

Gandangara

Local Aboriginal Land Council
Annual Report FY 2018-2019



Acknowledgment to Country

GANDANGARA

Gandangara Local Aboriginal Land Council (GLALC) acknowledges the Cabrogal People of the Darug

Nation as the Traditional Owners and Custodians of the land we span. We pay our respects to the Elders,

Past, Present, and Emerging and to all First Peoples within our community. GLALC also acknowledges the

Tharawal (also historically known as D'harawal), who continue to have a longstanding relationship with

this Country and our community. GLALC continues to value the generations of knowledge First Peoples

possess, pass down and embed within our organisation and community.

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About Our Land Council

Our Land Council was established in 1984 as a Local Aboriginal Land Council constituted under the *Aboriginal Land Rights Act 1983* (NSW). Consistent with this legislation, a key objective of Our Land Council is to “improve, protect and foster the best interests of all Aboriginal persons within the Council’s area and other persons who are members of the Council”.

Our Land Council’s geographic area spans six Local Government areas, comprising a significant portion of South Western Sydney and parts of the Sutherland Shire.

Our Main Office is located at
64 Macquarie St, Liverpool 2170 NSW

Our Six Local Government Areas:

Liverpool
Cumberland
Fairfield

Canterbury-Bankstown
Parramatta
Sutherland Shire Council

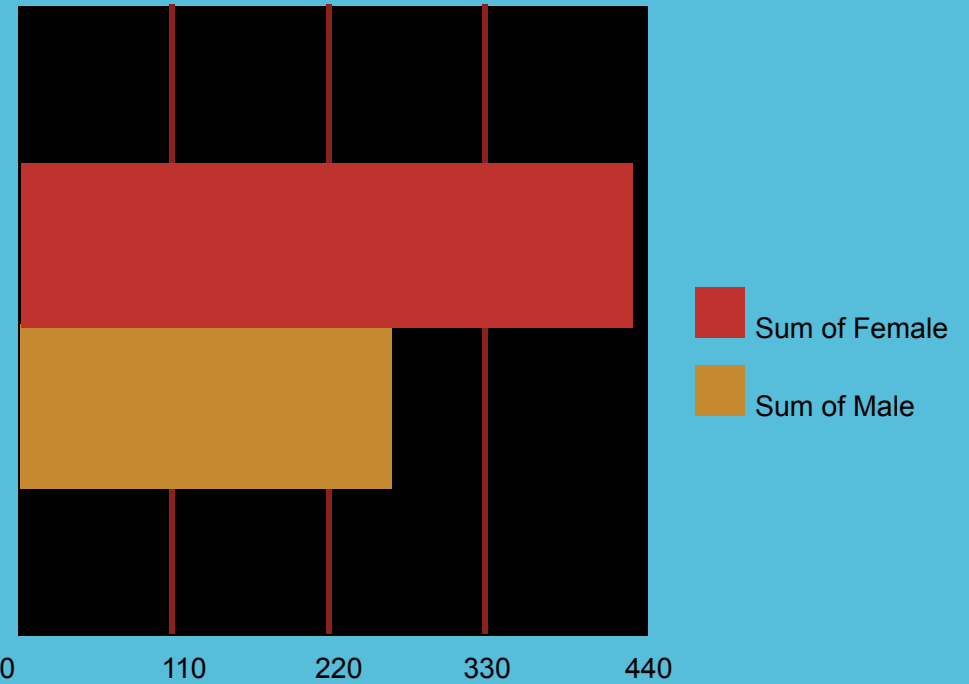


Our Members: Who we are

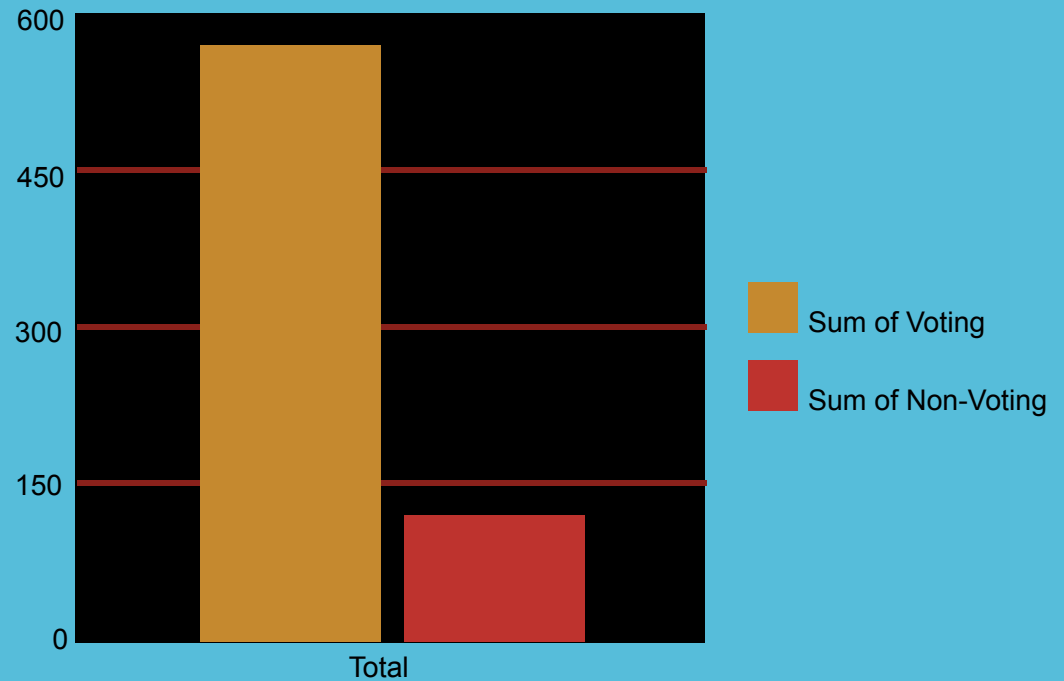
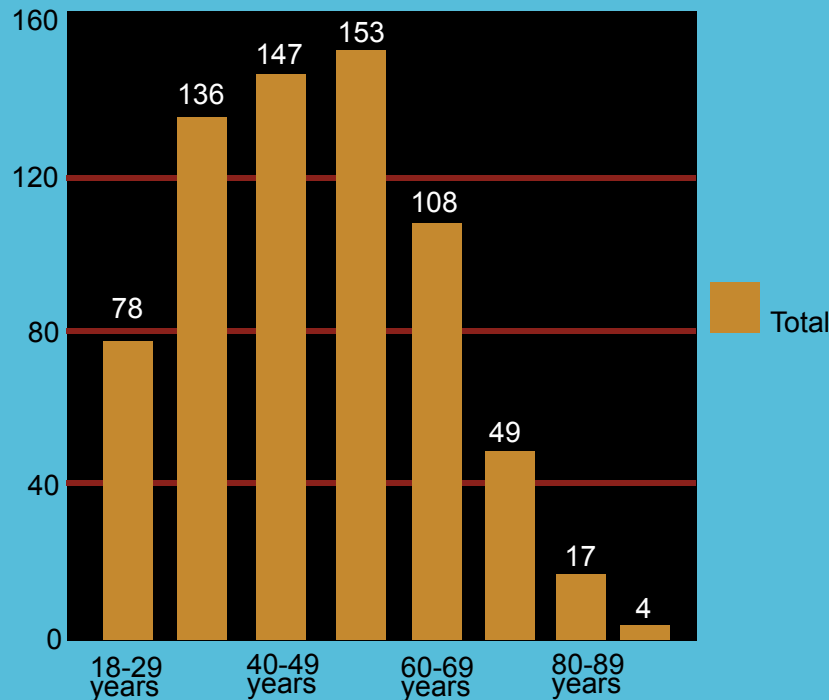
Our Land Council has a large and growing membership base comprising Aboriginal people from all across the country, who now live in Our Land Council's area.

We have over 650 members. Our strategic direction has been developed to increase our Land Council's engagement with, and to ensure that our services and operations are working to meet the needs of our members and the broader Aboriginal community.

Total



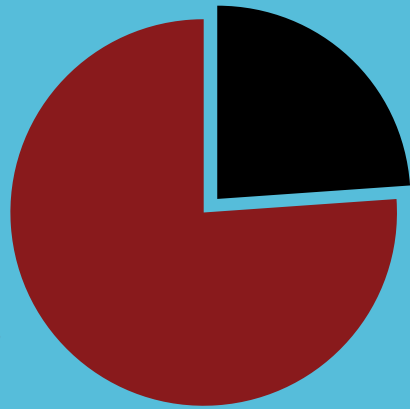
AGE DISTRIBUTION



*Members must be aged 18 years and over to become a member of GLALC

76%

**within
GLALC
boundaries**



24%

**out of
GLALC
boundaries**

Residence of GLALC Members:

Gandangara Local Aboriginal Land Council Members' Meetings FY 2018/2019	
Meeting	Date
Ordinary	1/08/2018
AGM	26/9/2018
Ordinary	21/11/2018
Ordinary	27/02/2019
Ordinary	20/03/2019
Ordinary	01/05/2019
Ordinary	26/06/2019

Type of Membership:

17.70%

membership by association

0.30%

Family association

82%

local resident

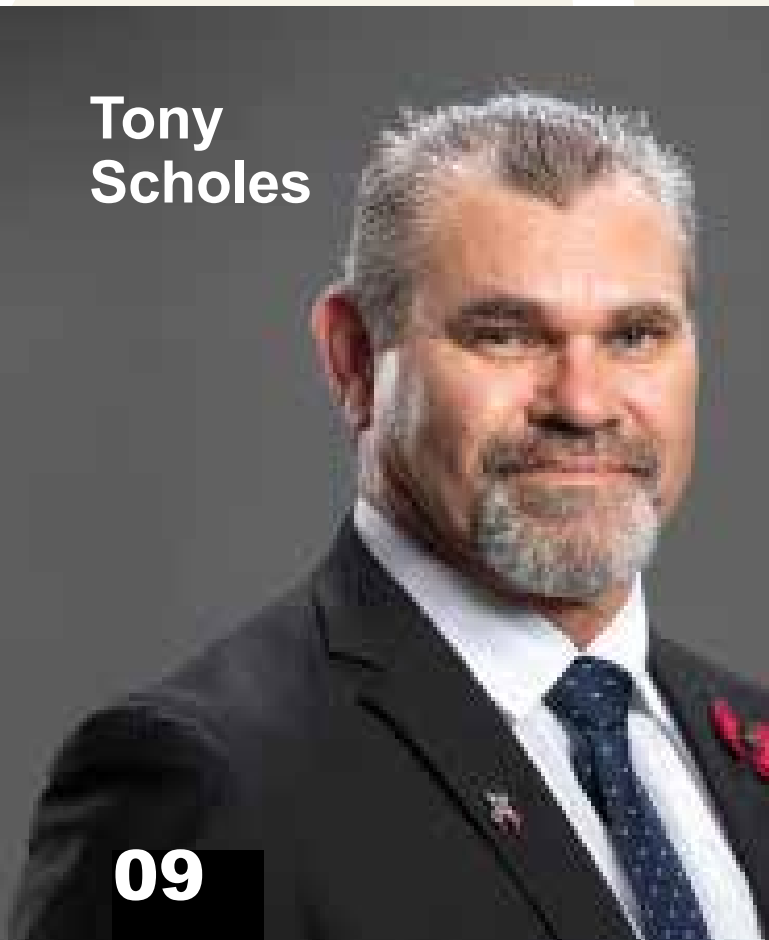


Abbreviations, Glossary & Terminology

AANSW Act Administrator Agent AGM ALRR	Aboriginal Affairs NSW <i>Aboriginal Land Rights Act 1983</i> NSW Peter Hillig of Smith Hancock Domaine Plus Real Estate Annual General Meeting <i>Aboriginal Land Rights Act Regulations 2014</i> NSW	Registrar	<i>Office of the Registrar, Aboriginal Land Rights Act 1983</i> NSW								
AOW Auditors CEO CLBP	Aboriginal Outreach Workers HAYES KNIGHT Chief Executive Officer Community Land & Business Plan	SSC The Minister	Sutherland Shire Council The Minister for Aboriginal Affairs								
Corporations Act Council	<i>Corporations Act, 2001</i> (Cth) Gandangara Local Aboriginal Land Council	TfNSW Parent Entity	Transport for NSW Gandangara Local Aboriginal Council								
DA	Development Application	PHN	Public Health Network								
FY	Financial year ending 30 June 2019	<div style="border: 2px solid black; padding: 10px;"> <table> <tbody> <tr> <td>The Service Entities</td> <td>Gandangara Transport Services Limited</td> </tr> <tr> <td></td> <td>Gandangara Health Services Limited</td> </tr> <tr> <td></td> <td>Marumali Limited</td> </tr> <tr> <td></td> <td>Gandangara Management Services Limited</td> </tr> </tbody> </table> </div>		The Service Entities	Gandangara Transport Services Limited		Gandangara Health Services Limited		Marumali Limited		Gandangara Management Services Limited
The Service Entities	Gandangara Transport Services Limited										
	Gandangara Health Services Limited										
	Marumali Limited										
	Gandangara Management Services Limited										
GHS	Gandangara Health Services Limited										
GLALC	Gandangara Local Aboriginal Land Council										
GP	General Practitioner										
GTS	Gandangara Transport Services Limited										
Group	Collectively the Council & the Service Entities										
LALC's	Local Aboriginal Land Councils										
LHD	Local Health District										
Marumali	Marumali Limited										
MOU	Memorandum of Understanding										
NSWALC	New South Wales Aboriginal Land Council										
NPW	<i>National Parks and Wildlife Act 1974</i> NSW										

Message from the Chairperson

**Tony
Scholes**



On 20th November 2015, the Minister for Aboriginal Affairs returned Gandangara to its members. An AGM was held and a 10 member board was chosen from the members. The tenure for the 10 member board was over 4 years. I would like to thank the Board for their dedication and support of me as the Deputy and Chairperson. In the past four years, there have been many changes and improvements to the way Gandangara is structured, how it's managed, how it operates and how it thinks. The honesty, the openness, the unity, the passion and the professionalism that has developed, now characterises our organisation. I feel proud and privileged to be serving on this Council.

As a Council charged with managing a lot of money and assets, we do have serious financial responsibilities, and all our decisions have to

be made with our Members' best interests in mind. The co-operation, unity of purpose, honest work ethic and professionalism we are embracing is essential to our prospects as a growing organisation. There are a lot of politics around Aboriginal issues and not all of it is supportive, even amongst our people. Our dispossession has been created by political interference and bad mistakes and it's been made worse by tribal infighting, which is why the way forward is not through government intervention but by collaboration. The Governments cannot fix our problems but we can. By being strong and building alliances with each other we can change the way things are for our people.

Many Land Councils around the country have a lot of money and assets at their disposal, providing great opportunities for all of us to

prosper as a community, which is why we can attract high quality people to help us. In 2017 the Board signed a lease for 64 Macquarie St Liverpool and \$1.5 million has been spent on the refurbishment. During our tenure, there have been five different CEOs and not many have lasted more than six months. These constant changes have severely interrupted and halted progress on important decisions and actions. But twelve months ago, we have restored stability and continuity by putting in place a CEO who has lifted the profile of the GLALC.

GLALC is fortunate to have Ms. Melissa Williams as its CEO. Her passion and leadership is what we need right now. Melissa has come to us with a long track record of success in the commercial world, with strong leadership experience and the ability to develop, implement effective programs and initiatives for the benefit of Aboriginal people in their communities. More importantly, Melissa is personally dedicated to creating better futures for our people. Melissa has put into place strong, effective and efficient work practices and protocols with a creative business mind. Melissa is a great role model that projects strong ethical values and is a leader for our people. Melissa needs all of our support from our stakeholders to advance our objectives within the Community Land and Business Plan. So let's get behind GLALC to achieve our outcomes.

To make sure we meet the required outcomes of the Community Land and Business Plan, GLALC is investing a large sum of its financial resources received from a land sale. This will

ensure the financial security and sustainability of our organisation. Our Investment managers will inform us of our options, and appropriate policies, and the way to best manage our funds.

With a strong account management team, we are also constantly looking for ways to improve, expand and better finance all our services in health, housing, and transport, as well as in training and education. Which means that we're simultaneously working on ways to generate more income and save money while improving services for our Members and our community. This is a level of financial professionalism and accountability that we've never had before.

We are resolving problems. In 2015, a stop work took place at Heathcote Ridge because of a great mound of dirt that was spread out over vegetation which killed off native plants and this affected the natural environment of the area. Sutherland Shire Council created the stop work and issued Gandagara a stop work notice so Gandagara could effectively look at ways to return the environment back to its natural way and prevent the dumping of toxic waste blocking 28 exit points along Heathcote Road. On the 5th of June 2019, I accompanied the CEO Melissa Williams to meet Sutherland Shire council together with our legal representatives. This was the first step towards a mutual solution for resolving the stop work order placed on Gandagara of the impact of restoration on site.

We are now developing and implementing a range of methods and programs for accurately identifying, assessing and protecting all the sites

of cultural heritage and historical significance on all our lands. Doing so will help us control our land, significant sites and artifacts for generations to come. We will know what they are, what they mean and where they are.

Exercising the rights of ownership and control is important for us and our self-image. A healthy self-image is the result of what we know about ourselves. Aboriginal people, all over Australia, have a long and proud history. We have many languages and stories, myths and legends. We have many shades of cultures and protocols and attachments to country. That's why we are putting a high value on our culture, history, language, and protocols. We are and considering ways to enshrine them in places of learning of our own. Places where we can learn about ourselves, our Song Lines, our Arts, our Lands, our Languages, where Elders can tell us our stories, and where others can also come to hear them and learn about us.

It's not just a matter of knowing facts, but about knowing ourselves, and having self-worth. Many young Aboriginal people in the 1970s and 1980s experienced generational trauma which led to substance abuse, very low self-esteem and a loss of self-worth. Many of our Aboriginal young people became incarcerated due to their own actions this brought on emotional and psychological damage to their personal health. To restore function in the family we have to restore personal pride and respect for them to believe in themselves.

There's plenty of evidence in our past if we go back that supports how we feel about ourselves

and what we need to put in place for the right support systems and the right attitudes. We are trying to speak and teach positive things to achieve positive outcomes. We are hiring the right people with the right skills and who believe they can help those who want to help themselves to make the right choices in life.

We all now have every reason to be proud of being

part of an Aboriginal owned and led organisation. That's why we would like to see more of our members participate regularly at our meetings. Our Council belongs to the traditional people whom we represent – our current members and those yet to still walk through our doors for the first time. We welcome you all into the organisation of GLALC. All members can have their say, they can be heard, and feel safe in this environment.

The future of the GLALC relies upon its members. We are moving into a period of change. This is bringing tourism onto our doorstep through building development and infrastructure across the Local Government Areas in which we are based. If we unite, together, we can move forward together.



Picture above: Liverpool Remembrance Day Centenary of Armistice Commemorative Ceremony Uncle Tony Scholes delivers the acknowledgment to Country with our partnership with Liverpool Council



Message from the Chief Executive

**Melissa
Williams**



The past year has been one of many changes and movements at the Gandangara Local Aboriginal Land Council. Some could even describe it as hectic, and that's both true and intended. We had a lot to do, but more importantly, we wanted to do a lot. There was a lot of cleaning up and catching up to do as well as all the everyday things that needed doing. And we needed to make sure we did them all well. Its how we implement and progress our many Community Land and Business Plan initiatives.

One of the most obvious changes and moves has been the relocation of the entire organisation from Moore Street to Macquarie Street in Liverpool. We made the move a priority because the Board had signed a lease for the premises in 2017. We wanted to start benefiting from this investment in our future as soon as possible. We now have a modern, professional, efficient and attractive environment for our staff and Members

to work and meet in, a place in which we can all feel proud. We also commenced the refresh of the Moore Street premises, which was a priority for our Members. We are currently assessing five options for future use to ensure these assets do not lie idle. These ideas support the promoting and celebration of the culture and heritage in our area, to have a learning center and Keeping Place.

We have also made some significant and very necessary organisational and management structure changes. We have restored stability and continuity and put in place a strong management team, made up of both new and existing employees, which is providing the Council and its Members with strong leadership, unity of purpose and a spirit of co-operation.

We have a team that is now able to restore all the things that were broken in the past and has

Officer

successfully filled the management vacuum created by Administration. We have addressed previous failures in followup putting in place improved policies and procedures, programs and succession plans. With improved organisational structure and stringently applied accountability, achieving the organisation's vision as expressed through its Community Land and Business Plan becomes ever more clear.

We have also made significant improvements in how we look after our staff. In the past, when it came to Human Resource recruitment policies, important features such as career development plans, health and safety procedures, leadership and coaching development simply didn't exist. We have changed all that. We have put into place programs to provide training for our managers and give them clear guidelines around workforce development and accountability for their key performance indicators. They all now receive mentoring, have a tool kit of skill and

understanding for their roles and a performance appraisal template to complete with their teams. Our managers have responded well to these initiatives, engaging more productively with their colleagues and evidence deep care for their well-being.

We have also made sure that all our employees are now properly contracted. We have ensured that their contracts cover their professional responsibilities or position descriptions, so they have a clear understanding of their role's purpose and are more efficient in delivering it. They now have job security, understand their terms of employment, and are provided with proper safety and liability protection.

With all these improvements, our committed team in place, that can operate efficiently and with initiative in delivering on the Community Land and Business Plan, the Board and Members' priorities.

Foremost amongst these is protecting your money and making it grow. We made a lot of money from the sale of land and we are now developing, with the help of independent advisors, an investment policy that will inform our strategy for sustainable income, and give direction to how and where we invest our funds to provide the best returns for our Members. We have also upgraded our financial system and built-in controls to ensure we have much more accurate activity-based accounting - reporting, capturing and tracing all expenditure. This means we now know exactly where our money is, where it's going, and what it's being spent on.

In another important aspect of improving our accountability and professionalism, we are working with the leading advisory service for not for profit organisations, Centium, in setting up a risk framework for our organisation, as we don't currently have one. It will help us identify threats such as financial accreditation, governance, security of our medical records, and ensure that we have a strategy in place to control, fix or fight these risks. Also, we are getting feedback on, and undertaking a risk analysis on, the resolution on the floor for the name change from Gandangara to Cabrogal Local Aboriginal Land Council, which requires ministerial approval through the Office of the Registrar.

