quality of service from the organisation to service users (Complaints).

- (ii) Complaints about staff members to the organisation (Complaints).
- (iii) Complaints for how personnel are treated by management (Grievance).
- (iv) Complaints by management about the behaviour, attitude or performance of personnel (Grievance).
- (v) Disputes between co-workers e.g. on how a task should be carried out (Dispute).
- (vi) Disputes between managers and workers e.g. on how a task should be carried out (Dispute).
- (b) There are proper ways to raise and deal with any concerns or grievances that personnel may have with Board members, other personnel or members.
- (c) The freedom to express an opinion that is different from those of colleagues is fundamental to the ability to perform collaborative work such as that undertaken at the Gandangara Group. Differences of opinion should always be expressed calmly, rationally and with respect to the point of view of others.
- (d) Any differences of opinion that result in conflict should in the first instance be resolved between the individuals involved.
- (e) Where conflicts cannot be resolved by the individuals, resolution should be obtained by following the guidelines specified in the *Conflict Resolution Procedure*.
- (f) Complaints by Service users towards the Gandangara Group or specific staff at the Gandangara Group may be lodged as described by the *Feedback Procedure*.

3.11. Communication

- (a) Personnel must use language that is congenial and respectful.
- (b) Personnel must not use language that may reasonably be called discriminatory, abusive, threatening, violent, bullying, aggressive or intimidating. Swearing or the use of racial, sexual, discriminatory or gender-based slurs should be avoided.
- (c) The Gandangara Group uses electronic communication as an official, legal method of communication with Personnel. This includes email as well as notes written in Teams and communication via SharePoint.

- (d) All staff will be provided with a GLALC email account.
- (e) Email communication should be kept to a minimum and be as short and concise as possible.
- (f) Email communication should be polite and informative.
- (g) Staff members are expected to check their email account daily.
- (h) Widespread distribution of Personal notices should not be sent by work email.
- (i) Personnel and managers are encouraged to communicate with each other verbally and in person whenever possible. This establishes a personal connection between personnel which should be encouraged.
- (j) When answering the telephone staff should be pleasant and courteous. Staff should answer with a greeting, followed by their name and the department/entity in which they work. See the *Customer Engagement Procedure* for more detail around how telephone calls with customers should be carried out for each respective service.
- (k) Only the CEO or Chairperson, or someone they authorise can respond to or instigate communication with the Media or make a post to social media on behalf of the Organisation, about the Organisation or about any Personnel at the Organisation.
- (l) See *Customer Experience Policy* and *Customer Engagement Procedure* for details about how responses to customer enquiries on social media need to be carried out.

3.12. Workplace Relationships

- (a) Personnel are expected to manage their personal relationships in a way that does not adversely affect the smooth running or good name of the Organisation.
- (b) Where personal relationships result in an actual or perceived conflict of interest, the relationship must be declared as a non-pecuniary interest according to the *Conflict of Interest Policy*.
- (c) Where personal relationships result in an improper power dynamic eg Doctor and patient, manager and subordinate worker, the relationship must be declared as a non-pecuniary interest according to the *Conflict of Interest Policy* and the conflict managed so as to remove the improper power dynamic.

3.13. Personal Dealings With GLALC

- (a) It is possible that personnel will have reason to deal with GLALC in a personal capacity (e.g. as a tenant in one of the LALC's houses). Personnel must not expect or request preferential treatment in relation to any matter. Personnel must avoid any action that could lead members or members of the community to believe that they are seeking or receiving preferential treatment.

