

Policy Name:	Code of Conduct – GLALC Members		
Reference:	PO-2021-0020		
Version:	2	Publish Date:	17/06/2024
Author	Policy, Research and Communications	Review Date:	17/6/2025
Responsible:	Chief Executive Officer Director of Enterprise Sustainability, Property, Corporate Services & Transport Program Director Health Services Manager Transport Services Manager Marumali Team Leader		
Authorised by:	GLALC Board	Date:	17/6/2024
	GLALC Members	Date:	19/6/2024
	Registrar	Date:	

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 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 Part 10, Division 2 of the [Aboriginal Land Rights Act 1983 \(ALRA\)](#) specifically as required by [section 177\(1\)\(b\) of ALRA](#).

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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.

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- (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.oralra.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.

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- (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.

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- (c) Always act honestly and in good faith in all your 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 your 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 GALC'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) You must not 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.

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- (d) Without limiting any of the general standards of behaviour set out in paragraph (c), at a meeting you 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 you 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 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)
 - (iii) an affiliation between you 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

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- (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 you 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 fill in the *Feedback form* available at **(Link when created)**, and clicking complaint as the type of feedback you are giving. If you give your contact details you will receive a reply within two working days to let you know that your report has been received. The report will be investigated and you will be notified of the outcome within 30 working days of the initial reply to your report.

3.9 Maintaining Confidentiality

- (a) Sometimes you might be given access to confidential or private information or documents at a GLALC meeting or in connection with GLALC decision making. You must not use such information or documents for any purpose other than GLALC business. You 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 you are properly authorised, however, you do not represent and have no authority act on behalf of GLALC, and you must not hold yourself out as being a representative or having authority.
- (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:

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- (i) On behalf of the Organisation,
 - (ii) About the Organisation or its affairs, or
 - (iii) About other officials of the Organisation.
- (c) Without limiting (b), unless you have been properly authorised to do so, you 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) You 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 you 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.
 - (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),

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- (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
 - (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
 - (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.

3.13 Work Health and Safety

- (a) All individuals making use of GLALC facilities have the right to expect the Organisation 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

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- (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.
- (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.
 - (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).
 - (v) Termination of Membership

3.15 **Roles and Responsibilities**

- (a) The CEO And Executive level managers are responsible for:
 - (i) Providing a safe and healthy working environment for all Personnel including Members.
 - (ii) Taking all reasonable steps to ensuring that all Personnel are aware of their rights and obligations in regard to this Code of Conduct Policy.
 - (iii) Investigating breaches of this Code of Conduct.
 - (iv) Receiving and acting upon declarations of Gifts and Benefits.

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- (v) Receiving and acting upon reports of wrongdoing.
- (b) Managers are responsible for:
- (i) Ensuring that all Personnel they are responsible for are aware of the requirements of this Code of Conduct.
 - (ii) Requiring all Personnel to complete any mandatory training.
 - (iii) Ensuring workers and Members are not exposed to workplace harassment.
 - (iv) Personally demonstrate the highest levels of workplace behaviour.
 - (v) Set a positive workplace culture.
 - (vi) Treat complaints seriously and confidentially.
 - (vii) Ensure that when a person lodges a complaint or is witness to harassment they are not victimised. See Whistleblowing Policy and Reporting Wrongdoing Procedure. ([Link](#))
 - (viii) Communicate work directions to their team with clarity and with an expected outcome and deadlines.
 - (ix) Encourage their staff to work diligently and to the best of their ability.
- (c) GLALC Members, Staff, external contractors, volunteers and students are responsible for:
- (i) Ensuring they understand what is required of them in this Code of Conduct.
 - (ii) Ensure they are familiar with all policies and procedures referred to in this Code of Conduct.
 - (iii) Complying with this code of conduct.

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*

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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](#)

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- 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)
4/6/2024	Code of Conduct – Staff underwent a major revision and was updated in accordance with the 2023 revisions of the Model code of conduct published by ORALRA.
17/6/2024	Approved by the board at 17/6/2024 EBM, Resolution 17
19/6/2024	Approved by Members at 19/6/2024 OMM Resolution XX