We have also begun delivering on the objective of 'opening our doors' in a very public manner, by producing a quarterly newsletter that informs everybody in our community of our operations. It also provides access to us and our dealings to Members who are unable to attend our meetings. We are also developing a website that will be online soon.

With all these improvements we now have a management structure, and a committed team in place, that can operate efficiently and with initiative in delivering on the Community Land and Business Plan, the Board and Members' priorities.

Another priority we are working on is to turn our health services into profitability in 2020. To achieve this goal, we are looking at operational efficiencies, prioritising time use, improves the patient booking system and ensuring up to date accreditation.

We have also successfully won well over \$2 million of external funding since January 2019, to run our programs in health promotion, disease prevention, transport services for our Members, and community events like the recent NAIDOC Week Lecture which was well represented by local civil services, police, community and council members.

In keeping with our commitment to protecting our land and sites of cultural importance, we have begun an extensive program of

accurately mapping land boundaries and our significant sites and their locations. We have also come to a mutual commitment with the Sutherland Shire Council to resolve the Stop Work Order placed on Heathcote Ridge. We have committed to an Implementation Plan written by our environmental scientists and management to clean up and prevent further illegal dumping and to regenerate natural vegetation and restore the area's bushland.

All of these changes and improvements are the result of our implementation of objectives that are outlined in the current Community Land and Business Plan. These successful outcomes are practical, measurable proof of the Council's firm commitment to its vision for our future and the needs of its members. These reforms and improvements have taken us a long way

towards becoming a truly trusted organisation and business to belong to and to deal with. However, as important as financial and organisational responsibility and accountability is to our sustained success, we have greater responsibility than these, and that is to be an empathetic organisation with a listening ear. We have to be a member-driven organisation that operates from the heart, creating an environment in which everyone is motivated by a care for others. This requires a good hard look at ourselves. It is our ambition to be a leading organisation in Australia. I look forward to all of us realising that ambition together.

For more information on Gandangara's achievements see the CEO update on page 69.



*The Aboriginal Land
Rights Act 1983 NSW (ALRA)
& the Regulation 2014*
requires GLALC to
prepare an Annual Report
on its operations

Disclaimer

The information contained in this Report has been obtained from records held by the Council, noting that in some cases, the historical records held by the Council in relation to the service entities are incomplete.

The Council has been constituted in accordance with the provisions of the Act of the *Aboriginal Land Rights Act 1983* as amended and administers the relevant provisions of the Act as they apply to the functions listed under Aims and Objectives (As per Aboriginal Land Rights Regulations 2014, Part 3 Local Aboriginal Land Councils).

The Council has been constituted in accordance with the provisions of the Act as amended and administers the relevant provisions of that Act as they apply to the functions listed under Aims and Objectives.

Aboriginal Land Rights Act 1983 (the ALRA) by the Aboriginal Land Rights Amendment Act 2014.

(5) A Local Aboriginal Land Council has the following functions in relation to financial management and business planning:

(c) to facilitate business enterprises (including by establishing, acquiring, operating or managing business enterprises), in accordance with this Act and the regulations and consistently with its community, land and business plan.

ABORIGINAL AND TORRES STRAIT ISLANDER CORPORATIONS:

New Provision: sections 52(5A) and 52(5B)

(5A) Corporations:

A Local Aboriginal Land Council may establish, acquire, operate or manage an Aboriginal and Torres Strait Islander corporation within the meaning of the Corporations (Aboriginal and Torres Strait Islander) Act 2006 of the Commonwealth.

(5B) A Local Aboriginal Land Council may not establish or acquire a corporation within the meaning of the Corporations Act 2001 of the Commonwealth unless authorised to do so by any applicable policy of the New South Wales Aboriginal Land Council or, if there is no such policy, by the regulations New provision: Section 52C Local Aboriginal Land Councils' responsibilities in relation to certain arrangements and transfers

(1) In this section:

enter into includes participate in entity means any partnership, trust, corporation, joint venture, syndicate or other body (whether or not incorporated).

(2) This section applies to an arrangement entered into by a Local Aboriginal Land Council:

- a) For the purpose of exercising any of the Council's functions under this Act (including providing a community benefits scheme) and
- b) That includes the formation, acquisition, operation or management of an entity.

(3) Local Aboriginal Land Councils to report on certain arrangements

A Local Aboriginal Land Council must include, in the accounts and records of the Council under this Act and the regulations, details of any operations that are carried out under an arrangement to which this section applies (including any activities or operations carried out by the entity formed, acquired, operated or managed and any financial matters relating to any such entity).

(4) Before entering into an arrangement to which this section applies, a Local Aboriginal Land Council must take reasonable steps to ensure that the Local Aboriginal Land Council will not be prevented from complying with the Council's reporting obligations in relation to operations carried out under such an arrangement (including any financial matters relating to the entity formed,

acquired, operated or managed under the arrangement)

(5) Risk assessment and approval for transfer of certain assets: Before transferring assets (other than land) in connection with an arrangement to which this section applies, a Local Aboriginal Land Council must, if required to do so by any applicable policy of the New South Wales Aboriginal Land Council (or, if there is no such policy, by the regulations):

- a) Conduct a risk assessment with respect to the proposed transfer in accordance with any applicable policy of the New South Wales Aboriginal Land Council or any such regulation, and
- b) Obtain the approval of the members of the Local Aboriginal Land Council to the transfer.

(6) Requirements for approval resolutions:

Any Local Aboriginal Land Council resolution that approves the Council's proposed transfer of an asset (other than land) under this section must:

- a) contain a statement identifying the purpose of the action and any conditions to which the approval is subject, and
- b) be made at a meeting of the Council:
 - i. in respect of which notice was given, in accordance with the regulations, not less than 14 days before the day on which the meeting is held, and
 - ii. at which a quorum is present, and
- c) be passed by not less than 80% of the votes cast.

(7) Approval of termination of certain arrangements:

A Local Aboriginal Land Council must not terminate an arrangement to which this section applies, or dispose of an interest in an entity formed, acquired, operated or managed under such an arrangement, otherwise than in accordance with the approval of the Board of the Council.

Aims and Objectives of GLALC Services

The aims and objectives and ranges of services, which the Council can pursue or provide, must be in accordance with the Objectives as provided for in Section 51 of the Act as amended.

The objectives of the Council are to engage with its members; promote Aboriginal culture and heritage; promote, celebrate & educate Aboriginal identity, culture and heritage; provide and

manage community benefit schemes and services; provide and sustain business enterprises and investment.

Functions (The Act)

Division 2

Functions of New South Wales Aboriginal Land

Council

106 Functions of New South Wales Aboriginal Land Council

(1) The New South Wales Aboriginal Land Council has the functions conferred or imposed on it by or under this or any other Act.

(2) Land acquisition

The New South Wales Aboriginal Land Council has the following functions in relation to the acquisition of land and related matters:

(a) in accordance with this Act and the regulations, to acquire land on its own behalf or on behalf of or to be vested in a Local Aboriginal Land Council and to use, manage, control, hold, transfer to a Local Aboriginal Land Council or dispose of, or otherwise deal with, land vested in or acquired by the Council,

(b) functions relating to the acquisition of land and any other functions conferred on it by or under Part 4A of the NPW Act,

(c) to submit proposals for the listing in Schedule 14 to the NPW Act of lands of cultural significance to Aboriginal persons that are reserved under the NPW Act,

(d) to negotiate the lease by the Council or by the Council and one or more other Aboriginal Land Councils of lands to which section 36A applies to the Minister administering the NPW Act,

(e) when exercising its functions with respect to land that is the subject of a lease, or proposed lease, under Part 4A of the NPW Act, to act in the best interests of the Aboriginal owners of the land,

(f) to make claims to Crown lands, either on its own behalf or, if requested by a Local Aboriginal Land Council, on behalf of that Council,

(g) to compile and maintain a register of all land held by Local Aboriginal Land Councils and to make the information available on request to the members of the Council concerned.

(3) Oversight of Local Aboriginal Land Councils

The New South Wales Aboriginal Land Council has the following functions in relation to Local Aboriginal Land Councils:

(a) with the agreement of a Local Aboriginal Land Council, to manage any of the affairs of the Council,

(b) to assist Local Aboriginal Land Councils in complying with this Act in respect of the establishment and keeping of accounts and the preparation and submission of budgets and financial reports,

(c) to assist Local Aboriginal Land Councils in the preparation and implementation of community, land and business plans,

(d) to approve community, land and business plans of Local Aboriginal Land Councils,

(e) to assist Local Aboriginal Land Councils in conducting elections in accordance with this Act for Board members,

(f) to determine and approve or disapprove of the terms and conditions of agreements proposed by Local Aboriginal Land Councils to allow mining or mineral exploration on land,

(g) to mediate, conciliate and arbitrate disputes relating to the operation of this Act or the regulations between Aboriginal Land Councils, between those Councils and individuals and between individual members of those Councils and to refer such disputes to the Registrar or independent mediators, conciliators and arbitrators,

(h) to approve land dealings by Local Aboriginal Land Councils.

(4) Policy and advice The New South Wales Aboriginal Land Council has the following functions in relation to policy and advice:

(a) to advise the Minister on matters relating to Aboriginal land rights,

(b) to prepare and implement policies relating to its functions under this Act and the functions of Local Aboriginal Land Councils under this Act.

(5) Administration of statutory accounts

The New South Wales Aboriginal Land Council is to administer the New South Wales Aboriginal Land Council Account, the New South Wales Aboriginal Land Council Community Fund and the Mining Royalties Account established under this Act.

(6) Native title

The New South Wales Aboriginal Land Council is to exercise the functions conferred or imposed, by the Commonwealth Native Title Act, on a representative Aboriginal/Torres Strait Islander body (within the meaning of that Act) if the Council is determined to be such a body by the relevant Commonwealth Minister under that Act.

(7) Aboriginal culture and heritage

The New South Wales 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 New South Wales, subject to any other law,

(b) to promote awareness in the community of the culture and heritage of Aboriginal persons in New South Wales.

(8) Financial stewardship

The New South Wales Aboriginal Land Council has the following functions in relation to financial management and business planning:

(a) to prepare and implement policies relating to community, land and business plans required to be adopted by Aboriginal Land Councils,

(b) to prepare and implement, in accordance with this Act, a community, land and business plan,

(c) to manage, in accordance with this Act, the investment of any assets of the Council,

(d) to facilitate business enterprises, in accordance with this Act,

(e) to grant funds for the payment of the costs and expenses of Local Aboriginal Land Councils (whether under funding agreements with Local Aboriginal Land Councils or otherwise).

(9) Other functions prescribed by regulations

The New South Wales Aboriginal Land Council has any other functions prescribed by the regulations.

Note. Under section 50 of the Interpretation Act 1987, the New South Wales Aboriginal Land Council has certain functions as a statutory corporation, including the power to purchase, exchange, take on lease, hold, dispose of and otherwise deal with property. That provision is subject to the provisions of this Act.

Stronger Governance

Stronger Business

Stronger Membership



Over the past few years, two important words have been missing from many of our Members' conversations about their Council. Those words are respect and trust.

Everything we aspire to, all the goals we set for ourselves, all the success we want for ourselves as an organisation, as a community, and as individual Members, simply cannot be achieved without respect and trust for one other. Our well-being and our future rely on it. That's why the primary priority of the new Chief Executive Officer, the Chairperson, and

the Board has been to do everything needed to restore trust amongst ourselves. To restore the firm belief in the reliability, the truth and the ability of the Board, the Manager and Employees of Gandangara Local Aboriginal Land Council to do what is right in the interests of our Members.

Trust is built the same way that it is lost - one action, one decision at a time. The Council has taken many actions and made many decisions over the past year with that one simple critical goal in mind. The Council has done

this in the three areas that affect everything we are responsible for as your Council – governance, business, and membership. We have implemented many controls and administrative improvements, made many changes to protocols and attitudes and brought in experienced and skilled people to make sure that we now have stronger levels of governance, that we have strong performing centers of business and services, and most importantly, that we have a more united and more closely engaged memberships.

Stronger Governance

By passing a code of conduct (GLALC Governance Charter) at the Members meeting in July 2019 the Council have made sure that it is you, our Members, whose Land Council this is, who are the keepers, the owners of the rules and codes of conduct we must follow and

comply with. The objective of the GLALC code of conduct is to make the Board of Directors of the Council (the Board) collectively responsible for the governance and strategic direction of the Council. The code of conduct also insists that the decisions of the Board must always be made

in the interest of all Aboriginal persons within the Council's area.

To provide complete transparency in this most critical measure of Council performance, all existing rules and codes of conduct are freely

available to all Members, to read and discuss any time during normal business hours at the Council Head Office. When our website goes live, you'll be able to access it 24/7.

We have also made sure that the transparency applying to the codes of conduct now also includes the conduct itself. It is not enough that you know how your Council should make its' decisions, you should also know what decisions the Council does make. We have done it by implementing the very first priority of the current Community Land and Business Plan - the 'Open The Doors' initiative – that ensures the Council engages more openly, regularly and effectively with our Members. As a result, we are now seeing more Members benefiting from having more meaningful exchanges of ideas, thoughts, and feelings.

We have now begun publishing open, quarterly Newsletters, informing our Members of the decisions and processes being implemented or undertaken by the Board and Management team. Our newsletters also provide for Members who are unable to attend meetings to stay in touch with their Council.

We are also about to launch our first website to provide even more direct access to the full range of your Land Council's Divisions and services, as well as providing more information, help, and support for our Members.

The transparency and accountability of actions are particularly applied to avoiding any possible

conflicts of interest by Board Members. Three clear controls have been implemented.

1. All Board Members have undertaken the NSWALC governance training program to ensure they have a clear understanding of their responsibilities and accountability for their actions.
2. Every Board Member must provide signed Pecuniary Interest Declaration and this is handed to the CEO before the start of each Board meeting.
3. Every Board Member must provide a signed Conflict of Interest Declaration which is handed to the CEO before the start of each Board meeting.

It is also very important to have a diversity of background, experience, knowledge, and skills on the Board and Management team to give broader perspectives and a wider range of insights to ensure more balanced and considered decision making.

We cannot legislate for this level of diversity so it is up to the Members themselves to ensure there is diversity amongst Board members, as they are the ones who elect them. We encourage you to consider this important requirement when making your voting decisions.

In addition to the choices our Members make, there is also going to be an innate degree of diversity achieved naturally, because every

Board is made up of Aboriginal people who have come from diverse family, tribes and nations backgrounds, representing a range of Aboriginal experiences, sensitivities, and insights.

There is also an assessment process of the Chief Executive Officer's performance. It is an important part of the Chairperson's role to review the performance of the Chief Executive Officer. The Chairperson reviews how well (or not) the CEO has complied with the clear stipulations of the Aboriginal Land Rights Act, ALRA Regulations and ALRA Model Rules in regards to financial reporting to the Board and our Members, and to the day to day management of Gandangara LALC business and expenditure of its funds.

All of these measures now ensure open, honest governance, and everyone in an executive decision-making position is held accountable for their decisions.

Stronger Business

Becoming a stronger business (Council and its controlled entities) starts with having a better understanding of our business - how it is performing and knowing, why and how it needs to be improved. This is the primary responsibility of the Chief Executive Officer, who must present all relevant financial and business facts and figures in a simple and straightforward manner to the Board and the Members.

In addition to the annual report which provides all members and other stakeholders with a thorough overview of all the important aspects and performance of our organisation and all its entities-the Council has also begun publishing a quarterly newsletter, that provides current information about the Council and its activities. The Chief Executive Officer also provides each Board Member with a comprehensive information pack that includes copies of relevant documents under consideration, along with decisions being made and actions taken.

To ensure that all Board Members and the Chief Executive Officer have an accurate, practical understanding of their responsibilities and expected performance standards, they each receive specialised, focused training in these areas.

- NSWALC provide governance training for all Board Members and CEOs of Local Aboriginal Land Councils.

- NSWALC provides specific training for our CEO to provide her with the tools, understanding and support to fulfill effectively her duties for Gandangara LALC

- NSWALC Financial Management training provides all our Board Members, CEO, Chairperson and Deputy Chair with clear guidelines on the financial responsibilities of the CEO, the Board and its' Members

All this official, specialised training is not just about helping us understand the principles of compliance and good governance but to make us more principled governors of your Council.

We do not exist or operate in a vacuum. To get better and stronger, to grow and prosper and deliver more for our Members, we need to work well with, and learn from, all the other businesses and community organisations that are in our region. Gandangara Local Aboriginal Land Council is actively engaging in different ways with other Local Aboriginal Land Councils, and Local Councils, to build closer working relationships with them, and to learn from them.

- Our Board and CEO accepted the invitation from NSWALC to attend the 2019 Sydney-Newcastle Regional Forum which was attended by all Local Aboriginal Land Councils in our region. It gave us the opportunity to benefit from the open exchange of many

exciting ideas, applied experiences and practical expertise that we can put to work for our Members.

- Council delegates attended the Local Strategic Planning Statements workshop for NSWALC and our neighbouring Councils of Metro, La Perouse, Deerubbin, Tharawal and Darkinjung. This was a good opportunity for us to learn how to make sure that our priorities and plans are also included in the visions and Local Strategic Planning Statements of our surrounding Local City Councils. This will make sure that Gandangara Local Aboriginal Land Council avoids possible conflicts with Local Councils by trying to develop our land outside of their Local Strategic Planning Statement intentions and goals. Just as importantly, if we can make sure by formal responses that the Local Strategic Planning Statement vision matches our own vision and plan, we have the opportunity to promote our way of developing land by demonstrating to Local City Councils and stakeholders that our development proposals can achieve their visions too, making it more likely City Councils approve our development applications..

The right knowledge is key to making the right decisions. That's why the Council makes certain that the Board has all the relevant specialist knowledge it needs to make important strategic decisions. It forms and uses Sub-Committees to

provide that specialist knowledge. We currently have four in the following areas of Council responsibility:

- Membership Sub-Committee
- Finance, Risk, Audit, People and Performance Sub-Committee
- Culture, Heritage and Land Management Sub-Committee
- Housing Sub-Committee

The best way to prove your ability to develop, implement and manage sound economic strategies and plans is to demonstrate it in action. The Council has been actively doing just that in the following ways:

- We are responsible for managing a large amount of funds earned from the sale of land.

To ensure the safe and sustainable management of those funds the Council is now developing a range of suitable investment strategies and is in the process of selecting an appropriate investment provider

- The Council is undertaking a whole-of-enterprise risk assessment audit with the leading, independent firm of risk auditors, Centium;
- The Council is implementing a risk

management plan, which we have never had before;

- The Council is developing Gandangara Health Services from a cost centre into a self-sustaining income stream provider; and
- The Council is identifying the most profitable services and business units to give them more support and promoting them.

The Board is also demonstrating its' ability to be in charge of and effectively manage both the Gandangara Local Aboriginal Council and all of its' controlled entities in many ways.

- The Board has hired a qualified Chief Executive Officer with a proven track record of success in business and people management;

- The Board has put controls into place that make sure all of GLALC runs as an effective organisation;

- The Board has implemented processes and programs that drive efficiency and effectiveness in our controlled business entities;

- The Board has undertaken a risk assessment audit and implemented risk management strategies, to future-proof the organisation so we can plan, govern and continually improve our performance and outcomes.

It is our clear priority and intention to become a trusted organisation and a trusted business partner for our members and every organisation and community we work with.

The Gandangara Local Aboriginal Councils' Conflict of Interest Declaration demands Board Members and the CEO must disclose any personal, business, or volunteer affiliations that may give rise to a real, or apparent, conflict of interest. They must also specify any other non-profit, or for-profit boards they, or their spouse sit on, and any businesses for which they, or an immediate family member are an officer, director, or a majority shareholder. They must also describe any relationships, transactions, positions they hold, volunteer or otherwise, or circumstances that they believe could contribute to a conflict of interest.

As testament to the quality and high standard of integrity of our Gandangara Local Aboriginal Council Governance Charter, NSWALC sent a copy to all the other Local Aboriginal Land Councils, as an example to them of good practice.

Just as the Sub-Committees provide specialised knowledge to the Board, the Board also needs additional skills, which the Council provides for them through relevant skills-based appointments of experienced managers. The previous culture of nepotism for jobs has been eradicated. All new appointments of managers are now entirely merit based appointments. All appointees are now chosen for their proven experience and expertise in their specific area of responsibility.

All Council Boards, CEOs and Department Managers change at some time. When they depart, the Council can lose valuable corporate knowledge. We are making sure now that all our corporate records and knowledge are stored and saved. This ensures that whoever follows will have access to all that went before.

An important aspect of the management of key personnel leaving is knowing, in advance, who will replace them. With this in mind, we have a reliable succession plan in place, by providing professional development, personalised coaching and mentoring for all our managers, so they are able to step up whenever it's needed.

The foundation for future business success must include an assessment of any possible risks to the business that may emerge in the future. This is especially important to do when planning to establish a new corporate entity, or changing an existing one. You must also have alternative options considered.

Stronger Membership

Gandangara belongs to our Members, which makes them the most important people in the organisation. That's why it is so important that our Members engage with us more often, more openly and more confidently. We can't

- The Council has put risk management strategies and management plans in place for every facet of our organisation, and all our controlled business entities

- The quality and effectiveness of our newly implemented risk management is reflected in the improved risk rating we have received from NSWALC.

The risk rating is a score out of 100 percentage (%) points and measures GLALC's performance over five key areas of operation – Financial Management, Administration Management (Office Systems) Human Resources (Staff) Housing Management and Governance (Board and Members). The risk rating is calculated based on a number of issues identified through the assessment that are considered to pose a threat to the effective operation of GLALC and its ability to fulfill its obligations under the *ALRA*.

just ask for it, we have to show you that we have both the will and ability to deliver real, measurable benefits to you, our Members and community, with these and other ways we've mentioned earlier.

Our risk rating has improved dramatically from only **67%** (High Risk) in 2016 to an impressive **94%** (Low Risk) in 2018.

This had the effect of shifting GLALC from a high risk LALC to low risk LALC, setting the reporting requirements at the longest interval possible, instituting quarterly funding and lessening the frequency with which the RAS is administered by NSWALC.

- We have made sure your money is safely invested, carefully managed and is providing a steady income stream
- We have won over \$2 million

in competitive funding for our services

- We are mapping, managing and protecting all our sites of cultural and historical importance in the region
- We are working on making all our controlled services and business entities efficient sources of sustained income so that we will be able to reinvest in more and improved services.