3.14. Conflicts of Interest

- (a) The Gandangara Group acknowledges that personnel may have commitments outside of the Group.
- (b) All Personnel are expected to declare any external commitment that may reasonably be perceived to result in a conflict of interest as described in the *Conflict of Interest Policy*, including existing or previous personal relationships.
- (c) All staff should actively seek to avoid or remove themselves from any situation in which they have an actual or may reasonably be perceived to have a conflict of interest.
- (d) All staff must comply with any approved plan for managing conflict of interest that may be applied to them by the Gandangara Group.
- (e) All staff must comply strictly with their duties of disclosure in relation to pecuniary interests set out in Part 10 Division 3 Subdivision 2 "Duty to disclose pecuniary interests" of ALRA. If staff have a pecuniary interest in a matter relating to their duties they must immediately declare that interest to their manager.
- (f) In addition:

- (i) The Chief Executive Officer, must disclose, in writing to the Board, the nature of any pecuniary interest they have in a matter they are dealing with as soon as practicable.
- (ii) Personnel, other than the Chief Executive Officer, must disclose, in writing to the Chief Executive Officer, the nature of any pecuniary interest they have in any matter they are dealing with as soon as practicable
- (g) Non-Pecuniary interests must also be disclosed as though they were pecuniary interests.
- (h) A non-pecuniary interest is to be regarded as significant if it involves:

- (i) a family relationship that is particularly close (e.g. a parent, grandparent, brother, sister, uncle, aunt, nephew, niece, child or grandchild of you or of your spouse, your current or former spouse or partner, de facto or other person living in the same household)
- (ii) another relationship that is particularly close (e.g. a friend or business associate), or
- (iii) an affiliation between you and an organisation, sporting body, club, political party, corporation or association that is particularly strong.

and

- (iv) if it could appear to a reasonable observer that the non-pecuniary interest could improperly influence your participation in decision making about the matter.

3.15. Intellectual Property

- (a) The Intellectual property of all work, notes, ideas, plans, designs, images, audio-visual recordings, teaching materials, assessment materials, documents of any sort, research performed, products, services, processes and inventions when created as a result of performing the duties of the Gandangara Group, or while carrying out the duties of the Gandangara Group, reside entirely with the Gandangara Group.

3.16. Other Employment

- (a) During employment with GLALC staff will not be permitted to participate directly or indirectly, in any capacity, in any paid or unpaid employment which might adversely affect the duties of their position, without the prior written approval of the Company.
- (b) Personnel considering other employment or contract work that relates to the business of GLALC, or that might conflict with their duties to GLALC, must notify and seek the approval of the Chief Executive Officer in writing. The Chief Executive Officer, must notify and seek the written approval of the Board.
- (c) Staff who are approved by the CEO for employment outside of the Gandangara Group must not:
 - (i) Allow external work to interfere with the performance of their duties for the Gandangara Group.

- (ii) Use Gandangara Group resources for any non-Organisation related activities.
- (iii) Perform external work during their work hours for the Gandangara Group.
- (iv) Discredit or disadvantage the Gandangara Group.
- (v) Use their knowledge of the Gandangara Group, its processes and operations to assist a competing organisation to gain an advantage over the Group.

3.17. Gifts and Benefits

- (a) Personnel may occasionally be offered gifts or benefits while performing their duties for the Gandangara Group. It is not the intention of this policy to stifle expressions of gratitude common amongst the community, but it is important that the impartiality of Personnel carrying out their duties not be compromised or be seen to be compromised by others even if it is not.
- (b) A gift or benefit will be taken to be one that may create a sense of obligation on the part of personnel, or may be perceived to be intended or likely to influence personnel, if it:
 - (i) is for more than nominal value, or
 - (ii) consists of cash or a cash-like gift (gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internal credit, memberships or entitlements to discounts), regardless of the amount.
- (c) Personnel may not solicit bribes, gifts or benefits from anyone while performing their duties for the Gandangara Group.
- (d) Personnel may not accept any gift or benefit that may create a sense of obligation or be seen to create a sense of obligation or influence the individual as they carry out their duties.
- (e) Personnel may only accept gifts or benefits if:
 - (i) It would be culturally inappropriate or cause offence to decline the gift or benefit.
 - (ii) It would not compromise or be seen to compromise the impartiality of the interaction between Personnel and the giver.
 - (iii) The gift or benefit is not cash or a cash-like gift, e.g. gift vouchers as these are typically seen to generate a sense of obligation in the recipient.