Gandangara isn't just an organisation that manages money, land, services and real estate, it's also the heart of our Aboriginal community. That's why the Council has worked just as hard at fostering community pride as it has on managing community assets.

- We have established regular, enjoyable social gatherings and opportunities for our community to come together to celebrate milestones with other stakeholders in the area of GLALC
- We celebrate all significant days in Aboriginal history and culture
- We introduced our inaugural NAIDOC Week Lecture featuring Gail Mabo that was very well supported by our membership, community, local city councils, industry, defence and civilian services (police)
- We commemorated the International Day of the World's First Peoples, which is celebrated

around the world. This year's theme was First Peoples' Languages and focused on the current situation of indigenous languages around the world within the framework of the 2019 International Year of Indigenous Languages. The aim was to highlight the critical need to revitalise, preserve, and promote indigenous languages.

The Council really does want and need our Members to engage with us, which is why we are providing lots of formal and informal opportunities for coming together.

- We have bi-monthly members meetings, which all Board members also attend, and we post invitations to all members, encouraging them to come along and have their say and discuss what matters to them with the people who can help them.
- We have implemented the 'Open The Doors' initiative of the current Business Plan that provides many regular opportunities for engagement and consultation with our members and community across our Land Council's areas, to strengthen relationships and understand our community's needs, with a special focus on our younger members through work experience and on the job training and gatherings with our 'Yarning Circles'.
- We are using various media platforms to provide regular communications to our Members across our Land Council's area, to promote the work of our Land Council, and

increase attendance and participation at Members' meetings.

- We are providing meeting rooms, meeting spaces and other buildings as places for our community and Members to connect with each other, and to learn about the history of GLALC and the traditional lands we span.

Central to our vision for GLALC's future is the Community Land and Business Plan. Given that the Business Plan exists to benefit the members the Council has worked hard at helping members take ownership of its implementation by making it a shared team effort.

- The Plan was developed in consultation with the members
- The Plan is published and available to everyone
- The Council hosts a Monthly Yarning Circle with members, to share in the progress and implementation of our Plan
- The Council organises bi-monthly members' meetings – where they can meet and talk with Board members and Department Managers
- The Council is encouraging our young people to become members

- To ensure its successful Implementation the Council has made sure that the Plan is closely aligned with Council operations and that there is a synergy between both our vision and our organisation.

We sincerely hope that, with all the improvements in performance and attitude that the Council and Board have made in the past year, with all the new initiatives we've implemented and with all the outcomes and

benefits we've delivered, we have earned back your trust and given you good reason to share more of your ideas, thoughts, feelings and time with us.



Part 1

Stronger Governance: Board and Biographies

Board Biographies

Board of the Directors

GLALC Board Meetings Attendance

Board Meetings Held

Board of Remuneration

Checklist of important dates of the Board

Community Land and Business Plan: Our Strategic Direction for
2016-2020

Respect & Recognition

Consultation on & Development of the Community Land & Business Plan

Community Land and Business Plan



Top left to right: Board of Directors: Malcolm Maccoll, Tony Scholes (Chairperson), Wendy Morgan, Gail Smith, Troy Davis, Melissa Williams (CEO), Jo Kerr (Deputy Chairperson), Mary Allen, Cecelia Campbell and missing in photo is Artiene Tatian (Absent), Diane Van Aken (Absent)



Tony Scholes Director(Chairperson)

I have spent my working life helping Aboriginal people in Home Care, Department of Juvenile Justice, at Life Without Barriers and the Coffs Harbour Aboriginal Family Community Care Centre. I came to Sydney in 2009 and worked as an Aboriginal Development Officer for Liverpool Council. I joined the Badanami Centre at UWS in 2012 and in 2014, I completed a Degree in Adult Education and Management at UTS, after which I started working in Men's Health at Western Sydney University on a national level. I have served on various Aboriginal organisation boards before being appointed Deputy Chairperson at GLALC and becoming Chairperson in 2017. I am responsible for oversight of the whole organisation, in particular, risk management, finances, and compliance. I work with the CEO and the Board on our Business Plan to move forward with the community. However, our Members have the last say on all important matters.



Jo Kerr Director (Deputy Chairperson)

I was born and raised and lived my life in Sydney on Darug land. I am a community member and I know my people well.

I have worked with government Aboriginal Affairs for over forty years. I was a Board member on ANTA for six years and served on the ACTU executive for six years.

I joined the Gandangara Local Aboriginal Land Council Board in 2015 and I currently serve as the Deputy Chair of the Board. I also work on the Gandangara Local Aboriginal Land Council Housing Sub-Committee.



Mary Allen Director

I started my working life the way many young girls did in my day working in various shops and haberdasheries. Then, in my late 30's, I decided on becoming a nurse looking after the elderly, which I did for over twenty-five years, until my retirement.

I have been involved with the Council for many years but I only joined the Board about eighteen months ago, at the suggestion of some friends who thought I could bring my life experience and an older head to discussions. I work in a counseling and advisory capacity, helping to make sure things run smoothly, keep things moving forward, and most importantly, making sure things get done. When I'm not at the Council I am kept busy with my four children, ten grandchildren, and eight great-grandchildren. A family this big teaches you the importance of making sure things work smoothly.



Cecelia Campbell Director

I'm an honours graduate from the School of Life. After making a living in jobs that didn't need any skills I decided to educate myself and went on to get diplomas in Aboriginal Studies and Aboriginal Community Development. In the early 1980s, I began working with the Department of Juvenile Justice of New South Wales, as a youth worker, where I used my personal experience to help young people turn their lives around, and give them a better start to their lives.

I was a Co-Ordinator of the Koori Youth Program at the Gandangara Local Aboriginal Land Council, working with young ones who had been expelled from schools, to help them improve their literacy and numeracy skills, and with children who were in moral danger, to help protect them. I have been a Gandangara Local Aboriginal Land Council Board member since 2015 and now work on developing New Memberships, to encourage more of our people to participate and engage with the Land Council, to talk with us, to share with us, for our mutual benefit. I am also the happy grandmother of 8 and the great grandmother of 6 children.



Troy Fitzgibbon-Davis Director

We started our own family security firm for many years and I was the first Aboriginal body-guard in Australia. Security taught me the importance of proper procedures, especially when it comes to looking after people. It also gave me insight into dealing with domestic violence and stress in the workplace. I also spent 16 years as a traffic controller, for the Roads and Maritime Services, responsible for the safe movement of cranes and trucks on roads and building sites, as well as police response to accidents.

I also work as a welfare officer in jails, looking after the needs of prisoners, helping them adjust to life in jail, making sure their families visited them, making sure they do the required courses so they can live successfully in the outside world. My wife and I have also been foster parents of drug-affected kids, kids from violent homes and kids who have been sexually abused. We had to pick them up and try to fix them.

I joined the Gandangara Local Aboriginal Land Council Board in 2016 during Administration and was appointed as a caretaker while

working with them. I currently serve on the Housing Sub-Committee and the Culture and Heritage Committee. My main responsibility is Public Officer of the organisation, and Signatory of the accounts, providing all legal documentation and ensuring compliance to all legal and community requirements in housing, transport, health and the Land Council in general. I am also an administrator to the ATO.



Malcolm Maccoll Director

I've lived in the area for many years and know a lot of the people, and am a local Elder. I've been a Member of Gandangara since 1997 and have served on the Board for the past two years. My Board responsibilities include serving as the Cultural and Heritage Sub-Committee which investigates and records our ancient sites on land in the area. I also work on the NSW Aboriginal Consultative Committee, visiting schools and prisons, to help our young people avoid trouble or get back on the right path. I visit hospitals and aged care facilities to support our sick and elderly Members. I also have the privilege of conducting all the Welcome To Country ceremonies in the region.



Wendy Morgan Director

I worked in the Commonwealth Government for 28 years, in numerous locations and positions, I started in the Commonwealth Employment Services at the Zone Office then moved on to Fairfield/Cabramatta, Indigenous Customers Service Manager at the Regional Office Liverpool, Senior Executive Officer in Canberra with Commonwealth Department of Family and Community. I worked across many departments eg, Housing, Indigenous Affairs, Disabilities, Centrelink, I was involved in the research for Youth with Severe Brain injury from petrol sniffing.

During my stint in Canberra, I travelled all over Australia to remote Aboriginal Communities, including the Torres Strait Islands, Goulburn Islands in the Northern Territory, Tasmania, and the Centre of the Desert.

As the Manager of Education and Training at the NSWALC I obtained funding from Government departments, built stakeholder relationships

with Education Institutions to develop and deliver programs relevant for Local Aboriginal Land Councils for stronger governance to improve services and policies of the New South Wales Aboriginal Land Rights ACT with the NSWALC.

More recently I am a member of the NSW Ministers Advisory Committee on Ageing, I Chair the South Western Sydney Aboriginal Advisory Group (Our People Our Way) with NSW Family and Community Services. I am the President/CEO Guntawang Aboriginal Resources Incorporated, and a Board Member of Gandangara Local Aboriginal Land Council in 2015. I am also on the Board of the Australian Institute of Company Directors.



Gail Smith Director

I grew up on a Aboriginal Reserve (Green Hill) so I know and understand the Stolen Generation. I'm a hands-on person with a lot of personal local experience which helps me help others, especially children, who I regularly foster. I have worked for the South Western

Sydney Health District as a community health educator and coordinator for over 20 years. I have also been involved in aged care facilities and childcare. I am also on the consultative group for the Liverpool Council. I have been a Member of the Gandangara Local Aboriginal Land Council for over 30 years and served on the Board for the past 4 years, where I'm responsible for looking after our Memberships, encouraging more of our people to be active members, not just for themselves but for their children's futures. I am also responsible for verifying Membership qualifications and identity.



Dr Artiene Tatian Director

At the end of my medical training as a doctor at Western Sydney University and the Campbelltown Hospital I joined Gandangara Local Aboriginal Land Council. My community had supported me to access university so I joined the Board to learn how I could help my community in return.

I have now been at Gandangara for four years and have learned many new people skills and connections with my people. I have general Board responsibilities and strategic oversight and I work with the Housing Sub-Committee in setting housing policy, strategic development, and investigating ways to expand our housing portfolio to better help our Members who are on low incomes and can't pay market rent or qualify for social housing. I am also a Member of the Indigenous Doctors Association.



Diane Van Aken Director

She was raised in Sadlier NSW, the youngest of 7 children and she has lived in the Liverpool area her whole life. Diane is married with 5 children and 1 grandchild. In addition to being a GLALC Board Member, she is also a National Councillor and Indigenous Representative for Caritas Australia.

Her Mother's family hails from Cowra and she is a proud Wiradjuri woman. Being raised in the Housing Commission and struggling with common teenage angst, left her with a strong sense of social justice and she is passionate about self empowerment for Aboriginal people.

Diane was previously on the GLALC Board from 2015-2017, she resigned from the Board to take a position at GLALC for 12 months and in April 2019, was re-elected until the election later in 2019. Diane is currently employed full time as a Record and Archives Manager with the Catholic Diocese of Parramatta.

Diane was employed by The New South Wales Aboriginal Land Council for almost 25 years, worked at the community level in the GLALC for a year and with her experience on the GLALC Board, believes this has provided her with a unique insight into how the GLALC operates and how we can move forward and continue to improve and grow. She has broad experience across LALC Memberships, youth, juvenile justice, homelessness, crime prevention and an in depth understanding of current issues affecting Aboriginal people in NSW.

She has enjoyed her time on the board and hopes to be re-elected at the election later this year. Her current Board responsibilities include financial stewardship and compliance, with a broad understanding of legislative requirements across several platforms.

Her highest qualification is an Advanced Diploma in Management.

Jarrold Wicks (Former Director resigned 1/11/2018)

The Board of Directors form the Board of Directors for all Gandangara Local Aboriginal Land Council related entities

Board of the Directors

The names of the Directors in Office during the financial year in 2018-2019 at the date of this report are as follows:

Anthony Scholes	Director (Chairperson)	Wendy Morgan	Director
Jo Kerr	Director (Deputy Chairperson)	Gail Smith	Director
Mary Allen	Director	Dr Artiene Tatian	Director
Cecelia Campbell	Director	Diane Van Aken (appointed 1/5/2019)	Director
Troy Fitzgibbon-Davis	Director	Jarrold Wicks (resigned 1/11/2018)	Director
Malcolm Maccoll	Director		

GLALC Board Meeting Attendance

Board Member	Meeting Attended	Meetings Eligible to Attend	Date Appointed	Date Resigned
Anthony Scholes	18	18	30/09/2015	
Jo Kerr	15	18	30/09/2015	
Mary Allen	15	18	31/05/2017	
Wendy Morgan	16	18	30/09/2015	
Malcolm Maccoll	16	18	30/09/2015	
Troy Davis	18	18	30/09/2015	
Cecelia Campbell	17	18	30/09/2015	
Gail Smith	17	18	30/09/2015	
Artiene Tatian	12	18	30/09/2015	
Jarrold Wicks	0	6	16/11/2016	1/11/2018
Diane Van Aken	3	3	15/02/2019	

Board Meetings Held

Meeting	Date
Extra Ordinary	2-Jul-18
Ordinary	30-Jul-18
Extra Ordinary	13-Aug-18
Extra Ordinary	30-Aug-18
Ordinary	17-Sep-18
Extra Ordinary	24-Sep-18
Ordinary	19-Nov-18
Ordinary	27-Nov-18
Extra Ordinary	17-Dec-18
Ordinary	21-Jan-19
Extra Ordinary	4-Feb-19
Extra Ordinary	11-Feb-19
Extra Ordinary	18-Feb-19
Extra Ordinary	4-Mar-19
Ordinary	15-Apr-19
Extra Ordinary	13-May-19
Ordinary	20-May-19
Extra Ordinary	6-Jun-19



Board Remuneration

Board Remuneration FY 18/19

Board Member	Amount received including Superannuation Welcome to Country payments	Director Fees	Rental Income	Rental Arrears
Anthony Scholes	\$20,215.23			
Mary Allen	\$837.68			
Wendy Morgan	\$765.00			
Malcolm Maccoll	\$11,241.87			
Troy Davis	\$22,687.82			
Cecelia Campbell	\$11,756.09		\$14,794.28	\$168.16
Gail Smith	\$5,537.65		\$13,794.28	\$747.59
Jo Kerr	0			
Diane Van Aken	0			
Dr Artiene Tatian	0			
Jarrold Wicks	0			

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

Key Management Personnel – Note to financial statement to include:

1. Short term employee benefits (salaries)

2. Long term employee benefits (superannuation)

Melissa Williams, Theresa Malone, Dr Ruth Sheridan, Deborah Munro, Ann Kenny, Dhaval Amin, Melody Bulobin, Jacqueline Caton, Kevin Watene (salaries and superannuation in total to be included).

*related party tenant Ernst Lhotsky rent paid \$14,600 rental arrears \$4,053.08

The Land Council has undertaken a significant body of work in improving all aspects of its operations during the 2018/19 financial year.

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

processes and community engagement. A number of the Directors have worked long hours with management on these projects in addition to attending Directors' meetings (including many extraordinary meetings that lasted many hours) and Board committee meetings. All Directors have contributed but it should be noted that the

Chairperson and a number of the Committee Chairs have made huge time commitment. The amount received by the Board of the Directors includes Superannuation and Welcome to Country payments.

Checklist of important dates for Board

Audit Report	18 September 2019
Annual Report	18 September 2019
Budget	April
Accounts to Auditor	August
Annual General Meeting	18 September 2019
Membership Roll	Annually
Business Activity Statement	Quarterly/Monthly
Rates Due	Quarterly
Superannuation	Quarterly
Workers Compensation	Annually
NSWALC Risk Rating Assessment	Annually
Internal Policies reviewed	Annually
Bad Debit write-off	Annually
Delegation Register	Annually
Stock take of Assets	Annually
ACNC	Annually
PID	Half Yearly

Gandangara Local Aboriginal Land Council

Member Payments

FY18/19

GLALC Member

Wages

Lexie Carroll

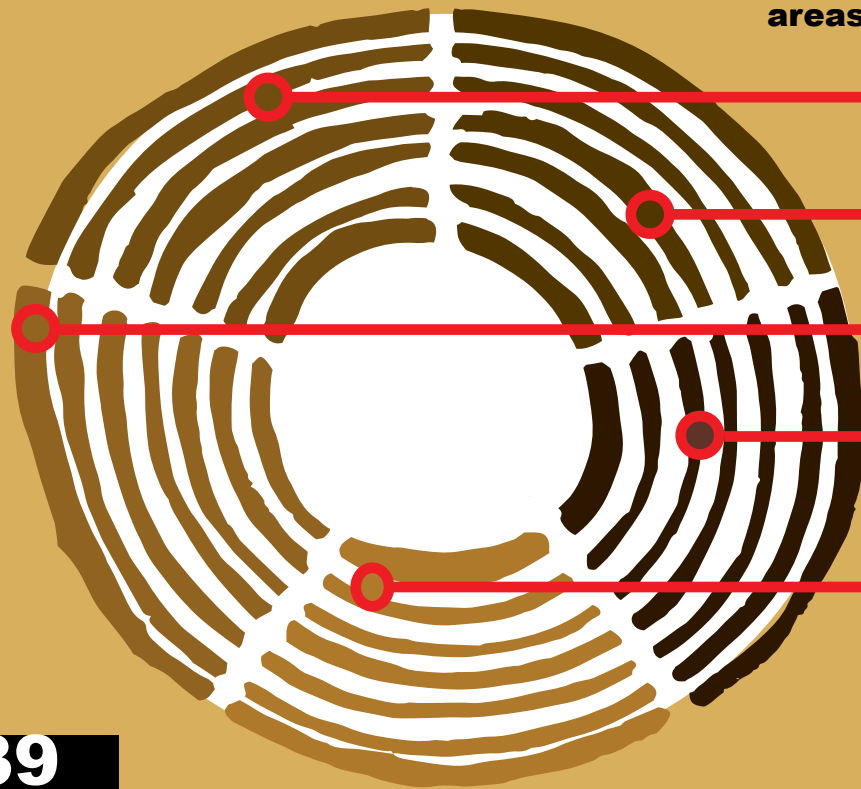
\$450

Maureen Clayton

\$480

Community Land and Business Plan: Our Strategic Direction for 2016-2020

Our focus over the next four years is to rebuild our Land Council, and to strengthen the relationship that exists between members and the wider non-Aboriginal community. Our Land Council's strategic direction over the next four years covers the following 5 key priority areas:



Our Members

Community Benefit Schemes

Land & Other Assets

Aboriginal Culture & Heritage

**Business Enterprises &
Investment**

Respect & Recognition

Our vision [is to] serve as a meeting place for local Aboriginal people to come together & thrive, where the local Aboriginal community feel a sense of belonging through connection with each other & with the land. We will work together to achieve this vision through engaging with, listening to, being transparent & accountable to our members (GLALC *Community Land & Business Plan 2016-2020* page 9).

Consultation on & Development of the Community Land & Business Plan¹

A range of individuals and groups from Our Land Council's membership (along with other key stakeholders) have been consulted to inform the development of this CLBP.²

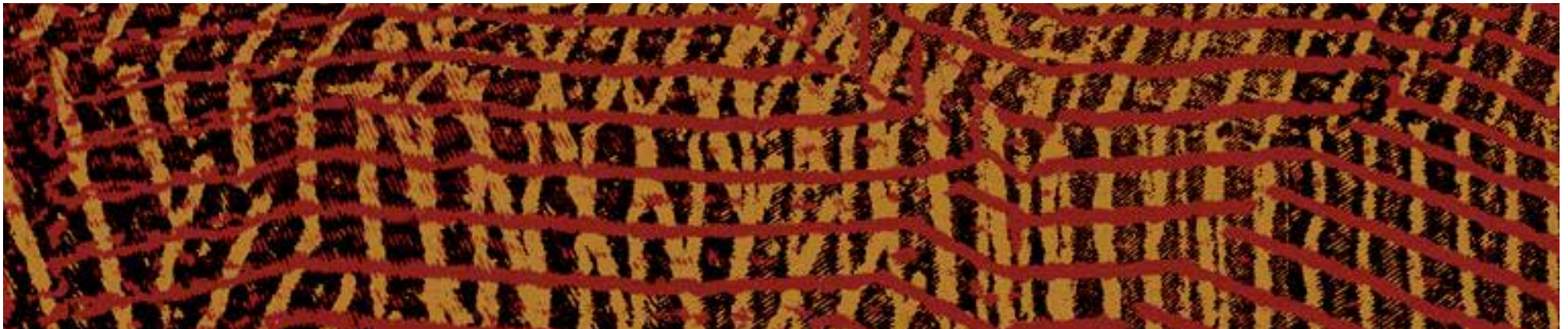
Our Land Council is grateful for the valuable contributions made by these individuals and groups and for their role in shaping our strategic direction over the next four years. These contributions have been considered by the Board in a series of planning workshops

prior to the drafting of the CLBP. At these workshops Board members worked together to develop a draft vision statement, values statement, set of objectives and strategies for the years 2016-2020, for consideration and approval by Members.

On 18 February 2019, GLALC held an Extraordinary Board Meeting with representatives from GLALC Management staff and external commercial management

consultants to set the strategic priorities derived from the CLPB for the calendar year 2019.

This Strategic planning workshop involved the analysis of the CLPB's 5 key objectives to assess the status of implementation to date and to prioritise the main areas of urgency and importance for the management staff to implement by the end of the year.



- 1 Section 82(2)(b) of the Aboriginal Land Rights Act 1983 (NSW) requires that, in developing a Community Land & Business Plan, a Local Aboriginal Land Council must consult with persons who have a cultural association with land in the Council's area. The Office of the Register of the Aboriginal Land Rights Act 1983 has confirmed that there are no registered Aboriginal owners with whom Gandangara Local Aboriginal Land Council should consult to comply with this legal requirement.
- 2 Consultation with members is both important to the successful development of a Community Land and Business Plan, and required by section 82(2)(b) of the Aboriginal Land Rights Act 1983 (NSW). Land Council Members were offered an opportunity to provide their input into the development of the draft Community, Land & Business Plan at a members' general meeting held on Wednesday 22 July 2015. A number of members, Board members and staff have also provided input into the development of the draft Community, Land & Business Plan. For a full list of individuals & groups who took part in this consultation process to support the development of this CLBP, see Appendix 1.

Community Land and Business Plan: Boards Strategic priorities for 2019

Strategic decision making was undertaken with the following actions determined as priority areas by consensus for the year:

3 months (March-May 2019)	6 months (June-August 2019)	9 months (September-November 2019)	12 months (December 2019-February 2020)
Investment decision (policy and planning)	Recruit for commercial skill-set	GHS turning to profitability	GHS shows signs of profitability
Website & newsletter development	Events run (e.g. NAIDOC) – grants income		
Planning for 103 Moore refresh	Developing cultural places (103 Moore)		
	Risk analysis on renaming	Renaming Cabrogal Implementation	Renaming Cabrogal Implementation

On the following page the implementation report outlines CLBP goals and strategies which have been actioned in the FY18-19.

A traffic light system is utilised in the report:

- Green = Completed
- Orange = Commenced and Ongoing - but not completed
- Red = Has not yet commenced

CLBP Implementation Report FY 2018-2019

KEY PRIORITY AREA 1 – ENGAGING WITH OUR MEMBERS

OBJECTIVE: Opening the doors of our Land Council to our Members

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
1. Providing regular opportunities for engagement & consultation with our Members and Community across our Land Council's area, to strengthen relationships and understand our community's needs, with a focus on our younger members & Elders	Community Engagement activities such as NAIDOC Week, Voice, Treaty Truth (2019) Inaugural Gandangara NAIDOC Lecture, with lead-up interviews and documentary photography of community members.				
	Community surveys gauging opinion on Gandangara Local Aboriginal Land Council and its Entities, to interpret levels of community satisfaction, especially among youth.				
	Ongoing monthly Yarn-Ups at Gandangara Local Aboriginal Land Council, open to all community members to consult and discuss matters of need and celebrate achievements in the community.				
2. Providing regular communications to our members across our Land Council's areas, using various media platforms) to promote the work of our Land Council and increase attendance & participation at Members' meetings	Launched new Gandangara Local Aboriginal Land Council quarterly Newsletters, communicating in detail the operations and achievements of GLALC, the events in the community, and profiles of our members.				
	Website for GLALC and Entities in development (WebCoda), with architecture developed, and content currently in development.				
	Visual identity program begun at GLALC showcasing the faces of our community in portraiture, and in Art. Facebook page active and regularly updated. Marketing strategies developed to ascertain target markets for services among our members.				

OBJECTIVE: Opening the doors of our Land Council to our Members

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
3. Involvement of our Land Council & Members in community and other important events across our Land Council areas	Medium-scale events hosted at GLALC in 2019 include: Australia's Biggest Morning Tea for fundraising, International Women's Day, International Day of First Peoples, and Reconciliation Week celebrations.				
	Gandangara Transport Services regularly take Elders and community members to events, such as National Sorry Day at Mount Annan Botanic Gardens, and Mount Panorama.				
	GLALC participated in NAIDOC events at included Bigge Park, Liverpool and hosted the Inaugural Gandangara NAIDOC Lecture, Voice Treaty Truth event, featuring Gail Mabo.				
4. Re-badging and re-naming our meeting rooms, meeting spaces and other buildings & providing a place for our community Members to connect with each other and learn about the history of our Land Council	Process of renaming Gandangara Local Aboriginal Land Council to Cabrogal Local Aboriginal Land Council in progressing to implementation phase, following community consultation (surveys).				
	Project management of 103 Moore street precinct redevelopment as possible HQ and Keeping Place for community.				

KEY PRIORITY AREA 2 – ABORIGINAL CULTURAL AND HERITAGE

OBJECTIVE 1: Protection of Aboriginal sites and places of cultural significance

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
1. Cultural mapping of our lands and all lands within the Land Council's area and development of a site register	Obtained GIS Mapping Software and received training from NSWALC representatives on mapping our land holdings to see Land grants and unclaimed land				
	Obtained the sites of significance mapping from OEH overlaid onto Google Earth software to record AHIMS registered sites as well as unclaimed Crown Land				
	Site register in development with existing site cards obtained from OEH				
2. Development of a land management strategy to protect areas of cultural significance	Two commissioned Strategic Management documents from EcoLogical to manage illegal dumping and access on Heathcote Ridge which is our largest conservation land holding in South Western Sydney. The development of an Implementation Report to manage VENM landfill and bush regeneration over 5 years				
3. Working towards development of a culture & heritage business unit within the Land Council	Culture and Heritage Officer worked on site surveys and salvages to bring in \$26,500 in FY18-19				
	Begun new culture and heritage education and training services in local schools to draw in new revenue. In line with sub-strategy for Culture, Heritage and Land Management Business Unit under development				

OBJECTIVE 1: Protection of Aboriginal sites and places of cultural significance

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
4. Engaging with key stakeholders, including Local Councils, about culture and heritage matters to promote our Land Council as a peak body for protection of culture and heritage in our area	Key stakeholder engagement with Bankstown Advisory Committee, Fairfield City Council LSPS submissions, Liverpool City Council advised on Reconciliation statement.				
	WSACO meetings to advocate for GLALC and the Cabrogal of the Darug receiving recognition as Traditional Custodians of the Land. Advocating for inclusion in all aspects of WSA build and design for cultural tourism.				
5. Performing a monitoring and advocacy role to prevent the destruction of Aboriginal sites and places of cultural significance	Monitor at Heathcote Ridge; working with RID and Senior Constables at Sutherland Shire Council to prosecute illegal dumpers; working with SSC and stakeholders to promote signage on our land as a site of significance to prevent destruction and damage of heritage.				

KEY PRIORITY AREA 2 – ABORIGINAL CULTURAL AND HERITAGE

OBJECTIVE 2: Promotion, celebration and education of Aboriginal identity, culture and heritage in our Land Council area

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
1. Considering options to re-badge and re-name our Land Council, to reflect the culture and heritage of our area	Process of renaming Gandangara Local Aboriginal Land Council to Cabrogal Local Aboriginal Land Council in progressing to implementation phase, following community consultation (surveys).				

KEY PRIORITY AREA 2 – ABORIGINAL CULTURAL AND HERITAGE

OBJECTIVE 1: Promotion, celebration and education of Aboriginal identity, culture and heritage in our Land Council area

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
2. Working towards the establishment and operation of a Living Culture and Learning Centre to serve as a Keeping Place for our community	Redevelopment plan for 103 Moore Street as a possible Keeping Place for our repatriated artefacts.				
	Project Managing options for Cultural Centres in our boundaries.				
3. Celebration of a range of events that have cultural and historic significance to Aboriginal and Torres Strait Islander peoples	GLALC participated in NAIDOC events at included Bigge Park, Liverpool and hosted the Inaugural Gandangara NAIDOC Lecture, Voice Treaty Truth event, featuring Gail Mabo.				
	Medium-scale events hosted at GLALC in 2019 include: Australia's Biggest Morning Tea for fundraising, International Women's Day, International Day of First Peoples, and Reconciliation Week.				
4. Development of a website and other forms of communication, to educate the wider community about Aboriginal identity, history and land rights	Website for GLALC and Entities in development (WebCoda), with architecture developed, and content currently in development.				
5. Implementation of commercial opportunities for public education, for example through the tourism	WSACO consultations for the development of tourism infrastructure. Project planning for Keeping Place and Cultural centre integrating cultural tourism.				

KEY PRIORITY AREA 2 – ABORIGINAL CULTURAL AND HERITAGE

OBJECTIVE 1: Promotion, celebration and education of Aboriginal identity, culture and heritage in our Land Council area

Strategy ● Engaging with key stakeholders ● Performing and monitoring	Actions	Status			Last Year Staus
		Complete	In Progress	Yet to Begin	
6. Building relationship and networks in the wider community including with local schools	Begun new culture and heritage education and training services in local schools to draw in new revenue. In line with sub-strategy for Culture, Heritage and Land Management Business Unit under development.				
7. Exploration and where appropriate, implementation of commercial opportunities for the development of cultural competency and awareness programs	Begun new culture and heritage education and training services in local schools. Marumali also run cultural competency training for mainstream GPs.				
8. Implementation of opportunities for public education through dual signage in our Land Council	Process of renaming Gandangara Local Aboriginal Land Council to Cabrogal Local Aboriginal Land Council is progressing to implementation phase, following community consultation (surveys). Cost-benefit analysis on asset expenditure for renaming yet to be finalised.				

OBJECTIVE 1: Attaining sustainable Community Benefit Schemes

OBJECTIVE 2: Delivering quality and affordable services to our community

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
Gandangara Transport Services	Discussion of alternate streams of government funding and acquisition of various buses for a range of cultural purposes.				
1. Exploration of business and management models that will enable flexible and optimal funding					
2. Maintaining and increasing accreditation for our transport services	Accreditation for transport services successful.				
3. Implementation of transport service options that will meet community need, and support greater member involvement in Land Council business and events	Exploring transport service option under NDIS program.				
4. Implementation of commercial opportunities for our transport services for example through the tourism industry	Formal discussion with industry for example Western Sydney Airport to implement cultural tourism transport services.				
Housing Services	Developing business case for becoming a social housing service provider.				
1. Exploration of business and management models that will ensure both the sustainability of our social housing services and quality assurance of our tenants					

KEY PRIORITY AREA 3 – ABORIGINAL CULTURAL AND HERITAGE

OBJECTIVE 1: Attaining sustainable Community Benefit Schemes

OBJECTIVE 2: Delivering quality and affordable services to our community

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
Housing Services	Progressing grant applications to AHO to improve opportunity to meet community need.				
2. Implementation of funding and other opportunities to increase and improve our housing stock to better meet community need					
Gandangara Health Services	Business analysis and business case developed to ascertain models that will enable flexible and optimal funding congruent with Aboriginal cultural health care and Social and Emotional Wellbeing.				
1. Exploration of business and management models that will enable flexible and optimal funding					
2. Maintaining and increasing accreditation for our health services	Gandangara Health Service completed the relocation process for our AGPAL accreditation. Next accreditation is due in August 2020.				
3. Working towards status as an Aboriginal Medical Service	Conversation are currently underway with the Ministry of Health and Commonwealth Health.				

KEY PRIORITY AREA 3 – ABORIGINAL CULTURAL AND HERITAGE

<p>4. Reviewing areas of service to meet community need, including consideration of additional services such as dental & continuation of auxiliary services including chiropractic and optometry</p>	<p>Gandangara Health Services continues to work with the State and Commonwealth Department and external providers exploring funding opportunities to enhance the services and referral pathways available to members through the GHS clinic.</p> <p>2019 Services Enhancement</p> <ul style="list-style-type: none"> ● Paediatrics clinic conducted by Dr Ann Piper operates every three weeks ● Counselling Services conducted by Roslyn Romanous weekly ● Medlab Pathology Service (M-F) <p>Successful funding submission won in this period and due to commence in 2019 are as follows;</p> <ul style="list-style-type: none"> ● Cancer Screening Register Nurse position (PHN grant = \$99,000) ● Social and Emotional Wellbeing Team funding grant from South West Sydney Local Health District (SWLHD = \$230,000) 		
<p>Additional Services/Benefits for Members</p>	<p>Raine and Horne Scholarship in implementation phase – meetings with lawyers to finalise the establishment of the Fund and to form a Subcommittee.</p>		
<p>1. Exploration and where appropriate development of a future fund funeral fund and scholarship fund</p>			
<p>2. Performing a role as an outreach service/knowledge hub to connect members to services not provided by the Land Council</p>	<p>Developing business case for RTO status in order to reach community members through cultural education. Formal discussion with TAFE NSW about co-designing courses in Aboriginal Cultural knowledge. Begun Cultural Education Services in local schools.</p>		

KEY PRIORITY AREA 4 – LAND AND OTHER ASSETS

OBJECTIVE 1: The strategic acquisition of land and other assets

Strategy	Actions	Status			Last year status
		Complete	In Progress	Yet to Begin	
1. Development of a lands portfolio incorporating mapping and analysis of claimable lands	Obtained GIS Mapping Software and received training from NSWALC representatives on mapping our land holdings to see Land grants and unclaimed land.				
2. Development of a land claims strategy which prioritises strategic opportunities	In development				

KEY PRIORITY AREA 4 – LAND AND OTHER ASSETS

OBJECTIVE 2: The management and development of our land

Strategy	Actions	Status			Last year Status
		Complete	In Progress	Yet to Begin	
1. Development of a lands portfolio incorporating mapping and analysis of our lands	Obtained GIS Mapping Software and received training from NSWALC representatives on mapping our land holdings to see Land grants and unclaimed land.				

KEY PRIORITY AREA 4 – LAND AND OTHER ASSETS

OBJECTIVE 2: The management and development of our land

Strategy	Actions	Status			Last year Status
		Complete	In Progress	Yet to Begin	
2. Implementation of commercial opportunities for the leasing and or sale of lands	Discussions on DA approved for development (2015) at Heathcote Ridge.				
3. Implementation of options for the development of our lands to meet community needs (for example social housing, medical services and a Living Culture and Learning Centre to serve as a keeping place for our community	Begun project management for 103 Moore St, Liverpool as a possible premises for Keeping Place medical centre and other functions to meet community need.				

KEY PRIORITY AREA 4 – LAND AND OTHER ASSETS

OBJECTIVE 3: The management and development of other assets

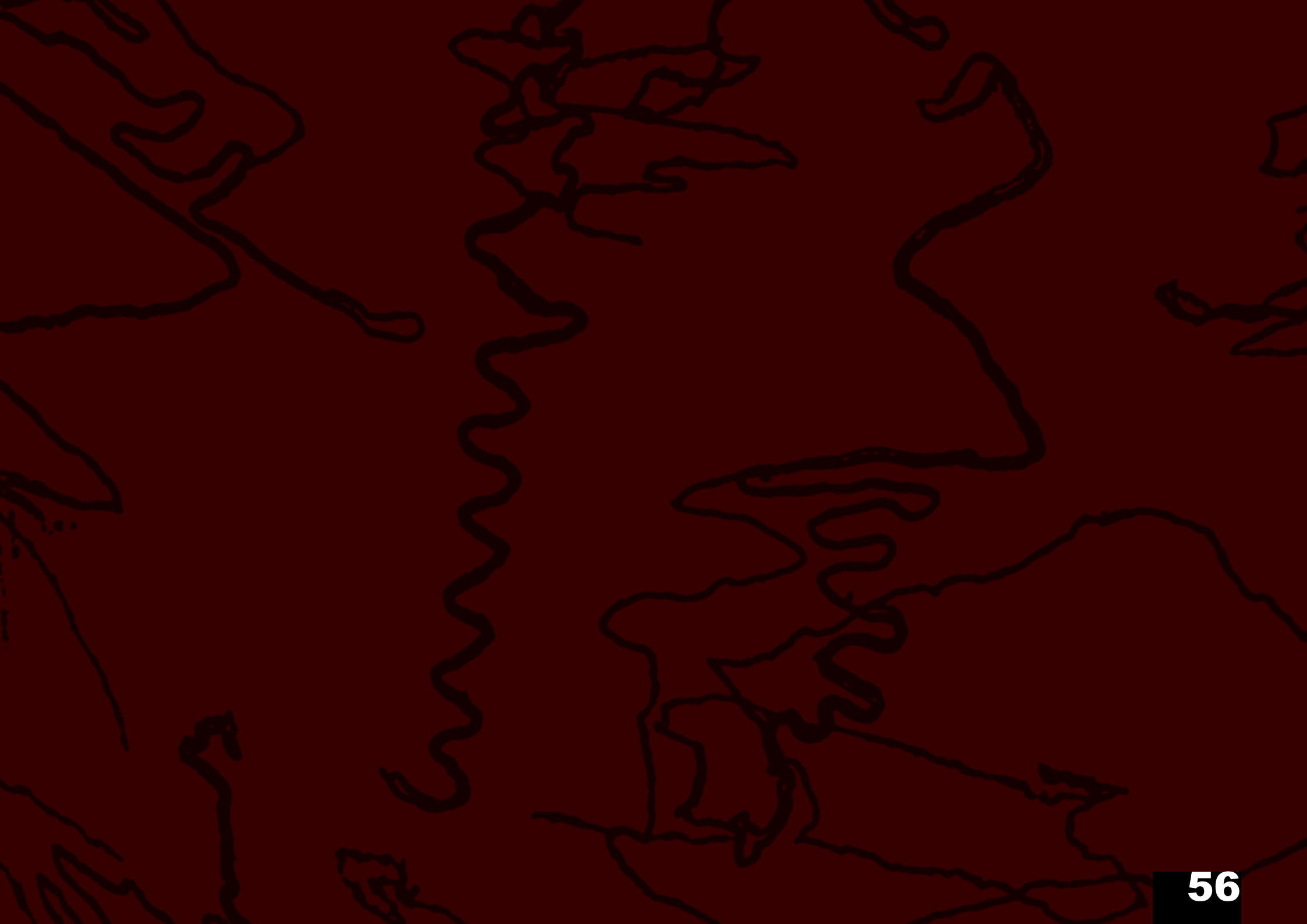
Strategy	Actions	Status			Last year Status
		Complete	In Progress	Yet to Begin	
1. Conducting a comprehensive audit of housing stock & other properties	Engaged external auditors (Centuim) to assess housing stock for example residential properties and rent setting policies.				
2. Consideration of options and priorities for future use and development	Exploration of development opportunities for commercial properties and undeveloped land.				
3. Development of an investments strategy and policy that will support establishment of funds that will benefit our members (for example, Future Fund, Funeral Fund and scholarship fund)	Investments policy drafted for capital from sale of lots at Barden Ridge Raine and Horne Scholarship fund (10 years continuous) in final stages of establishment.				

KEY PRIORITY AREA 5 – BUSINESS ENTERPRISES AND INVESTMENT

OBJECTIVE 1: The provision of new opportunities for the employment of local Aboriginal people

OBJECTIVE 2: The sustainability of our operations, service, and community benefit schemes through strategies outlined above

Strategy	Actions	Status			Last years Status
		Complete	In Progress	Yet to Begin	
1. Development and implementation of an Aboriginal Employment Strategy	Scoping for comparative employment strategies to draft Aboriginal employment strategy.				
2. Develop relationships with stakeholders in government and non-government sectors to increase Aboriginal employment opportunities available to our members especially our younger members	Business analysis and business case developed to ascertain models that will enable flexible and optimal funding congruent with Aboriginal cultural health care and Social and Emotional Wellbeing.				
3. Exploration and where appropriate implementation of new business opportunities in our area for example those arising through new development in South Western Sydney	Formal discussion with partnerships with Western Sydney Airport Co. and Yarpa Business Hub.				
4. Developing relationships with stakeholders in government and non-government sectors to support the development of these new business opportunities	Formal discussion with partnerships with Western Sydney Airport Co. and Yarpa Business Hub.				



Part 2

Stronger Business: Managers and Biographies

Gandangara Local Aboriginal Land Council and Controlled Entities

Locations

Gandangara Local Aboriginal Land Council and Controlled Entities

(The Group)

Organisation Chart

Staff Team

2018-2019 Year in Review

Chief Executive Officer

Risk Assessment Schedule

Division: Policy, Research and Communications

Division: Enterprise, Investment and Services

Division: Program Management Office

Gandangara Local Aboriginal Land Council and Controlled Entities

**Consolidated Financial
Statements For The Year
Ended 30 June 2019**

Locations

Gandangara Local Aboriginal Land Council

Head Quarters: Business address: Phone Number; Business hours:	64 Macquarie Street, Liverpool NSW 2170 P.O. Box 1038 Liverpool Business Centre, 1871 (02) 9602 5280 9.00am to 5.00pm Monday to Friday
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Gandangara Health Services Limited (114 Family Practice)

Office: Business address: Phone Number: Business hours:	64 Macquarie Street, Liverpool NSW 2170 P.O. Box 1038 Liverpool Business Centre, 1871 (02) 9601 0700 8:30am to 6.30pm Monday to Friday
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Marumali

Office: Business address: Phone Number: Business hours:	64 Macquarie Street, Liverpool NSW 2170 P.O. Box 1038 Liverpool Business Centre, 1871 (02) 9602 9677 8:00am to 5.00pm Monday to Friday
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Gandangara Transport Services Limited

Office: Business address: Phone Number: Facsimile Number Business hours:	14 Weld Street, Prestons NSW 2170 P.O. Box 1038 Liverpool Business Centre, 1871 (02) 9608 0968 F: (02) 8783 5053 8:30am to 4.30pm Monday to Friday
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Gandangara Local Aboriginal Land Council and Controlled Entities (The Group)

ABN: 59 476 858 149

Principal activities

The principal activities of the Company during the financial year were to improve, protect and foster the best interests of all Aboriginal persons within the Gandangara Local Aboriginal Land Council area and other persons who are Gandangara Local Aboriginal Land Council members, including by using income and property of the Company

for the education, training and direct relief of poverty, sickness, destitution or helplessness of all Aboriginal persons within the Gandangara Local Aboriginal Land Council area and other persons who are Gandangara Local Aboriginal Land Council members.

No significant changes in the nature of the Company's activities occurred during the financial year.

Gandangara Health Services Limited

ABN: 31 144 486 975

Short term objectives

The Company's short-term objectives are to:

- Promote the service effectively;
- Increase length of consultations - appropriate for each patient; and
- Increase in Practice Nurse specific appointments.

Long term objectives

The Company's long-term objectives are to:

- Improve the overall health of clients;
- Provide targeted mental health services; and
- Expand outreach clinics.

Strategy for achieving the objectives

To achieve these objectives, the Company has adopted the following strategies:

- Engage quality clinicians;
- Engage with specific mental health providers - partnerships; and
- Continue engagement with local health districts ("LHD").

Marumali Limited

ABN: 14 125 974 727

Principal activity

The principal activities of the Company, during the financial year were to improve choice and access to mainstream health services for Aboriginal and Torres Strait Islanders in the South West region of Sydney.

No significant changes in the nature of the Company's activity occurred during the financial year.

Short term objectives

The Company's short-term objective is to:

- Ensure a skilled and competent workforce;
- Ensure that Aboriginal and Torres Strait Islander people increase access to health services in our catchment area;
- Community involvement - engaging and consulting the community; and
- Provide choice - ensuring that the client has options with health services.