- (iv) Is less than \$50 in value.
- (f) Any gift or benefit offered to personnel, which is over the value of \$50, or is likely to create a sense of obligation, real or perceived, must be immediately declared to Finance accounts payable@glalc.org.au and the OCEO CEO@glalc.org.au by submitting the *Declaration of External Interests Form*.
- (g) Any declared gift or benefit must be surrendered to GLALC, and returned to the donor unless the nature of the gift or benefit makes either surrender or return impractical.
- (h) Any gift or benefit that is offered with the expectation of being provided special or inappropriate treatment must be refused and immediately reported to Management using the *Declaration of External Interests Form*.
- (i) Declarations of Gifts or Benefits will be recorded in the *Gifts and Benefits Register (Gifts and Donations Register)*

3.18. Maintaining Security

All Personnel are expected to:

- (a) Maintain confidentiality of knowledge that they become aware of while performing their duties for the Gandangara Group as described in the *Confidentiality Policy*.
- (b) Maintain confidentiality of Personal and Sensitive information that they become aware of while they are performing their duties for the Gandangara Group as described in the *Privacy Policy*.
- (c) Take all reasonable precautions to prevent unauthorised access to any facility owned and run by the Gandangara Group.
- (d) Use Gandangara Group IT infrastructure in accordance with the *IT Policy*
- (e) Any keys, swipe cards, proximity/RFID cards or other devices allowing access to Organisational facilities can only be used by the person to whom the device was issued.

3.19. Use of Gandangara Group Resources

Personnel must ensure that:

- (a) Gandangara Group Resources are used only for carrying out the business of the Gandangara Group except when express permission has been granted by Executive Management to use the resources for another use, eg personal use, donation to another organisation.

- (b) They avoid any action or situation that could create an appearance that the resources of the Gandangara Group are being improperly used for the benefit of the individual or for the benefit of any other person or body.
- (c) Gandangara Group Resources are used efficiently and in a manner that is not wasteful or harmful to the environment. See *Environmental sustainability Policy*.

Personnel are reminded that:

- (d) All electronic communications including personal emails sent using Gandangara Group IT infrastructure remain the property of the Gandangara Group and may be accessed by the Group as described in the *IT Policy* and as is consistent with Australian Law.
- (e) All documents of any kind produced by Personnel during the execution of their work duties using Gandangara Group Resources remain the property of the Gandangara Group. Staff personal transactions should be executed only using personal resources as described in the *IT Policy*.

Personal information

- (f) You must also take special care with any personal information of others that you have access to because of your office or position.
- (g) You must assume that such personal information is protected by privacy law and that you must comply with privacy law, including the Australian Privacy Principles.

3.20. Use of Information Generally

- (a) Information that Personnel have access to as a result of their office or position must not be abused. Personnel must only access GLALC information that they need to perform their duties. Personnel must use LALC information only as needed to perform their duties. Personnel must not use LALC information for their own personal purposes.
- (b) Personnel must not destroy, alter, or dispose of LALC information or records, unless authorised to do so.

Confidential information:

- (c) Personnel must take special care with confidential information. This includes:
 - (i) Board papers and their knowledge of things said during Board meetings, and

- (ii) any other information or document that by its nature is confidential and that the individual knows or ought to know is confidential.
- (d) Personnel must:
 - (i) protect confidential information, and
 - (ii) not release or disclose confidential information unless they are authorised to do so.