Long term objectives

The Company's long-term objectives are to:

- Identify gaps in Aboriginal health; and
- Working collaboratively with brokered services to gain improvements in Aboriginal health.

Gandangara Transport Services Limited

ABN: 47 143 964 149

Principal activity

The principal activities of the Company, during the financial year was to service our community through subsidised transportation including Elders Excursions and genral day to day clien pick ups. No significant changes in the nature of the Company's activity occurred during the financial year.

Short term objectives

The Company's short-term objective is to:

- Provide accessible transport services to eligible frail, aged and people with disabilities and their carers who cannot access other forms of transport
- Provide Elders and community with social outings and opportunity in South Western Sydney
- Renew funding from TfNSW annually
- Maintain mission as a culturally competent transport service for the

community of Aboriginal and Torres Strait Islander clients

Long term objectives

The Company's long-term objectives are to:

- Evolve the companies business model toward sustainability and self sufficiency.
- Working collaboratively with partners to access social and emotional programs well being for Aboriginal and Non-Aboriginal Clientele.

Gandangara Local Aboriginal Land Council Service Entities utilised a corporatised mechanism for the provisions of services

to members and operates within the federal jurisdiction under the *Corporations Act 2001 (Cth)*.



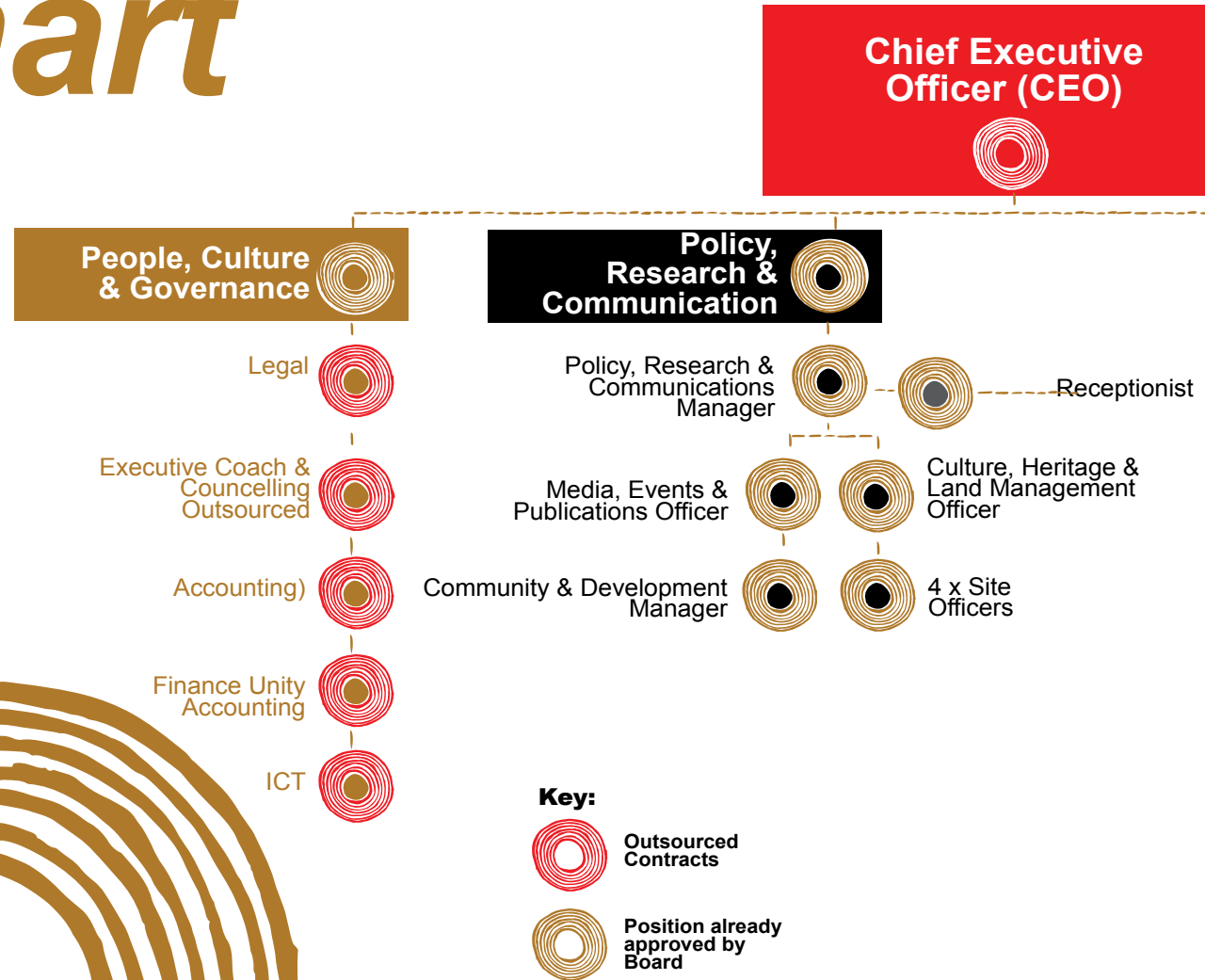
GANDANGARA LOCAL ABORIGINAL LAND COUNCIL NEWSLETTER

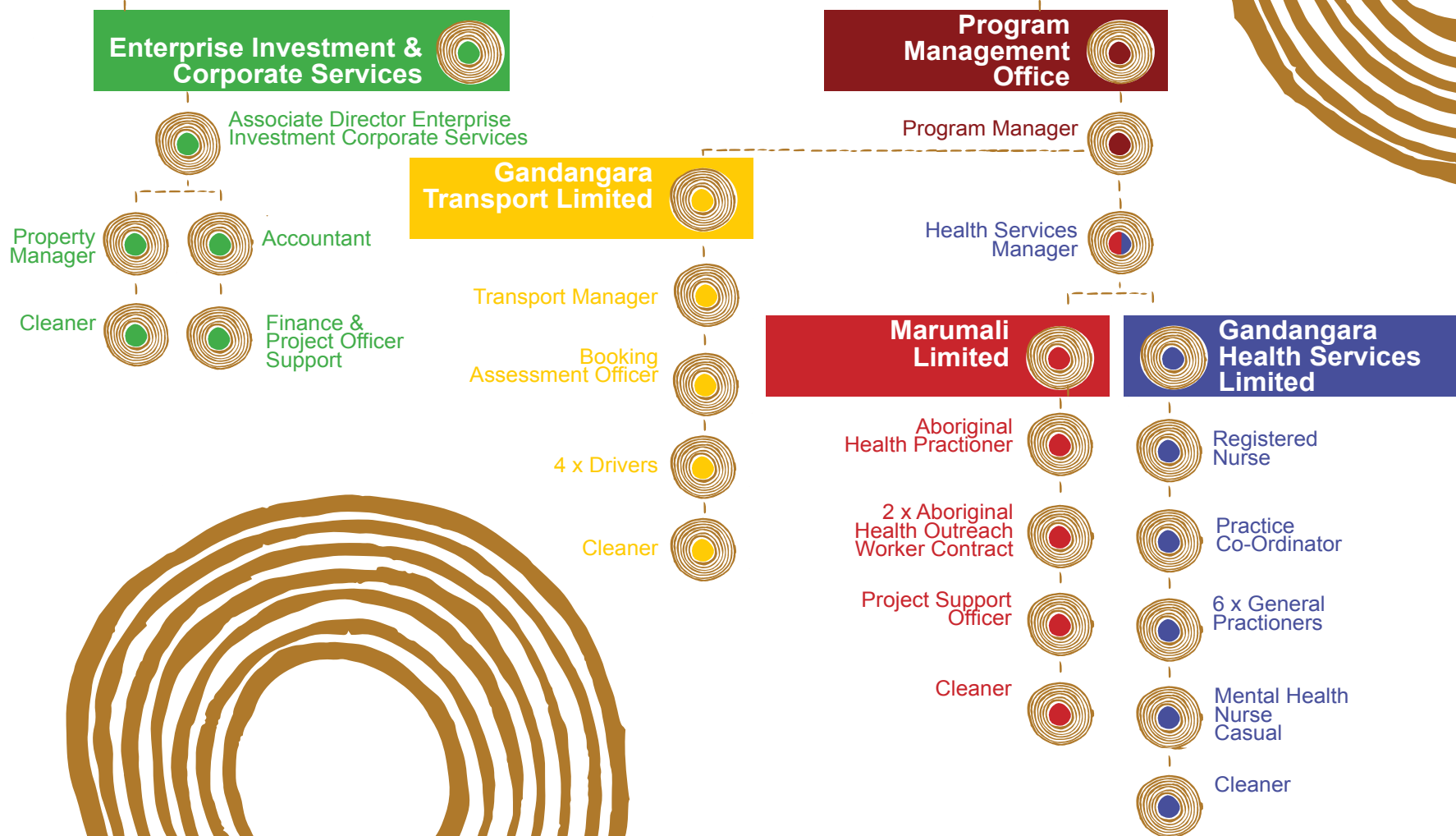
We acknowledge the Cabrogal Clan of the Darug Nation as the First People of the area we span, & pay our respects to the Traditional Owners & Custodians of the land, to their Elders, past & present. We also acknowledge the Tharawal (also historically known as D'harawal), the Darug Nations, which continue to have a longstanding relationship with our community. We continue to value the generations of knowledge and wisdom passed down within our organisation and community.



Organisation chart

Chief Executive Officer (CEO)





Staff Team

Gandangara Local Aboriginal Land Council (GLALC)

Position

Melissa Williams, Chief Executive Officer (CEO)

Dr Ruth Sheridan, Policy, Research and Communications Group Manager

Tracey Fitzgibbon, Community Development Manager

Darren Duncan, Culture, Heritage and Land Management Officer

Dr Justin Garnsworthy, Events, Media and Publications Officer

Deborah Munro, Program Management Office, Group Manager

Dianne Davis, Cleaner

Theresa Malone, Gandangara Property Services Manager (Commercial & Residential)

Rongo Puketapu, Finance and Project Support Officer

Fiona Hardy, Receptionist

Olivia Aldridge, Finance / Admin Officer

Dhaval Amin, Acting Finance Manager

Dylan Masterton, Site Officer

Roy Murray, Land Care / Development Team Worker

Barry Gunther, Aboriginal Culture, Heritage and Land Management Officer

Jasmine Nolan, Receptionist

Bernadette Compton, Aboriginal Health OutReach Worker

Natalie Nye, Acting Administration Manager

Anjali Rai, Accountant

Robert Thorne, Sites Officer

Sandra Wilson, Tenancy Officer

Gandangara Transport Services Limited (GTS)

Ann Kenny, Gandangara Transport Services Manager

Renee Smith, Booking & Assessment Officer

Uncle Darcy West, Driver

Christine Smith, Driver

Benjamin Lafaitale, Driver

Debra Donovan, Driver

Janey Bown, Driver

Wayne Howell, Driver

Gandangara Health Services Limited (GHS)

Dr Fiona Gifford, General Practitioner

Dr Prudence Kirby, General Practitioner

Dr Sheila Knowlden, General Practitioner

Dr Viet Duc Dang Ho, General Practitioner

Rachael Ingrey, Practice Coordinator

Jasna Morales, Medical Receptionist

Emma Guan, Registered Nurse

Adam Morgan, Support Facilitator - Partners in Recovery

Jacqueline Caton, Acting Health Services Manager

James Robertson, Senior General Practitioner

Jasmine Nolan, Administrative Assistance / Receptionist

Julie Trindall, Support Facilitator - Partners in Recovery

Kevin Watene, Health Services Manager

Melody Bulobin, Health Services Manager

Pauline Vunipola, General Practitioner

Robert Kennedy, General Practitioner

Rongo Puketapu, Support Facilitator - Partners in Recovery

Zoie Whitmore, Administrative Assistance / Receptionist



Staff and Associates Picture insert:
 Left to right, back row: Darren Duncan, Raghu Venkat,
 Christine Hbous, Menaka Cooke, Colin Davison
 Left to right, front row: Dr Ruth Sheridan, Melissa Williams
 (CEO), Erica Smits, Melody Bulobin, Theresa Malone

Marumali Limited.
Fay Daniels, Aboriginal Health Practitioner
Katrina Rorison, Aboriginal Health OutReach Worker
Jasmine Nolan, Admin Support
Bernadette Compton, Aboriginal Health OutReach Worker
Adam Daniels, Acting Aboriginal OutReach Worker
Wade Merritt, Senior Project Officer / Registered Aboriginal Health Practitioner
Christine Moran, Health Worker / Admin Support
Diane Nolan, Aboriginal OutReach Worker
Kaysan Penning, OutReach Worker – Chronic Disease
Allanah Walker, Acting Aboriginal Health OutReach Worker

2018-2019.
Year in

Review

Chief Executive Officer GLALC



Melissa Williams

BBus. UTS, GCRS WSU

Descendant of the Bundjalung People located in Northern NSW residing in Gandangara Local Aboriginal Land Council area for almost five decades.

In my position as Chief Executive Officer of Gandangara Local Aboriginal Land Council, I head up the management team responsible for governance and compliance to our legal duties and social obligations. This requires me to act

honestly and fairly and in the best interests of the GLALC. I must not misuse my position or information for personal gain. I have to disclose all actual and potential conflicts of interest. I have to ensure that the financial affairs of the GLALC are managed responsibly and I will not allow it to operate while insolvent. My other duties include informing and executing business strategies. I have a lot of business skills that I can and want to pass on to others, to help develop

a strong, committed and collaborative team, and a happily engaged membership, regardless of their background. I am a business woman in a position to actively help our community, in a real and practical way, to improve their lives and their futures. I have taken the opportunity offered to me by GLALC to use the experience I have gained in the business world, to do that. I want our people to get an equal opportunity and have the tools to make the most of that opportunity for themselves and their families.

Gandangara Local Aboriginal Land Council (GLALC) is now a multi-million dollar enterprise with assets in land, property and cash that must be used to advance the cultural social and economic outcomes of Aboriginal people. Whilst GLALC is a multi-million dollar enterprise, we should think and act with a moral compass that always points us toward an honest way of doing business. This requires commitment and professionalism, honesty and intellectual rigour, and a shared understanding by everyone in the business, and at every level. We need to be united in our goals and desired outcomes. We also need all our members to agree to a unified approach.

We need to be a trusted business because we have our people's wellbeing and futures in our hands, and they are relying on us to do the right thing by them.

We are located within the largest urban population of Aboriginal people in Australia and we've come from all over Australia. That's why we need to have collaboration. Without it, we will never fulfil our hopes and ambitions for sustainably better lives and futures, for ourselves, and our children. From now on we need to act differently, to achieve better outcomes for our members and our community. There's enough racism, discrimination and other

obstacles working against us already so we shouldn't be fighting each other.

We didn't create the 'gap' but we can close it for ourselves, and not wait for someone else to do it for us. We can serve our own interests the way we need it to be served. We can do it successfully, with our own money, if we use it wisely.

We're not the oldest surviving culture in the world by accident or good luck. We've survived because we are a hard working people with many enduring cultural qualities and attributes. We survived in a land that was often harsh, and will survive and thrive in a world driven by a form of capitalism that is also often harsh.

Aboriginal people have a different sense of time. It passes at a different pace. We use our time differently. We take the time to see and listen to one other, to understand each other. We have a need to feel connected, to be in tune with each other, so we take the time to make those connections.

ANNOUNCEMENTS

We are ensuring culturally competent Aboriginal health care in our GHS medical centre, expanding our services and winning \$99,000 for cancer-screening services, as part of our objective in turning the business around.

We are moving forward with our Keeping Place, our clean up of Heathcote Ridge, having just secured funding to go towards the Voices of Our Community project. We have also received renewed funding for Marumali and GTS.

● Since January 2019 we have won \$2,298,377 in external competitive funding to run our programs in health promotion, disease prevention, transport

services and community events for NAIDOC Week.

● We have finally progressed negotiations on addressing the problems with access, waste and bushland restoration at Heathcote Ridge with Sutherland Shire Council. SCC is now on board with us to jointly roll out the Implementation Plan.

● We are running new events for the community on our premises, such as Australia's Biggest Morning Tea and Reconciliation Week.

● GHS is expanding to meet the growing demands on our health services.

● We have begun strategic planning on a Keeping Place/Cultural Centre with a project management team in place to look at options for 103 Moore Street.

● We are moving forward with the consultative feedback process on the name change from Gandangara to Cabrogal Aboriginal Land Council.

All of these achievements align with the current Community Land and Business Plan (2016-2019) showing our commitment to the vision and needs of our members.

To you, the Members,

Melissa Williams

Risk Assessment Schedule

Representatives from the Eastern Zone attended GLALC on the 27 September 2018 to evaluate our performance against the Risk Assessment Schedule (RAS). The purpose of the RAS interview is to gather information in relation to the LALC's current operations and enter it into the RAS to provide both the LALC and NSWALC with a measure of the LALC's overall performance in the form of a risk rating. The LALC's risk rating is a score out of 100 percentage points and measures the LALC's performance over five key areas of operation:

- Financial Management;
- Administration Management (Office Systems)
- Human Resource; (Staff);
- Housing Management; and
- Governance (Board & Members)

The LALCs risk rating is calculated based on the number of issues identified through the assessment that are considered to pose a threat to the effective operation of the LALC and its ability to fulfill its obligations under the

New South Wales Aboriginal Land Rights Act 1983 (ALRA). If issues are identified because of the RAS assessment, an action plan will be negotiated between NSWALC and the LALC CEO to resolve those issues within an agreed period. The RAS Action Plan will outline the agreed tasks to be undertaken by the LALC CEO and the assistance which will be provided by NSWALC within a designated time period for each issue.

Score (RISK)	FUNDING	REPORTING	RAS FREQUENCY
0-49%	Unfunded	As per assistance agreement	As per assistance agreement
50%-69% (HIGH)	Bi-Monthly	Bi-Monthly	Quarterly
70%-89% (MEDIUM)	Quarterly	Quarterly	Six-Monthly
90%-100% (LOW)	Quarterly	Six-Monthly	Annually

RAS ASSESSMENT RATING

GLALC scored a low risk rating result of 94% on September 27 2018. Our risk rating that has greatly improved from the RAS Interview conducted on June 20 2017 where Gandangara LALC scored a high risk rating of 67.95%.

- Human Resource: 1 issue identified (staff)

GLALC has achieved a rating of 94% result in this latest assessment and now that GLALC has been rated as low risk. We receive our funding quarterly and report to the Eastern Zone on annual basis and our RAS Frequency will move to annual. Our next Risk Assessment Schedule will occur in September of 2019.

Grants Recieved

During the 2019 financial year, GLALC and its Controlled Entities received the following grant monies:

Entity	Funding Source	2019 Income \$	2018 Income \$
GLALC			
	NSWALC	148,526	145,740
	Rental Income	430,014	455,134
	Operating Grants	99,105	337,280
	Interest received	1,211,707	851,936
	Land Contribution	–	1,140,000
	Rendering of Services	25,691	15,273
GHS			
	Medicare	708,868	719,734
Marumali Ltd			
	Department of Health	873,021	728,919
GTS			
	Transport for NSW	646,859	605,508
Total		\$4,143,991	\$4,999,524

GANDANGARA WINS GRANT FUNDING

Since the beginning of the year, Gandangara Local Aboriginal Land Council has been successful in winning two new external grants and two renewals of funding through competitive application processes.

Marumali Ltd has been awarded \$960,323 from the Department of Health to continue its operations and create new programs for health promotion in our community over the next financial year. This success follows a stringent application process in early April with new regulations from the federal and state government.

Gandangara Health Services (GHS) has been awarded \$99,000 to operate a Cancer Screening Project and hire personnel in the clinic, through South Western Sydney's Public Health Network.

Gandangara Transport Services has received renewed funding from Transport

for NSW to a total of \$1,235,844 throughout the years 2019-2020.

The Department of Prime Minister and Cabinet awarded Gandangara Local Aboriginal Land Council a project during NAIDOC Week called 'Voices of Our Community', which will document the stories of selected members and Elders through photography and narrative, to be exhibited in our office locations from July-December 2019.

The project is open to registration on a first-come-first-served basis, so be quick to register. For more information about this project, see page 14 of this newsletter, and register your interest in participating.

This year, Gandangara Local Aboriginal Land Council has invested strong efforts in applying for new grants to grow our programs in community development,

cultural heritage, and health and wellbeing. Gandangara Health Services (GHS) is diversifying its model of care to have a greater focus on holistic health and looking at the social and emotional wellbeing of our community. GHS was also successful in our Funding Application to the South Western Sydney Local Health District (SWSLHD) for \$230,000 to employ Social and Emotional Wellbeing (SEWB) Workers. We plan to implement this program in the second half of 2019.

Gandangara Local Aboriginal Land Council is continuing its application to the EPA to provide funding to remediate the land on Heathcote Ridge in the second half of 2019.

If you know of grant opportunities available or have any ideas about programs we would run for the benefit of our community, please contact rsheridan@glalc.org.au.

This year so far, Gandangara has won fresh or renewed external funding of \$2,298,377 to run a variety of programs



BAD DEBTS

There were no bad debts (relating to external debtors) written off by the Council during the Financial Year 19.

FINANCIAL REPORTS FOR THE PERIOD ENDED 30 JUNE 2019

A full copy of the Audited GLALC Financial Statements for the financial year ended 30 June 2019 will be made available to GLALC Members at the members meeting scheduled for 16 September 2019 at which members will be asked to approve the presented Annual Report.

LAND ACQUISITION AND DISPOSAL

For the FY 2018-2019 there were no land acquisitions and no land disposals

RISK MANAGEMENT AND INSURANCE

Throughout FY19, the Council continued to use the services of Corporate and Commercial Insurance Brokers for the placement of insurance policies and related advice.

GANDANGARA HEALTH SERVICES (GHS)

Formerly known as 114 FAMILY PRACTICE (Medical Practice)

Gandangara Health Services (GHS) operates a high quality medical practice (accredited by the Australian General Practice Accreditation Limited (AGPAL)) and a range of other related medical services from premises conveniently located at 64 Macquarie Street Liverpool.

The Practice was established in 2010 in response to a growing need for culturally sensitive medical services for Aboriginal people. It is a bulk billing medical Centre, and has a strong focus on supporting the specific needs of Aboriginal and Torres Strait Islander people.

With a central Liverpool location, the Practice competes in a public commercial environment and needs to operate on a financially sustainable basis. Other factors influencing GP services, has been the shortage of GP's nationally.

TYPE & VOLUME OF SERVICE

The volume of services provided by the Practice continued to increase and during the reporting period, the Practice had an active patient record of well over 3146 patients who accessed services through GHS. The major part of GHS incomes was earned via bulk billing of patient visits during the reporting period. Of the active Practice patients, 59% identified as Aboriginal or Torres Strait Islander peoples.

In addition to GP services, patients also had referred access to podiatry, dietary, optical and hearing services. These additional services are provided by outside specialists who regularly work in collaboration with GHS Practice and bulk bill patients for their services.

SUPPORT SERVICES

Patients were also able to meet and consult

with representatives from the Department of Housing and Aging Disability and Home Care in relation to other matters that affect their health. Patients were also able to consider opportunities offered to them by the introduction of the National Disability Insurance Scheme (NDIS)

Practice activity has remained constant throughout the reporting period. The Practice continues to operate with a limited number of GP's during the week with the utilization of locum GPs to fill gaps in staffing as needed.

Health Services such as the Marumali Aboriginal Brokerage Service assist in patient enrolments through the delivery of Aboriginal Health Assessments. The Strong Men, Strong Fathers Program also supports our health service programs via promotion of Aboriginal Health Assessments and their associated benefits for Aboriginal peoples.

OUR WORK IN THE COMMUNITY

On a weekly basis, the Miller GP Outreach Clinic (Clinic) operates to provide GP services at the Budyari Community Health Centre in the suburb of Miller (near Liverpool).

The Clinic is a partnership arrangement between GHS and the NSW Health / South West Sydney Local Health District funded via Medicare bulk billing.

Through the operation of the Clinic, GP services are provided directly into a geographic area populated by a large number

of Aboriginal people. Taking the service out into the Community has had a number of positive outcomes, which include:

- Getting health services to people who may not otherwise seek treatment;
- Establishing positive relationships with members of the Aboriginal community; and
- Increased visibility of the Practice within the community which, in turn, has resulted in increased patient attendance at the Liverpool Practice.

ABORIGINAL HEALTH ISSUES & TRAINING

In addition to supporting continuing professional development for all GHS staff, GHS provides external students with the opportunity to learn about Aboriginal Health issues, culturally appropriate health service delivery and multi-discipline/team based primary health care.

This has been achieved by GHS hosting medical, nursing and Aboriginal Health Practitioner students, via work placements coordinated with the University of NSW, the Western Sydney University and South West Sydney Local Health District. When these students complete their time at the Practice they then move on to other positions within the Health Services Industry and are better informed and equipped to support the specific health needs of Aboriginal patients in any service they attended.

Division: Policy, Research and Communications

The Units:

***Culture, Heritage and
Land Management***

***Community Development,
Events, Media and Publications***

Division: Policy, Research and Communication, GLALC



Dr Ruth Sheridan Division: Policy, Research & Communications, GLALC Group Manager

I began working for Gandangara Local Aboriginal Land Council in January 2019, after a decade in academia. My previous work experience in the education sector included teaching, research and business administration. Recently, I worked for several years in the tertiary sector writing policy and undertaking strategic planning for a new Aboriginal and Torres Strait Islander Leadership Unit, and then moved to research development work in grants management and administration. I've also worked as part of a research team in Aboriginal Health and Wellbeing, with a focus on methodology development and program evaluation.

On my mother's side, I am a descendant of the Biripi people of the mid-north coast region of NSW (Taree). I was born just south, in the Hunter Valley, where I lived with my parents and maternal extended family until beginning primary school, when we moved up to Uralla in the NSW Northern Tablelands. I spent my school years up in the

country with my parents and siblings, eventually moving down to Canberra after high school to attend the Australian National University. I was the first in my family to go to University, and since then my siblings, cousins, and even my parents have obtained a higher education, which is very inspiring. Many of my aunts and uncles, and my grandparents, didn't receive an education past primary school, so to see the shift happening for Aboriginal people in this generation to become empowered by opportunities is exceptional. I moved to Sydney when I was 24 to continue studying and to find work, and I have lived in Western Sydney ever since. I have two beautiful children, a boy and girl, who are the light of my life.

I have a great passion for Aboriginal Cultural Heritage, and the ways in which spirituality ties into the Land and the community. It is a privilege to work in a role such as this, servicing the community and ensuring our Traditional Knowledges, Culture and Heritage is preserved and passed on to the next generations. We have to continue to strengthen our legal rights for the protection and care of our land, our significant historical and cultural sites and artefacts. Along with protecting our physical assets we have to also advocate for the comprehensive protection of Aboriginal culture, history and language, to ensure they are also respected, understood, and appreciated by all Australians.

It is an honour, and a big responsibility, to be part of Gandangara's next chapter, and for me to put my research skills at the service of our community. This role enables me to explore the root causes of problems and ensure strategic documents – backed by consultation, research and data – can assist in advocating for government policy reform that pushes for Aboriginal people to have a voice, and to redress the injustices that have marred so many of our people's lives.



Darren Duncan Cultural, Heritage & Land Management Officer

After leaving school I did various jobs before joining the Deerubbin Local Aboriginal Land Council in 1990. I worked there as a sites officer doing digs and due diligence for the Council, constantly upgrading my knowledge working alongside archaeologists on the sites. I then moved to working directly with archaeologists and signed up as a Registered Aboriginal Party that allowed me to do work of specific Aboriginal importance. This enabled me to be more hands-on and involved in keeping my culture alive. I joined GLALC in early 2019 as the Cultural Heritage and Land Management Officer, my responsibilities include doing site surveys and archaeological digs whenever a developer wants to do some form of construction. I do tests for Aboriginal artefacts and other objects of Aboriginal significance, survey and monitor the process, to ensure due diligence of historical value. Whenever archaeologists find artefacts they record their location and age, and we can then apply to have them repatriated back to GLALC, or decide to rebury there back on Country. I am

also developing a map that captures every site of importance, such as initiation places, men's and women's areas, and birthing places, so we are able to manage, protect and preserve our precious cultural heritage.



Tracey Fitzgibbon Community & Development Manager

I have spent my professional life as a caseworker, Team Leader and Event Coordinator for a range of Aboriginal services and organisations. These have included the Caseworker Reunification Team helping clients that have been removed due to past government policy under which Aboriginal people were fostered, adopted or institutionalised helped reunite them with their families. I have worked closely with Social and Emotional Well-Being counselling services, and local Aboriginal Medical Services for clients in line with the Bringing Them Home workers in that area. I have also organised Aboriginal Dancers and Welcome to Countries in conjunction with Local Aboriginal Land Councils and Community Networks.

I joined the GLALC in March 2019 as Manager of Community Development and Events. At

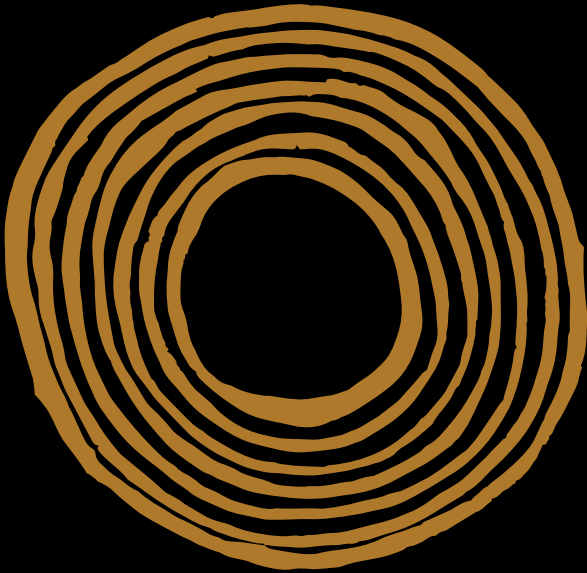
the centre of my responsibilities are our 700 members, all of whom need to be engaged with and involved, so they can see for themselves that the Council is working on their behalf. My priority is to keep communication open, answering all community questions, and helping them with family histories.



Dr Justin Garnsworthy Media, Events & Publications Officer

I have an active arts/design practice that is inclusive of regular art exhibitions and a career in the media that has won awards locally and internationally. A personal highlight was an award of excellence from The Society of Newspaper Design in New York for artwork and then to receive the award in Barcelona, Spain. After gaining my Doctorate in Visual Arts I decided I wanted to work in an organisation that presents a rich, diverse and historically meaningful role that can present visually powerful stories, and stimulate new ideas and possibilities. GLALC offers all these qualities in a multidisciplinary environment and I look forward in the future to developing exciting creative content into the areas of publishing, media and events at GLALC.

Unit: Culture, Heritage & Land Management



GLALC is a large property owner in Southern Western Sydney and is responsible for the day-to-day management of substantial tracts of land in Menai, Barden Ridge, Wattle Grove, Liverpool, Lucas Heights, Woronora, Bangor, Bass Hill, Illawong, Alford's Point, Canley Vale, Greystanes, Westmead, Green Valley, Hinchinbrook, Prestons, Hoxton Park and Horningsea Park.

The day-to-day management of these holdings includes attending to illegal dumping, culture & heritage activities and site surveys as set out in more detail below:

The Cultural and Heritage Officer developed stakeholder relationships on behalf of GLALC to advise on cultural obligations with stakeholders regarding Cultural and Heritage issues within GLALC's area.

The Cultural and Heritage and Land Management Officer

- Attended consultations on behalf of

GLALC with Govt. and non-Government organisations during this reporting period.

- The Culture, Heritage and Land Management Unit uses solid administration processes to run as a business unit. A Subcommittee reports on strategic issues to the Board, and the management team works to implement processes to grow revenue and to engage members.

A stakeholder relationship between Liverpool Council and GLALC developed a concept for the Carnes Hill Library foyer to exhibit an exhibition informed and inspired by the layers of culture and landscape embodied on the displayed objects. These artifacts are small but are rich with ongoing stories to be told about the area.

GLALC was working with a Stakeholder Group consisting of Rural Fire Service, NSW Police, Office of Environment and Heritage and Sutherland Shire Council. Four-Wheel drivers and dirt bike riders were destroying the area



around the sites and heritage plants species, Sutherland Shire Council issued a Cease Works Order in October 2016.

GLALC has made strong progress with Sutherland Shire Council (SCC) regarding the Stop Work Order placed on access restrictions at Heathcote Ridge in 2016. In June 2019, positive relations resumed between the parties, as meetings kicked off the implementation of the Bushland Restoration Plan and the Access Management Strategy finalised by EcoLogical in 2018-2019. An official Implementation Plan has been prepared by EcoLogical to address the removal and reuse of the sandstone full (the 'bund') that prompted SSC to issue the Draft Notice of Intent. The Implementation Plan will also provide details on vegetation management and restoration ecology so that the land can regenerate. GLALC is currently engaged in fieldwork with EcoLogical to survey the extent of the bund.

GLALC had developed a working relationship with NSW TAFE to establish a Certificate IV in Conservation and Land Management, and an Aboriginal Rangers Program.

Our Culture, Heritage and Land Management Unit is expanding to provide cultural heritage services in our local schools. This year, Darren Duncan and Uncle Malcolm Maccoll (who did the Acknowledgement of Country) attended the following schools to give education talks about Aboriginal Culture:

- Ashcroft Primary School
- Canley Vale Primary School
- Al-Faisal K-12 School in Austral

Such cultural educational sessions are growing in demand. GLALC plans to address this growth by developing an application for RTO status in 2020. The school students were

highly engaged, asking pertinent questions as Darren showed our artefacts, played the didgeridoo, spoke about Gandangara and explained the meanings associated with heritage elements such as scarred trees on the land.

GLALC engaged in the Stakeholder workshops coordinated by Navin Officer Archaeologists regarding the Aboriginal Consultation Program during Stage 1 of the new Western Sydney Airport at Badgerys' Creek. GLALC provided advice about a Keeping Place that GLALC was interested in for Artifacts to be displayed in a GLALC Cultural and Heritage Education display. GLALC Cultural and Heritage and Land Management Officer provided input into the Archaeologists' reports and offer advice regarding the necessity for archaeologist digs. Sites Officers were employed by GLALC from the participants who completed the Certificate III in Conservation and Land Management to work on the digs where Aboriginal Artifacts were discovered.



PROGRESS ON HEATHCOTE RIDGE CLEAN-UP, ACCESS, AND RESTORATION

On 5 June 2019, the CEO (Melissa Williams) and the Chairperson of Gandangara Local Aboriginal Land Council (Tony Scholes) met with officers at the Sutherland Shire Council (SSC) together with our environmental legal representation from Sparke & Helmore. This was the first step taken towards a mutual solution for resolving the Stop Work Order placed on Gandangara over the impacts that sandstone fill material was having on bushland restoration of the site. The meeting was productive and characterised by goodwill, with the presence of SSC's Chief Environmental Scientist and our contracted ecologists to inform the discussion.

Both parties resolved to commit to an Implementation Plan that will be written by our environmental scientist consultants (EcoLogical's Manager of restoration ecology and land management, Andrew Whitford) under the auspices of Gandangara Local Aboriginal Land Council. This Plan sets out a course of action for the removal of the sandstone fill, the natural regeneration of vegetation in the short-term, and strategies for managing

illegal access to Heathcote Ridge. SSC recognised that for Gandangara, the main problem is that of illegal access to the site from 4WD vehicles and trail bike riders, as well as illegal dumping of waste.

Heathcote Ridge site is subject to significant levels of damage as a result of rubbish dumping, trail biking, and four-wheel driving. None of these activities have been approved by GLALC as a landowner and all involve illegal access to the site. Factors contributing to the intensity of illegal activities at the site include:

- the relative isolation of the site, particularly at night;
- the close proximity to the Waste Services facility at Lucas Heights, with dumping providing a means of avoiding tipping fees;
- the displacement of trail bikes and four-wheel drives from nearby military, water catchment and national park estate through fencing and law enforcement programs;
- long-standing expectations of open access to the site from the period when it was managed as Crown Land; and

- the significant costs of installing and maintaining an effective exclusion fence along more than four kilometers of potential roadside access points.

The strategy going forward to deal with these issues will provide an integrated approach to the management of illegal access. Elements of the integrated approach include changing community understanding of the significance of the site, stakeholder engagement, physical barriers, signage, surveillance, and compliance (EcoLogical Bushland Restoration Plan, 2019).

We are addressing the issues of clean-up and prevention of access through a grant application to the EPA and multiple stakeholder cooperation. The first step will be removing the sandstone fill so that bushland can regenerate while we fix the access points to the site. In the medium-longer term, we then plan to have ranger and restoration programs operating that will satisfy part of our cultural renewal programs and the SSC's objectives to protect endangered flora.



Unit: Community Development

ABOUT THE DIVISION

The Community Development Unit is responsible for the planning and organising of community development related activities and projects at GLALC, in order to engage with our Members and open the doors of our Land Council to community. The Community Development Manager works with stakeholders

and partners, building strong relationships and networks within the community to encourage participation in events. This Unit is also engaged with researching community needs to build programs that address wellbeing, and to identify areas of growth and priority for our GLALC members.

AUSTRALIA'S BIGGEST MORNING TEA FUNDRAISING

On May 23, 2019, Gandangara Local Aboriginal Land Council hosted the annual 'Australia's Biggest Morning Tea' to fundraise for the Cancer Council's research programs. Staff & Directors of Gandangara, external visitors and others present on the day came together for cakes, sausages and eggs and lots and lots of tea.

The Morning Tea celebrations included artistic presentations, traditional music and dance (courtesy of Tanya Malone and Jarrod Wicks), karaoke singing, face painting, and aromatherapy. The team from Strong Fathers, Strong Families came together to support the event, cooking the BBQ and sharing information about their work with us.

Other external partners and visitors came along to share their hard work in our community:

- Australian Unity, who look after

Aboriginal home care for elderly and frail

- Australian Defence Force, to talk about ADF cadetships

- Ashcroft High School and Les Powell School, to network with the community

- Ingham Institute for Applied Medical Research to further relationship with Gandangara Local Aboriginal Land Council.

Gandangara raised a total of \$520 on the day for the Cancer Council. This money will go to the Cancer Council's initiatives: the 'Sun Smart School' Program to protect children from harmful sun exposure; funding for cancer nurses to be available on Cancer Council's national hotline, and; transport and accommodation at local Cancer Council Lodges for people in need of vital cancer treatment.

NATIONAL SORRY DAY EVENT

National Sorry Day commemorates Australia's Apology to the Stolen Generations (made in 2008 under a Labor government), as an important step in the work of Reconciliation. It is held each year on 26 May.

Other sources locate the origins of Sorry Day in 1998, following the Bringing them Home: Report on the National Inquiry into

the Separation of Aboriginal and Torres Strait Islander Children from Their Families (April 1997).

This year, Gandangara Transport Services was involved in taking our Elders and community members to two events to commemorate Sorry Day on May 24. Liverpool City Council hosted an opening at the Liverpool Regional Museum, which

included a morning tea and talks.

Our community members and Elders were then transported to a midday Sorry Day event at Mount Annan Botanic Gardens, where they could view the Stolen Generations Memorial and walk through the gardens at the Woodland Picnic Area.

YARNING CIRCLES

On the first Monday of every month, Gandangara Local Aboriginal Land Council holds a yarning circle with our community members at 64 Macquarie Street, Liverpool.

The monthly yarning circles are open to everyone in the community and are an

opportunity to come and socialise and have a meal together.

Our June Yarn-Up was an enjoyable occasion to talk about the future of Gandangara and the new and exciting initiatives taking place here. The Yarn-Up also coincided with National

Reconciliation Week, which allowed our Elders and community members to socialise with staff.

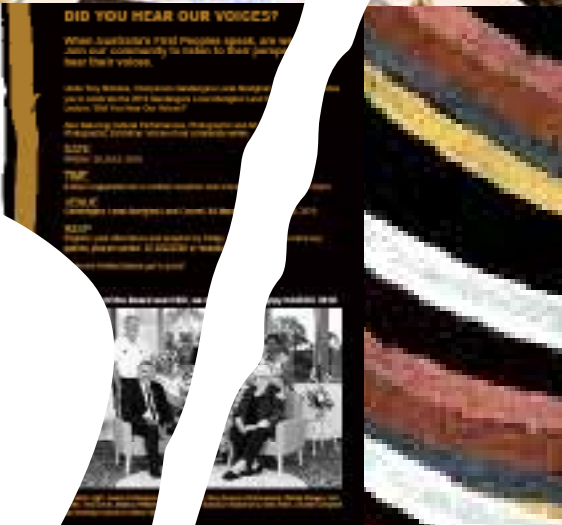
If you would like to come along or know someone who needs to get out and have some company, please contact reception@glalc.org.au

Mae Robinson (seated) taking part in our second Reconciliation Week luncheon. Aunty Mae is surrounded by (L-R): Melissa Williams, Ruth Sheridan, Elie Esquilant (Unity Accounting), and Tracey Fitzgibbon



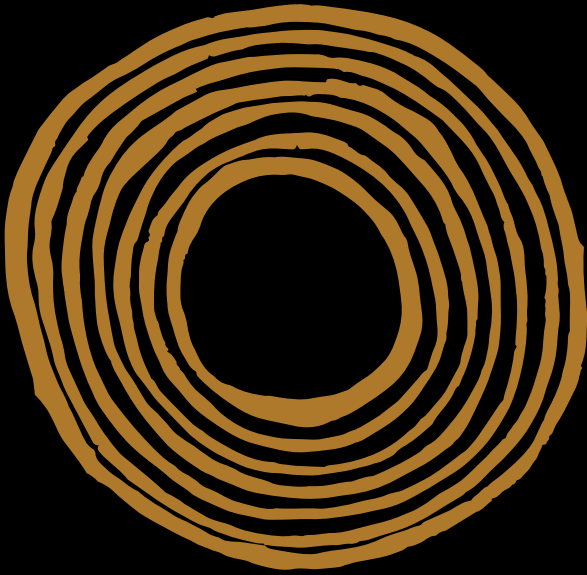
June Yarn-Up — L-R: Barry Brooker, Steven Ingram, Lexi Car-roll, Margaret Roberts and Ron Davis, Norma Shelly (seated), taking part in our Reconciliation Week luncheon.





Come to 64 Macquarie Street to see NAIDOC Photographic Exhibition

International Day of the World's First Peoples





Division: Enterprise, Investment and services

***The Units:
Property Management
(Residential and Commercial)
Investment and Corporate
Services***



Unit: Property Management (Residential and Commercial)



Theresa (Ellis) Malone Property Manager (Property Services)

Theresa Malone has been a long-standing member of Gandangara Local Aboriginal Land Council. Theresa has held elected positions at Gandangara and was a former staff member who returned to Gandangara LALC in late 2016 as the Property Manager. This role involves management of the Residential and Commercial property portfolio as well as the Land Council's asset portfolio. The role assists Domaine Plus Real Estate with the ongoing management of the GLALC's residential properties and was instrumental in the fit out and relocation to 64 Macquarie St premises. The housing program is part of an approved Community Benefit Scheme – Residential Accommodation (CBS-RA) and meets objectives under the Community Land & Business Plan. The position is involved in the strategic development of housing programs, accreditation and increasing our housing stock to provide more homes for our members and the wider community. It's a hands-on role that involves working with a range of internal and external stakeholders such as members, tenants, the wider Aboriginal community, contractors, real estate agents in supporting Gandangara LALC's range of property and asset portfolio.

GLALC HOUSING

Community Benefit Scheme Residential Accommodation (CBSRA)-

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

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

For the last five years, the management of our residential accommodation has been provided by Domaine Plus Real Estate.

The following is a description of the various programs and agencies that have been engaged within the reporting period.

Aboriginal Housing Office (AHO) - Work has been underway during the year in re-establishing relationships with the Aboriginal Housing Office in returning GLALC former properties to the Land Council.

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

The ability of the housing program to continue to be viable was again made evident during this reporting period. Since the inception of the scheme, the Housing Program has continued to generate sufficient families currently benefit from GLALC CBSRA. A brief overview of the financial performance of the GLALC Housing portfolio is the adjacent income & expenses Table right.