3.21. Reporting Wrongdoing

- (a) No Gandangara Group Policy replaces any Australian Law.
- (b) Nothing in this Code of Conduct, including clause 3.18 Maintaining Security, is intended to discourage or hinder any LALC official or member from making a public interest disclosure under the Public Interest Disclosures Act 2022 (NSW) (PID Act).
- (c) No Personnel are permitted to carry out any activity which contravenes either the Gandangara Group Policies or Australian Law.
- (d) All Personnel must report any wrongdoing according to the *Whistleblower Policy* and the *Reporting, Wrongdoing Procedure*.
- (e) The Gandangara Group stands behind individuals who report wrongdoing within the Group and makes the commitment that no disadvantage will be experienced by any Personnel who report wrongdoing.
- (f) Reports of wrongdoing are investigated and acted upon by the CEO and Executive Managers. If the reported wrongdoing involves one of these individuals, personnel reporting wrongdoing should seek to make their report to:
 - (i) an independent manager within the Organisation
 - (ii) Chairperson of the Board
 - (iii) CEO of the NSW Aboriginal Land Council
 - (iv) NSW Ombudsman (Aboriginal Inclusion Unit NSW Ombudsman: au@ombo.nsw.gov.au)
 - (v) Australian Securities and Investment Commission (ASIC; <https://asic.gov.au/about-asic/contact-us/how-to-complain/report-misconduct-to-asic/>)
 - (vi) The Police (https://www.police.nsw.gov.au/online_services/providing_

feedback/report_suspected_corruption)

(vii) In the limited circumstances set out in section 28 of the PID Act, a Member of Parliament or journalist

- (g) Anyone reporting wrongdoing must take care to ensure their reports of wrongdoing are made responsibly and in accordance with the PID Act. They must honestly believe on reasonable grounds that the information being reported shows or tends to show wrongdoing. See *Whistleblower Policy* and the *Reporting Wrongdoing Procedure*.

3.22. Prevention of Bullying and discrimination

- (a) Personnel must not engage in the following activities towards any other individual both within the Gandangara Group nor in the general public:
 - (i) Bullying
 - (ii) Harassment
 - (iii) Intimidating
 - (iv) Physically or emotionally threatening behaviour
 - (v) Discrimination on the grounds of gender, race, sexuality, disability, cultural background, religion, marital status, age, union affiliation, political conviction or family responsibilities
 - (vi) Insulting the personal beliefs of anyone
- (b) Bullying, harassment, intimidation or discrimination of any kind is not acceptable behaviour in any associate of the Gandangara Group and is grounds for termination.
- (c) "Harassment" means any sort of behaviour towards a person that:
 - (i) Is not wanted by the person,
 - (ii) Offends, humiliates or intimidates the person, and/or
 - (iii) Creates a hostile environment.
- (d) "Bullying behaviour" means any verbal, physical or social behaviour:
 - (i) In which a person or a group of people repeatedly acts in an intimidating or

hurtful way towards another person or a group of persons, and

(ii) Which causes physical, social or psychological harm.

- (a) The behaviours described in (a) above include, but are not limited to:
 - (i) Unwelcomed and unsolicited physical contact.
 - (ii) Unwanted sexual propositions or advances or demands for sexual favours.
 - (iii) Sending sexually explicit emails, text messages of mail.
 - (iv) Indecent exposure.
 - (v) Suggestive comments about a person's appearance or body.
 - (vi) Lewd or suggestive comments or jokes.
 - (vii) Humiliating anyone through comments, jokes, sarcasm, criticism, or insults.
 - (viii) Criticism in front of co-workers.
 - (ix) Talking about an individual or the quality of their work when that individual is not present.
 - (x) Putting someone down or ridiculing them.
 - (xi) Maliciously excluding a person from workplace activities.
 - (xii) Displaying or allowing to be displayed lewd or offensive images.
 - (xiii) Asking intrusive questions about someone's personal life including their sex life.
 - (xiv) Putting pressure on an individual to behave in an inappropriate or unwanted manner.
 - (xv) Refusing to work with someone because of their gender, race, sexuality, disability, cultural background, religion, marital status, age, union affiliation, political conviction or family responsibilities.
 - (xvi) Excluding or isolating someone because of their gender, race, sexuality, disability, cultural background,

religion, marital status, age, union affiliation, political conviction or family responsibilities.