Housing	
Income	Value (\$)
Rental Income	430,014.32
Expense	Value (\$)
Depreciation	151,020
Repairs & Maintenance	50,120.40
Council Rates	39,421.37
Water Rates	20,708.53
Agent Fees	24,825.92
Insurance	14,093.00
Salary and Wages (on cost)	76,354
Admin Costs	32,325.09
Total Expenses	\$408,867.90

Unit: Property Management (Residential and Commercial)

Commercial Report 103 Moore st

Our Community Land and Business Plan (2016-2020; Goal 1, Objective 2, Strategy 2) states that we will “work towards the establishment and operation of a Living Culture and Learning Centre, to serve as a Keeping Place for our Community.” In the past year, we have been engaging in strategic planning for the redevelopment of 103 Moore Street to encompass a range of purposes, one of which is a Cultural Centre. A Members’ resolution at the 2018 AGM voted to set aside \$1m for a refurbishment and refresh of the premises to update particulars of the building, due to its age and lack of compliance to contemporary building codes (e.g. steep stairs, no lift, poor air circulation). Since February 2019, GLALC headquarters have been situated at 64 Macquarie Street, where we are currently in the third year of a five-year lease. In May 2019, the Board resolved for GLALC to commission a design brief and concept study for 103 Moore Street to gauge development options and possible rental options for the building.

GLALC has since been working with Sila Consultants – strategic development planners – on a pro bono basis to continue the planning process. We have also been able to use the resources of NSWALC’s Land and Property Unit for their expertise in commercial development advice.

The development zoning for 103 Moore Street is classified as B4 (mixed use), which allows for a combination of compatible uses, integrating

business and office spaces, residential, retail, commercial services and other facilities. The building is zoned T2 for height, allowing development of up to seven storeys. Sila consultants developed a concept paper detailing the pros and cons of possible development options, without bias to one:

- Option 1 – Do nothing – Release the property to an external commercial tenant and retain as an investment
- Option 2 – Full refurbish the building and repurpose for Gandangara use
- Option 3 – Redevelop the site (103 Moore St only)
- Option 4 – Acquire 101/105 Moore St and redevelop the site
- Option 5 – Sell the site

The next stage of the planning process involves examining possible uses and associated building metrics: i.e. building heights, floor heights, floor areas, rental income estimates, and construction income estimates. Meanwhile, we are contacting town planners/architects to seek quotes for high-level building modelling for these metrics. These services are examining elements such as the permitted carpark requirements in relation to usage for total development, as well as any constraints/opportunities around the existing floor layouts

None of this is done in isolation from ensuring that we work with what the Members and community

need, and what the Board resolves. As such, we will be beginning community consultation sessions that touch on the Cultural Centre/ Keeping Place in the coming months as we begin to draft our new Community Land and Business Plan, as part of the consultative requirements for that process. This is an exciting process, as ideas for a Keeping Place – whether housed at 103 Moore or elsewhere – can be varied and innovative, encompassing elements such as: Bush Tucker Gardens; Bush Medicine (medicinal plants in gardens); artefact exhibitions & storage; Visual Arts classes and exhibitions; Educative spaces and break-out rooms for youth; research rooms and learning spaces; Cultural tourism programs for our area; musical and performing arts; interactive technology showcasing our history, culture and heritage; and so much more.

In tandem, we are working out what a redevelopment would require to resituate Gandangara Local Aboriginal Land Council Headquarters, including our Medical Centre, at 103 Moore Street. State of the art and secure medical technology would require certain construction and design inputs, as well as plans for future expansion into Aboriginal Traditional Medicine spaces (e.g. a Wellness Centre).

In a related project, 103 Moore Street is currently undergoing a refresh for immediate use, independent of any redevelopment planning. Our staff numbers at GLALC continue to grow, and there is the capacity temporarily to put the existing space at 103 Moore Street to good use for our offices and for meeting rooms for staff and community. To this end, we are working on re-carpeting the premises, refitting fixtures and features such as lighting and air-conditioning, and a large-scale clean-up.





Unit: Finance



Christine Hbous Consultant Accountant

After gaining my Masters in Professional Accounting, I worked in tax accounting, which had a high level of compliance requirements that are forever changing. Five years ago, I set up my own business because I felt I could service needs better because compliance and non-profit accounting are very different to other organisations. In my first year of practice, I began working with four different Land Councils. One of those Councils was GLALC with whom I first worked back in 2014 during the administration change-over period. GLALC engaged me in my current role of Consultant Accountant last November. My responsibilities include all financial matters such as taxation, accounting, assisting with NSW Aboriginal Land Council and government grant compliance requirements, payroll, budgets, billing and Board Financial Reports.

PAYMENT OF ACCOUNTS

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

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

Entity	Funding Source	\$
GLALC	NSWALC	146,880
Marumali Ltd	Department of Health	860,968
GTS	Transport for New South Wales	866,777
Total		\$1,874,625

GLALC vendors, consultants

Consultant	Value (\$) exclusive of GST	Service/Projects
Unity Accounting	129,660	Contracted Financial Accounting
BNS	47,696.27	Contracted IT Support
Words & Thoughts	1,500	Content Writer
Hayes Knight	62,379.40	Auditors
PCC	233,057.44	Legal
PKF	5,571.80	Auditors
Iyengar Counselling	23,977.30	Contracted Workplace Coaching
People 2 People	1,812	Recruitment Agency
Sparke Helmore	40,345.29	Legal
Total	416,469.16	

Division: Program Management Office

Entities:

***Gandangara Health Services
Limited***

***Marumali Limited Gandangara
Transport Limited***



Entity: Program Management Office GLALC.



Deborah Munro Group Program Manager

My role at Gandangara Local Aboriginal Land Council is running the Program Management Office. This involves overseeing all works in the organisation, following up issues, resolving outcomes, implementing new programs and assessing their program requirements.

The Program Management Office at Gandangara Local Aboriginal Land Council has expanded to incorporate the portfolio of the controlled entities Gandangara Health Services, Marumali, and Gandangara Transport Services.

Moving to 64 Macquarie Street and with the introduction of the Program Management Office, Gandangara Health Services and Marumali have been provided with an opportunity to consider areas for expansion and or new directions. The expansion of health and transport services requires strategic planning and the open exchange of ideas. In order to be a provider of lead practice we first

have to decide on what components of care such a model would include, what does this look like for staff and community members? We have to transform our practices and refine our skills, attitudes and language to a broader discourse on health and healing. We must consider how we role model and demonstrate lateral kindness that brings us together as one. We have to be united in purpose and outcome.

By sharing the same vision and the same desired outcomes for our Members and community there is a great opportunity for success. Communication necessitates will require a commitment to open, honest, and respectful approaches that help us unit and drive change for Frist Nations people.

The Future Direction of Gandangara requires a collective approach and a decision to work for the broader community rather than ourselves. As this will allow the development of a service model that provides help and support based on community need.

In building a sustainable future we strive for a better future, as we lay a foundation embedded in sustainable systems. This allows for a strong future for youth, children and future generations.

The Council and Health Service need to assert our claims when discussing funding with Government Ministers and departments. As the current approach, policies and sensibilities, are not working and will not work, without recognition, and a truly co-created partnership.

Moving to 64 Macquarie Street and with the introduction of the Program Management Office, Gandangara Health Services and Marumali, in particular, have been provided with an opportunity to consider areas for expansion and new directions. The expansion process requires strategic planning and open communication as we have to change a lot of things that we've been used to doing. We have to transform

our practices and fine-tune attitudes that are going to help us achieve what we want for our Members and community.

We have to be united in purpose and outcome. We all have to share the same vision, the same desired outcomes for our Members and community. We need to be open and honest, and respectful of each other within our roles and responsibilities.

We need a team that will collaborate and support each other for the organisation to be the best we can be. This requires a collective approach and decision to work for the broader community rather than ourselves. This will allow the development of a service model that provides help and support based on what our Members and the community need.

In building a sustainable future we strive for a better future, as we lay a foundation on sustainable systems. This allows for a strong future for the youth, children and future generations. If young people don't have a future then the community doesn't have a future.

We need to put parameters around what we do to keep ourselves, and those who follow in our footsteps, to remain focused on and disciplined in what we're currently doing and look to achieve in the future.

The Council and Health Service need to assert our claims when discussing funding with Government Ministers and departments. As the current approach, policies and sensibilities, are not working and will not work, without recognition, and a truly co-created partnership.



Entity: Gandangara Health Services Limited

Our General Practitioners service patients from a wide-range of cultural backgrounds, but has a particular focus on Aboriginal and Torres Strait Islander Health and Wellbeing. GHS has an active client base of 3146 persons, 59% of which are Aboriginal and/or Torres Strait Islander. Our GP's form a close-knit and caring team of doctors, committed to improving the health outcomes for Aboriginal patients in relation to chronic disease through the provision of access to specialist services.



Dr Prue Kirby
GHS General Practitioner

'I have been working at Gandangara Health Services for seven years now, and have been a practicing GP for 40 years. I graduated from Sydney University with an MBBS and I then worked in England for two years, before coming back to Australia to work at Liverpool Hospital and in private practice in Newtown. I've also had some experience working Aboriginal clients in medical practices at Deniliquin and Dubbo. I came over to 114 Family Practice when Dr Sheila

Knowlden came, as we were both previously working together in Newtown. At GHS, I work two days a week, every Tuesday and Thursday.'

I like the fact that Aboriginal health is very collaborative, integrating allied health, social workers, outreach workers and other specialists. I never feel like we're working in isolation as doctors here, but as part of a dynamic community. I also feel that we're making a difference here, which is not always what I experienced working in mainstream general practice. The work we are doing at Gandangara Health Services is so important, and it needs to be done. There are a lot of differences between how Aboriginal health services operate and how health services are practiced in the mainstream. I value the flexibility in Aboriginal health practice. Most doctors don't appreciate flexibility; they like to fit patients into boxes and have everything neat and tidy – which is understandable, given that they are responsible for the primary care of the patient – but in Aboriginal health, we can't do that, neither should we do that. We try to allow our Aboriginal clients to be themselves and to be comfortable with managing their own health with us. We can't squish Aboriginal people into boxes according to our own parameters. They need to define their own parameters. I also like the fact that here we can spend enough time with our patients to get the best out of their health. I've done several units in Aboriginal cultural competency training as part of my job as a GP, which has been really helpful in shaping the way I work. I'm also much more grateful here, compared to my inner city practice. There, people expected a lot from the doctors, for example, that doctors would be available for them all the time, whenever they needed. Here at GHS, our patients are happy to see doctors anyway, and they have no sense of annoyance or entitlement.'

Dr Fiona Gifford GHS General Practitioner

Dr Fiona is one of our Senior GP's, who began working for GHS in June 2011. Fiona works on a part-time basis, on Mondays. Fiona has a strong interest in pain management and women's health, a field in which she works one day a week.



Dr Viet Duc Dang Ho GHS General Practitioner

My name is Dr Duc, and I began working for GHS in February 2018. I began as a full-time, 2nd year Registrar, employed by GHS to work five days per week. I have been working in Aboriginal health care for one and a half years now. I have now been a GP for 4 months. Since completing my registrar training I have reduced my days in the GHS clinic to three days a week, Tuesday, Thursday and Friday. Before coming to 114 Family Medical Practice (now GHS), I didn't have experience working in Aboriginal health, but I am really committed to the way in which our model of care improves patient health through open communication and education,

and through relating to Aboriginal clients as key stakeholders in their own health management. I really value the patients and the colleagues here, and the gratefulness I experience from them. There are many challenges, but also many rewards and much satisfaction. I also like the way in which our work is efficacious here compared to mainstream health practice. My clinical interest include justice health, sexual health and paediatrics. I am passionate about serving communities with diverse cultural backgrounds, and working to improve the lives of patients who come from disadvantaged or marginalised backgrounds.



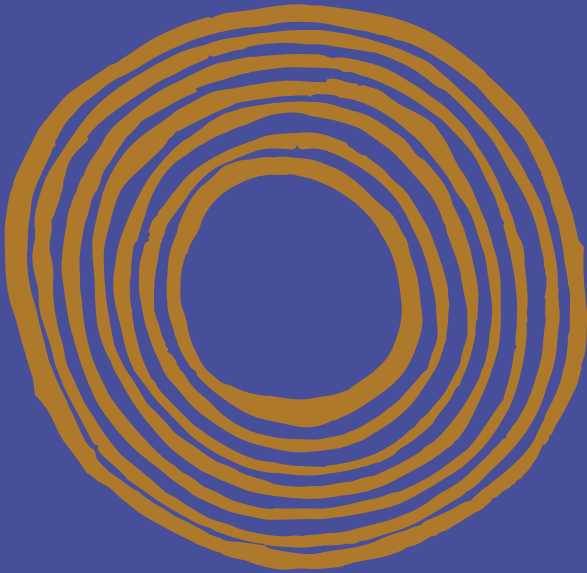
Dr Shelia Knowlden GHS General Practitioner

Dr Sheila began working for GHS on 24 November 2011 as a General Practitioner. Sheila works on a part-time basis, one day a week on Wednesdays. Sheila graduated from UNSW in 1980 and has spent much of the past 30 years working at Edgeware Family Practice while teaching both undergraduate and postgraduate medical students and doing research. Sheila is particularly interested in women's health and mental illness, and has

a Diploma in Obstetrics. She also works a few weeks each year in the Northern Territory and country NSW in an effort to support her overstretched rural colleagues. Dr Sheila is also the National Coordinating Secretary for the Australian Federation of Medical Women.

Entity: Gandangara Health Services Limited

*(Formerly 114 Family
Practice)*



Emma Guan
GHS Registered Nurse

Since her earliest memory, Emma had always wanted to be a nurse. So much that when she was in high school she volunteered at Hammondville nursing home assisting the nurses and talking to the residents. Emma completed her Enrolled nurse diploma in 2000 and has been working as a nurse ever since. Emma has worked at Bankstown Hospital in surgical and medical wards, Canterbury hospital in Emergency and Liverpool hospital in the casual pool. In 2013 Emma graduated from UWS with a bachelor of nursing degree and gained employment at Gandangara Health service. In December Emma has been working at Gandangara Health for 6 years. Emma is happily married with a 15-year-old son. Emma's interests outside of work include baseball where she is a scorer for her husband's team and the mighty South Sydney Rabbitohs!



Rachel Ingrey
GHS Practice Coordinator

Rachael Ingrey is of Aboriginal descent, Her Grandfather was a proud Wiradjuri man born in Wellington. Rachael always wanted to be a Nurse from a very early age, Studied a year at University but life took her on a different Journey. Rachael has 15yrs experience in Disabilities were due to Injury stopped working as a Carer which brought her to Gandangara Health Services. This is when she was offered a position as a Receptionist. Rachael has been working at GHS 3yrs this September. Rachael completed a Diploma of Practice Management in 2018 and now holds the position of Practice Coordinator. Rachael thoroughly enjoys working at GHS and is passionate about Indigenous Health. Rachael has 4 children, 2 Stepsons & a very supportive Fiancé', her interests are Rugby League in which she was heavily involved with for 15yrs, Going to the South Coast to be close to the Beach & spending time with Family.



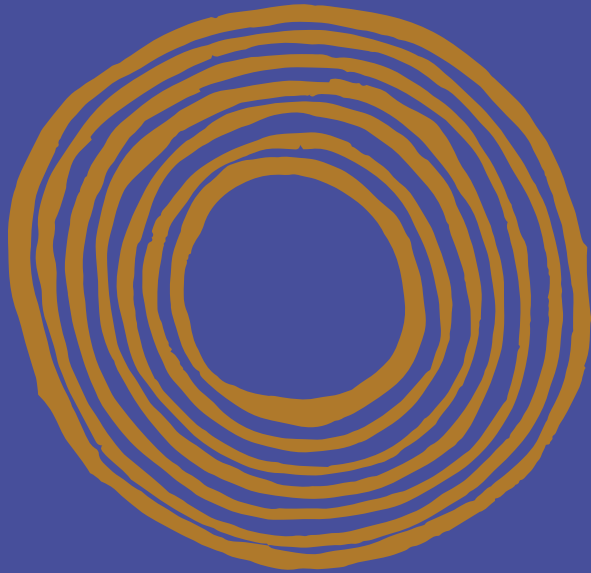
Zaineb Haji MedLab Pathologist

‘My name is Zaineb Najji, and I work as a pathologist for MedLab here at Gandangara Health Services five days a week. I like it here very much. So far, I feel that I have developed a good rapport with the Aboriginal community. MedLab is a NATA/RCPA accredited Laboratory, and is a privately owned and operated company.’



Entity: Gandangara Health Services Limited

*(Formerly 114 Family
Practice)*



GANDANGARA HEALTH SERVICES

In response to a growing need for culturally appropriate medical services for Aboriginal people to be delivered within the Liverpool region, the Practice was established in 2010 as a bulk billing medical clinic. Throughout this time, there has been a strong focus on supporting the specific needs of Aboriginal and Torres Strait Islander people in the region. Having outgrown our premises at 114 Moore Street the decision was made to relocate.

In February 2019, Gandangara Health Services relocated to our new premises at 64 Macquarie St Liverpool. This move has provided the Gandangara Health Service team with the opportunity to work on expanding our Health Service Model whilst looking for opportunities to improve the patient journey and overall health outcomes of our patients. This is a very exciting time for us all, with so many new ideas to move forward with and grow the practice and referral pathways. Gandangara Health Services continues to operate a high-quality medical practice which is accredited by the Australian General Practice Accreditation Limited (AGPAL) with the addition of a range of new related medical services now operating from premises.

TYPE & VOLUME OF SERVICE

The volume of services provided by the Practice continued to increase and during the reporting period. The Practice had an active patient record of 3031. This is an increase of 331 patients over the last financial period. The practice had 13,021 patient appointments during the 2018-2019 financial year, resulting in an income via Medicare of \$625,674.70. Of the 3031 active Practice patients, 54% identified as Aboriginal or Torres Strait Islander peoples.

In addition to GP services, patients also had referred access to Podiatry and Hearing services. In May, we welcomed Dr Anne Piper who is a Community Pediatrician for Aboriginal Health. Dr Anne Piper works at the clinic on the 2nd Friday of every month.

These additional services are a result of a collaboration with Nathan Jones, Director of Aboriginal Health SWLHD. Patients will over the coming financial year, patients will see an increase in specialist services and referral pathways as a result of the collaboration between SWLHD and the GHS.

SUPPORT SERVICES

Patients are also able to meet and consult with representatives from the Department of Housing every Thursday between 10am-12pm.

Practice activity has remained constant throughout the reporting period. The Practice continues to operate on four GP's during the week.

Dr Prue Kirby
Dr Fiona Sheridan
Dr Sheila Knowlden
Dr Duc Ho

Health Services such as the Marumali Aboriginal Brokerage Service have also assisted in patient engagement through the referral for Aboriginal Health Assessments. The Strong Men, Strong Fathers Program also supports our health service programs via promotion of Aboriginal Health Assessments and their associated benefits for Aboriginal peoples.

THE TEAM

During the year, the GHS Practice operated

with five General Practitioners: Dr Fiona Gifford, Dr James Robertson, Dr Prue Kirby, Dr Sheila Knowlden and Dr Viet Duc Ho. The quality of health care provided by our valued GP's, has resulted in increased outcomes for all patients and for GHS being known as the provider of quality health care within the region. The excellence in service delivery extends to the services provided by our Registered Nurse Emma Guan & our Practice Coordinator Rachael Ingrey and we look forward to what the future holds for the Health Service.

2019 also saw us say farewell to a long term

Senior Doctor James Robertson and Medical Receptionist Jasmine Nolan, we wish them both the best in their future endeavors.

The previous GHS Manager concluded employment with the service in May of 2019.

ABORIGINAL HEALTH ISSUES & TRAINING

Gandangara held a Health Promotion week in October 20128, the focus was on increasing the patients, community and families' awareness of cancer and the need for screening to improve early detection. The clinic had merchandise that was readily available.

We also held a Breast Screening awareness

competition between the Gandangara entities; Health, Transport, Lands Council. The objective was to see who decorated their office space the best which was followed by a health promotion luncheon. Emma, Dr Duc & Rachael also participated in the Bowel Screening Pilot Program for Aboriginal and Torres Strait Islanders patients. The pilot program aims to build the clinic staff capacity to better promote & increase knowledge within the Aboriginal and Torres Strait Islanders community on the importance of participating in bowel screening as a mechanism for early detection.





MEMORANDUM OF UNDERSTANDING BETWEEN SOUTH WESTERN SYDNEY LOCAL HEALTH DISTRICT & GANDANGARA HEALTH SERVICES

PURPOSE

The purpose of the Memorandum of Understanding (MoU) is to detail how South Western Sydney Local Health District (SWSLHD) will work collaboratively with Gandangara Health Services (GHS) to improve health outcomes for Aboriginal people in South Western Sydney. The MoU acknowledges the important role each organisation plays in meeting the health needs of Aboriginal communities and that there are significant benefits to a collaborative and coordinated approach to health service provision.

PRINCIPLES THAT UNDERPIN THE MoU

- Support the principles of Aboriginal self-determination.
- critical to improving health outcomes for Aboriginal people.
- A commitment to providing culturally appropriate care and health services for Aboriginal people.
- Mutual respect for each organisation's role objectives and governance requirements.
- Holistic approach to health service provision.

OBJECTIVES OF THE MOU

- Work collaboratively to improve health outcomes for Aboriginal communities in South Western Sydney
- Facilitate the sharing of resources and services.
- Identify areas of specific health needs or gaps in access to services and work collaboratively to develop strategies to address them.

- Develop ways to engage Aboriginal patients, carers and other consumers in the design and monitoring of the outcomes of health services.
- Improve the responsiveness and appropriateness of SWSLHD's health services for Aboriginal people.
- Cooperate in seeking additional resources to improve health care delivery and services for Aboriginal people in South Western Sydney.
- Jointly participate in training and development initiatives.

ACTION PLAN

To ensure SWSLHD and GHS are working towards progressing the MoU objectives, GHS developed on Action Plan. The plan identifies the key priorities GHS and SWSLHD will be working to collaboratively address.

The Action Plan covers twelve months and identifies priority issues, specific strategies to address them, each organization's responsibility in supporting their implementation and the associated timeframes and key performance indicators.

The Action Plan is utilised to guide how the two organisations work together but also evaluate the effectiveness of the collaboration.

The Action Plan will be formally reviewed and updated after twelve months.