- (xvii) Withholding information that someone needs to do their job because of their gender, race, sexuality, disability, cultural background, religion, marital status, age, union affiliation, political conviction or family responsibilities.
- (xviii) Threats to harm or punish someone.
- (xix) Excluding someone from work interactions or opportunities.
- (xx) Raising your voice in a threatening manner.
- (xxi) Engaging in passive-aggressive behaviour that insinuates negative characteristics or intentions about another person, particularly in the presence of other team members.
- (e) Personnel are encouraged to be self-reflective regarding their behaviours and language and how those behaviours and language may affect others.
- (f) An employer addressing legitimate employment related issues when these actions are undertaken reasonably do not constitute "harassment".
- (g) The Gandangara Group has developed a *Grievance Procedure* describing how to make a complaint for Personnel who feel they are being bullied, harassed, discriminated against or otherwise mistreated.

3.23. Work Health and Safety

- (a) All Personnel have the right to expect the Gandangara Group to provide a workplace that is safe, supportive, and fit for purpose.
- (b) All Personnel have the right to refuse to perform a task that they deem to be unsafe.
- (c) Personnel should report any unsafe work area or work practice to their immediate line-manager as described in the Work Health and Safety Policy and *Work Health and Safety Procedure*.
- (d) All Personnel are expected to have a Duty of Care for their own safety and wellbeing and the safety and wellbeing of others when performing their duties for the Gandangara Group.

- (e) All Personnel are expected to comply with the *Work Health and Safety Policy and Mental Health in the Workplace Policy*, all *Organisational Work Health and Safety Procedures* and all Work Health and Safety Laws.
- (f) No Personnel are permitted to perform their duties for the Gandangara Group while they are under the influence of alcohol or any form of non-prescription drug as described in the *Alcohol, smoking and drugs Policy*.
- (g) The Gandangara Group commits to providing a smoke free work environment. No smoking is permitted on any Gandangara Group work site.

3.24. Improvements to Code of Conduct

- (a) All personnel are encouraged to submit suggestions for improvement for this Code of Conduct to their line manager who will submit the suggestion as part of the *Continuous Quality Improvement program*.

3.25. Breach of This Code of Conduct

- (a) If a person considers that an employee has breached this Code of Conduct, in the first instance the person should attempt to address the matter respectfully to the person breaking the code.
- (b) If a person considers that an employee has breached this Code of Conduct, and they were unable to resolve the matter with the individual concerned, the person should make a report to their line manager. If the report of the breach is against the line manager then the report should be to the division manager or an independent manager in a different part of the Gandangara Group.
- (c) The Manager receiving the report will then investigate the matter. If there is sufficient reason to suspect a genuine breach of the code, the Manager will attempt to resolve the issue informally.
- (d) Personnel who repeatedly breach this Code of Conduct will be subject to disciplinary measures in accordance with:
 - (i) The severity of the breach
 - (ii) The potential harm such breaches pose to other individuals associated with the Gandangara Group
 - (iii) The potential harm such breaches pose to

the good standing and reputation of the Gandangara Group or the NSW Aboriginal Land Council

- (iv) The requirements of Australian Law.
- (e) The Manager should explain the concerns of the breach of the Code and provide the employee in breach the opportunity to explain their actions. Strategies may then be developed in order to alter behaviour or improve performance to prevent future breaches.
- (f) The Manager should make notes of the discussion and provide a copy to the employee in breach of the Code.
- (g) If the matter cannot be resolved or if in the opinion of the Manager the matter is sufficiently serious that a disciplinary process may be necessary the Manager will report the issue to the CEO in writing.
- (h) The managers, or anyone else the CEO delegates the task to, may then take the following steps at the discretion of the CEO:
 - (i) Continued informal discussions
 - (ii) Staff Training and development of the staff member in breach of the code
 - (iii) Investigation of the matter by external investigators
 - (iv) Internal disciplinary process.
 - (i) If the CEO is satisfied that a breach has occurred and that it cannot be rectified by informal discussions, the CEO may implement one or more of the following measures:
 - (i) A verbal warning
 - (ii) A written warning
 - (iii) Performance management
 - (iv) Demotion
 - (v) Mandatory counselling or training
 - (vi) Restriction of duties
 - (vii) Reassigned duties
 - (viii) Restriction of workplace accesses
 - (ix) Reduction in access to resources
 - (x) Restriction of authorisations
 - (xi) Suspension of duties
 - (xii) Mandatory reporting to other legal authorities

- (xiii) Recovering losses resulting from negligence
- (xiv) Termination of employment or other association with the Gandangara Group
- (j) A breach of this Code of Conduct could also be corrupt conduct for the purposes of the Independent Commission Against Corruption Act 1988 (Cth), and in that case GLALC's Chairperson will have a legal duty to report the matter to the Independent Commission Against Corruption.
- (k) In response to a suspected breach of this Code the CEO or his/her delegate are not required to follow any particular steps in this Code. The CEO or delegate may proceed to any measure available to them as they deem appropriate to the circumstances.
- (l) If the staff member in breach does not change their behaviour and continues to breach the policy, a formal warning process should be commenced following the second breach of the Code.
- (m) The Registrar of ALRA also has the power under section 196 of ALRA to take disciplinary action against an employee in instances of misconduct.

4. Related Documents

- 4.1. Declaration of External Interests Form
- 4.2. Gifts and Benefits Register
- 4.3. Reporting Wrongdoing Procedure
- 4.4. Work Health and Safety Procedures
- 4.5. GLALC Communications Procedure

5. Related Policies

- 5.1. Continuous Quality Improvement Policy
- 5.2. Conflict of Interest Policy
- 5.3. Confidentiality Policy
- 5.4. Privacy Policy
- 5.5. IT Policy
- 5.6. Whistleblower Policy
- 5.7. Work Health and Safety Policy
- 5.8. Alcohol, smoking and drugs policy

6. Definitions

- 6.1. Anonymous feedback - Anonymous feedback will be processed and the issues considered if they are sufficiently serious. Anonymous feedback, however, does not allow the Gandangara Group to fully investigate the client's concerns where applicable, or provide them with details on how the feedback has been resolved.
- 6.2. Associate of the Gandangara Group — Any individual who is in anyway related to the Gandangara Group or carries out any activity on behalf of the Group
- 6.3. Complainant — The person making a complaint.
- 6.4. Complaint: - An expression of dissatisfaction made to the Gandangara Group, related to its products (including services), or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected.
- 6.5. Entity — Gandangara Health Service (GHS), Gandangara Transport Service (GTS), Marumali Ltd
- 6.6. Feedback - includes complaints, compliments, suggestions or any information regarding the delivery of services or performance.
- 6.7. The Gandangara Group — Gandangara Local Aboriginal Land Council (GLALC), Gandangara Health Service (GHS), Gandangara Transport Service (GTS), Marumali Ltd.
- 6.8. Meeting - is to be read as including a meeting of the members of the Organisation, the Board and of any sub-committee
- 6.9. Pecuniary interest — Financial interest. Has the same meaning as in ss 182-183 of the ALRA.
- 6.10. Personnel — Refers to any individual performing any sort of role for the Gandangara Group, whether paid or unpaid, including volunteers and students.

- 6.11. Service Users — Any individuals who use the services of the Gandangara Group including customers, clients and patients
- 6.12. Stakeholder - Any person associated with the GLALC operations.
- 6.13. Wrongdoing — Any activity which contravenes Australian Law or Organisational Policy

7. Related legislation

- 7.1. Privacy Act 1988 - 2A Objects of this Act
- 7.2. Aboriginal Land Rights Regulation 2014 — Schedule 3
- 7.3. Aboriginal Land Rights Act 1983 No 42 — Part 10
- 7.4. Work Health and Safety Act 2011 No 10
- 7.5. Public Interest Disclosures Act 2022 No 14
- 7.6. Corporations Act 2001 (Corporations Act) — Whistleblower protection





Marumali
Gandangara Health Services
Gandangara Transport Services

Gandangara Local Aboriginal Land Council

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