PARTIES TO THIS MoU

Gandangara Health Services represented by its:

- Chairperson
- Chief Executive
- Health Service Manager, as well as

Aboriginal and non-Aboriginal health workers

Western Sydney Local Health District represented by its:

- Chief Executive
- Director of Aboriginal Health

MEETINGS

- The parties to the MoU will meet at least three times per year.
- Meetings will be co-chaired by a GHS and SWSLHD representative.
- The agenda for each meeting will be developed collaboratively between the two organisations.
- A standing item for each agenda will be progress against the Action Plan.

DURATION OF THE MoU

The agreement will run for three years, expiring on the 30 July 2019. After this period, the agreement will be reviewed and if required amended. During the review period, the agreement will remain in effect until either a new agreement has been negotiated or the agreement has been terminated by both parties.

The agreement can be terminated on an earlier date if written notice is provided a month in advance of the proposed termination date.

SCOPE OF THE MoU

The MoU is not a legally binding document, however, it is a clear statement of intent by both parties committing to work collaboratively to progress the objectives listed in the document.



Entity:
Marumali Limited
Aboriginal Health Brokerage



Entity: Marumali Limited

*Aboriginal Health
Brokerage*



Fay Daniels
Marumali Health Practitioner

I have lived and worked in the Liverpool area my whole working life. I am an Aboriginal Health Practitioner and one of the first to be registered in NSW. I am also an assistant in nursing. At Marumali Health Brokerage where I have worked for 10 and a half years, I assist Aboriginal and Torres Strait Islander people to navigate the health system, advocate in all aspects of their lives and help them negotiate with government departments. I have presented at the 5th National Elder Abuse Conference (19-20 February 2018), Sydney and have been a panel member for the "Family and Carers Forum"–which is a forum for carers and families concerned about elder abuse. I am also a member of the Elder's Olympics Committee, which is a crucial health and wellbeing event in our community. The role at Murumali is very rewarding and goes above and beyond the brokerage work that I am proud to do, to help the most vulnerable members of our community.



Katrina Rorison
OutReach Worker

I am a proud Wiradjuri/Wailwan women, born & raised in Bonnyrigg. I am lucky enough to be blessed with strong Aboriginal role models in my life who have taught me to be the proud Aboriginal woman I am and to always strive to achieve the best outcomes for my people whether that be in education, health and/or housing. Through my Aunties & Uncles involvement in Aboriginal Education, they taught me from a very young age that education is the key to making a difference & to closing the gap. I have a passion for Aboriginal Health and have learnt a lot, I want to ensure that the Health of my people is improved & to be able to contribute to closing the gap for Aboriginal people in my life time. Health is not just looking at physical health but looking at all aspects of a person: essentially, Holistic Health for Aboriginal people. This includes housing, education and social & emotional wellbeing as well as the health & wellbeing of a person's family & community. Without ensuring all of these are managed, how we can be healthy?

Marumali Health Outcomes Table

Health Assessments:	907
Gap Payments /Request for Billing:	753
Follow up GP/Specialist Consults: Follow up service by a practice nurse or Aboriginal Health Practitioner	1568
Chronic Disease clients supported: Service provided to an aboriginal and/or Torres Strait Islander person with a chronic disease	488
Population Health: Advice, referrals, social & emotional wellbeing, health promotion, women's & men's health, presentations,community events, expo's, forums, conferences, workshops	2420
Allied Health engagement: Dieticians, exercise physiologists, radiologists, Pharmacies, Physio, chiro, OT, speech pathologist, Podiatry, audiologist, dental technicians/orthodontists, community access	653



Entity: Marumali Limited

Aboriginal Health Brokerage

MARUMALI LTD

Marumali Ltd was established to operate as a Health Promotion and Brokerage service. The overarching aim of the Marumali Service is to assist Aboriginal and Torres Strait Islander clients navigate what is often a complex and intimidating primary, secondary, and tertiary healthcare system. This is delivered through services informed by the life course paradigm; community engagement and promotion; mental health and SEWB strategies and capacity building workshops. All of strategies are aligned with the Federal Government's strategic objectives to 'close the gap' in health outcomes and life expectancy between Aboriginal and non-Aboriginal populations (NATSIHP 2013-2023).

In addition to the referral service, Marumali staff advocate and facilitate the exchange of critical health information between General Practitioners, Specialists, ensuring our clients receive the best care available and delivered through a culturally appropriate lens.

The Marumali team work closely with clients and their families to provide up to date information on available resources under the Federal Government's Closing the Gap initiative. Marumali staff actively work with over 1000 General Practitioners / Health Service Providers, who are well informed about the challenges and specific health issues faced by Aboriginal and Torres Strait Islander clients. Therefore, all clients are referred to Doctors and Allied Health providers who are well equip to provide culturally appropriate patient care. Our network of partner GP's is spread across a very large geographical area of South West Sydney.

THE 2018 -2019 MARUMALI TEAM

- Aboriginal Health Practitioner - Fay Daniels
- Health Promotion & Outreach Worker – Katrina Rorison

- Administration Health Worker Christine Moran
- Male Health Promotion & Outreach worker
- Health Promotion & Outreach Worker – Kaysan Penning
- Aboriginal Health Practitioner _ Wade Werritt
- Health Managers – Kevin Watene, Jacqueline Caton. Melody Bulobin

PROMOTING HEALTH IN THE COMMUNITY

Throughout 2018 -2019 Marumali has been involved in many community events providing Health Promotion message in the process.

These include NAIDOC events across several locations

- Liverpool, Campbelltown, Tharawal and Bankstown
- School NAIDOC events at St. Therese Primary School, Heckenberg Primary School, Busby Primary School,
- Elders groups; Condell Park, Hoxton Park, Fairfield & Liverpool, Minto & Wingecarribee
- Elders Olympics – Picton Leisure Centre
- NAIDOC at Miller primary school involving 20 local primary and high schools, 500 students and 150 community members
- Cultural exchange Marumali, Gandangara Local Aboriginal Land Council NSW health & Street University Liverpool
- Participated in Health Promotion events throughout the local school
- Kindamana Day Busby Public School
- Monthly Koori Interagency
- Christmas in July

SERVICES PROVIDED

Marumali provides clients with:

- Access to health providers who have been culturally trained.
- Single point of contact with an Aboriginal health or outreach worker
- Assist aboriginal & Torres Strait Islander people to manage their health
- Provides member support to access private services.
- Utilises the Medicare incentives designed to address Aboriginal & Torres Strait Islander Health Needs.
- Promotes existing services that address social and medical issues through the Close the Gap programs
- Assist with any barriers identified to help members navigate the health system through the delivery of high quality referral pathways
- Individual support and assistance in attending GP appointment.
- Provide support in consulting with your GP and or Specialists to ensure all clients understand diagnosis to decide what needs to happen next
- Support & advice to make the complex decisions one sometime needs to make.
- Supporting and ensuring all services are bulk-billed through Medicare where possible
- Attending appointment to make sure you're supported for any appointments where needed or requested.
- Advocating for Government Departments; Housing, Centrelink and FACS

Coordinating services across such a large geographical area poses a range of challenges, one of which relates to the transportation of clients to medical appointments. Marumali staff, therefore, work closely with GTS, Aboriginal Chronic care

program and referred clients' requests for assistance to the transport service during the reporting period.

CULTURAL EXCHANGE PROJECT - THE STREET UNIVERSITY LIVERPOOL

First Nation - Tribal Voice Partnership with Marumali, NSW Health, The Street University and GLALC. Uncle Barry the Aboriginal Cultural Heritage Officer from Gandangara Local Aboriginal Land Council shared Cultural knowledge through Yarning Circles, Teaching, sharing stories and exploring our Aboriginal sites within the local area.

FIRST NATION - TRIBAL VOICE

This project involved Waradah Aboriginal Centre sharing the stories, history of the Katoomba area, in particular the Dream time story about the Three Sisters in the Blue Mountains, Sydney, Australia. This was a partnership with Miriki Performing Arts from Cairns, introducing International group Northern Pomo Dancers from Northern California, USA who performed live at the, Way Out West Festival.

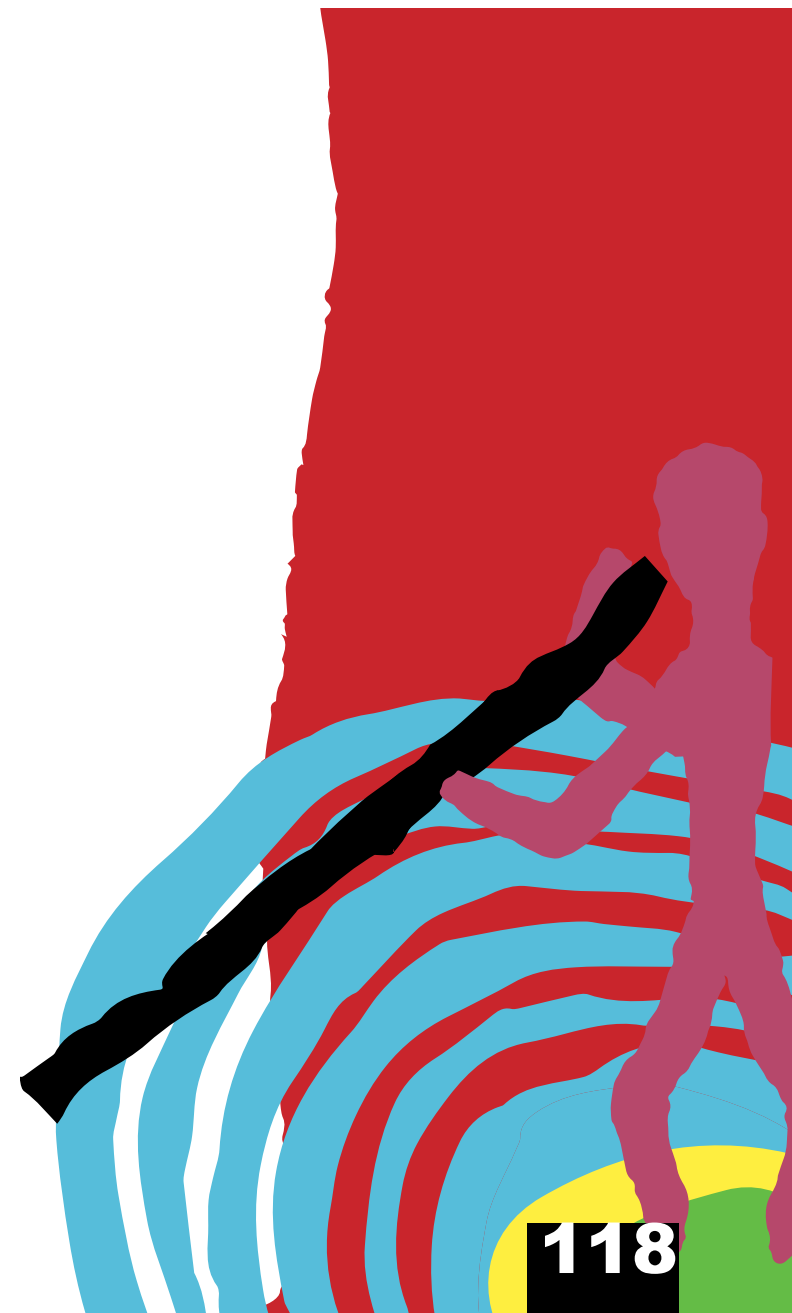
ART PROJECT

This project saw a Mural for Uncle Steve made the paper! Massive love to all the talented people involved in the Deadly Dreaming program and creation of this mural including the youth from Prairiewood High School, our incredible Aboriginal and Torres Strait Islander leaders, and our partner The Street University Liverpool's creative arts director Mistery! Uncle Steve was a prominent and well-respected member of our community. He gave much of his knowledge, wisdom and time to Street University.

WINGECARRIBEE CLUSTER GROUP

In attending these monthly cluster meetings, the Marumali team have been able to advise members of the services available through

Gandangara Health Services and Marumali. Our continuing presence in this area will serve to strengthen the gains made during this reporting period. This is a network in need of strong support from GLALC health services, in particular, the Marumali Aboriginal Brokerage Service.



Entity:
Marumali
Limited

*Aboriginal Health
Brokerage*

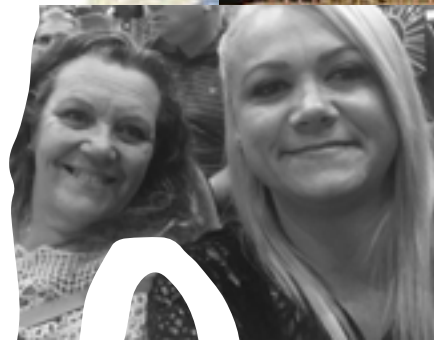
THE ANNUAL ELDERS OLYMPICS



Picture: Team Marumali
(From Left to Right
in front row)
Lyn Keppler
Judith Fabar
Ruth Maginness
Christine Barton

Brian Cooley
(From Left to Right
in back row)
Darrel Fabar
Michael Hopkinson
Mark Charlwood





Entity:
Gandangara
Transport
Services
Limited



Ann Kenny
Transport Services Manager





Renne Smith Booking and Assessment Officer

Currently employed at GTS as the booking and Assessment officer I have been with GLALC going on 5 years prior to GTS I had several positions in retail however working at GTS has been the most enjoyable I have built a relationship with clients both as a driver and assessment officer and hope to have many more years to come I have 2 teenage daughters who keep me very busy with them I enjoy going to the beach, watching them play netball and Movie nights at home.



Janey Bown Driver

Janey Bown Has been an acting transport driver for 4 weeks prior to starting with GTS she worked in the disability sector and aged care nursing home Janey has 1 daughter her hobbies are spending time with friends family going to the beach and shopping, Motorbike riding since starting at GTS she has made a connection with the community and GTS clients.



Uncle Darcy West Driver

I was born in Wellington Hospital in the Central Western plains of New South Wales I grew up on the Nanima reserve I have 2 children a daughter and a son and 3 grandchildren in which I'm very proud of in 1965 I moved from Wellington to Sydney to start a new journey in my life I worked in the Transport and warehousing industry for 40 years I have been a driver at GTS for just over 3 years in which I have great pleasure in taking the clients to the social outings, Doctors appointments shopping trips my hobbies are watching rugby league (Souths) spending time with family and loved ones and associating with friends and going walkabout back to the bush.



Christine Smith Driver

Born in Charleville QLD grew up in Birdsville and settled in Bedourie until moving to Mount Druitt in 1979 Christine has 2 son's 7 grandchildren she worked for Muri-Mittigar Cultural services transporting tourist clients prior to working at GTS as a transport driver and has been with GTS for 3 years and has bonded a close relationship with the local community her hobbies are spending time with family Gardening and going fishing.

Entity: Gandangara Transport Services Limited



GTS was established in 2008 to provide accessible transport services to eligible frail aged, younger people with disabilities and their carers, who may be unable to access other forms of transport. The service provides vital community support to Aboriginal and Torres Strait Islander people and non-Aboriginal Torres Strait Islander people living in the Bankstown, Camden, Campbelltown, Fairfield, Liverpool, Wollondilly and Wingecarribee Local Government Areas.

GTS will receive funding from Transport NSW up to June 2020 under a government initiative aimed at assisting eligible passengers to maintain their independence and quality of life, whilst staying in their own homes. The funding is subject to GTS meeting contractual obligations to Transport NSW in terms of minimum service delivery targets and reporting.

Transport for NSW is mindful that GTS is one of the small numbers of transport services providing culturally appropriate transport services to Aboriginal and Torres Strait Islander clients and that Community Transport is a key enabler to get support the needs and of Elders and families mobile.

Transport for NSW has therefore committed to providing ongoing support to GTS to enable it to meet future service delivery targets and operate a financially viable service into the future.

GTS has committed to an ongoing review of services / continued improvement, staff training and positive engagement with the community to ensure that government funds are being expended as directed. Transport

meets all compliance requirements, future service targets are met and quality transport services can be delivered to the community. Transport has also expanded programs to include a range of trips and outings such as shopping trips, local markets, tourist attractions, national parks, local clubs, and karaoke sing-along, cultural places and cinema outings.

A monthly GTS Outings Calendar is distributed to clients so that they have visibility of the upcoming outings planned and the number of clients participating in these outings is steadily increasing each month. Feedback from the community indicates that GTS is providing its clients with enjoyable social outings which are having a very positive impact on the health and well-being of GTS Transport clients.

During the reporting period, GTS has:

- Completed an assessment of all clients to confirm eligibility;
- Addressed and rectified several compliance issues;
- Designed and implemented new services to maximise the volume of trips being provided including social outings, shopping and shuttle services;
- Developed a new service delivery model which ensures that only eligible clients receive transport services and services are provided cost-effectively and efficiently;
- Implemented communication

programs which have reconnected GTS with the community and established strong and positive relationships, particularly with Aboriginal and Torres Strait Islander clients;

GTS works closely with GLALC Health at 64 Macquarie St Liverpool, Bankstown, Liverpool, Campbelltown and Fairfield Hospitals also Budyari Community Health Centre.

Carried out staff Training with Route match a new booking and tablet system for the office and vehicles required from Transport of NSW that's ongoing.

Gandangara Transport Services continues to thrive, providing a range of services to our community including a regular calendar of events and outings for our seniors. GTS has received a renewal of funding from Transport for NSW

We have also hired a new driver, Janey Bown, who is doing very well in her acting position. Ann Kenny our Transport Manager, has said that the community like Janey, as she is a "happy-go-lucky" girl.

Renee Smith has also taken up the new position of Booking and Assessment Officer at the Prestons office for GTS.

GTS has provided Transport to GLALC members meetings at Liverpool TAFE

In March, GTS travelled to the Hawkesbury Regional Museum which is located in one of the country's oldest settlements in Windsor and lunch at the Macquarie Arms Hotel one

of Australia's oldest pubs on the banks of the Hawkesbury River.

In April GTS attended the Appin Massacre Memorial held at Cataract dam in recognition of the Dharawal people who perished in the massacre in 1816.

GTS also visited the Sydney Royal Easter Show GTS clients left with lots of goodies.

In May GTS hosted a lovely Mother's Day luncheon with special guest performers 'The Blue Hills Strummers'. Clients had a healthy lunch and great entertainment singing and dancing.

GTS also visited the Jenolan Caves which are in the lands of the Burra Burra people a clan of the Gundungurra Nation. The caves have been known to the Aboriginal people for many thousands of years as Binoomea "Dark Places."

We assisted Liverpool City Council in transporting the Community to National Sorry day held at Liverpool Regional Museum, followed by a ceremony at the Stolen Generations Memorial at Mount Annan Botanic Gardens.

GTS Transported Community members to the Indigenous Veterans Anzac Memorial Service at Hyde Park in May.

In June GTS has visited the Dingo Sanctuary in Bargo who is dedicated to the conservation and protection of the Australian Native Dingo, which plays a vital role in the Australian eco-system. Clients got to pat and interact with the Dingoes, which the clients found very rewarding.

GTS was honoured to have transported local community members to various NAIDOC events all over Sydney.

GTS will now be identified in the community as all GTS Vehicles have signage on both sides of all Vehicles.





GTS Total Transported	Aboriginal and Torres Strait Islander	Mainstream
6,910	2,472	4,438

Total Current Active eligible Clients	Aboriginal and Torres Strait Islander people	Mainstream
535	187	348
New Clients	11	68



On the following page, these are the areas covered by GTS



Bankstown	Liverpool	Fairfield	Campbelltown	Wollondilly	Camden	Wingecarribee
Bankstown	Ashcroft	Abbotsbury	Airds	Appin	Bickley Vale	Mittagong
Bass Hill	Austral	Bonnyrigg	Ambarvale	Bargo	Camden	Bowral
Birrong	Badgerys Creek	Bonnyrigg Heights	Blair Athol	Bingara Gorge	Camden South	Moss Val
Chester Hill	Bringelly	Bossley Park	Blairmount	Belimbla Park	Catherine Field	Robertson
Chullora	Busby	Cabramatta	Bow Bowling	Brownlow	Cobbitty	Bundanoon
Condell Park	Carnes Hill	Cabramatta West	Bradbury	Buxton	Currans Hill	
East Hills	Cartwright	Canley Heights	Campbelltown	Camden Park	Elderslie	
Georges Hall	Casula	Canley Vale	Claymore	Cawdor	Ellis Lane	
Greenacre	Cecil Hills	Carramar	Denham Court	Couridjah	Grasmere	Villages
Lansdowne	Cecil Park	Cecil Park	Eagle Vale	Douglas Park	Gregory Hills	include:
Leightonfield	Chipping Norton	Edensor Park	Englorie Park	Glenmore	Harrington Park	Balmoral
Manahan	Denham Court	Fairfield	Eschol Park	Lakesland	Kirkham	Village
Milperra	Edmondson Park	Fairfield East	Gilead	Maldon	Leppington	Hill Top
Mount Lewis	Green Valley	Fairfield Heights	Glen Alpine	Menangle	Mount Annan	Colo Vale
One Tree Point	Greendale	Fairfield West	Glenfiled	Mount Hunter	Narellan	Yerrinbool
Padstow	Hammondville	Greenfield Park	Ingleburn	Mowbray Park	Narellan Vale	Burrawang
Padstow Heights	Heckenberg	Horsley Park	Kearns	Oakdale	Oran Park	Burradoo
Panania	Hinchinbrook	Lansvale	Kentlyn	Pheasants Nest	Smeaton Grange	Berrima
Picnic Point	Holsworthy	Mount Pritchard	Leumeah	Picton	Spring Farm	Sutton
Potts Hill	Horningsea Park	Old Guildford	Long Point	Razorback		Forest
Revesby	Hoxton Park	Prairiewood	Macquarie Fields	Silverdale		Avoca
Revesby Heights	Kemps Creek	Smithfield	Macquarie Links	Tahmoor		Exeter
Sefton	Leppington	St Johns Park	Menangle Park	Theresa Park		Wingello
Villawood	Liverpool	Villawood	Minto	The Oaks		Welby
Yagoona	Luddenham	Wakeley	Minto Heights	Orangeville		Penrose
	Lumea	Wetherill Park	Raby	Thirlmere		
	Middleton Grange	Yennora	Rosemeadow	Warragamba		
	Miller		Ruse	Werombi		
	Moorebank		St Andrews	Wilton		
	Pleasure Point		St Helens Park	Yanderra		
	Prestons		Varroville	Yerranderie		
	Rossmore		Wedderburn			
	Sadleir		Woodbine			
	Voyager Point					
	Wallacia					
	Warwick Farm					
	Wattle Grove					
	West Hoxton					

