



GANDANGARA

Local Aboriginal Land Council

Annual Report FY 2019-2020



Acknowledgement to Country

A map of the Gandangara area, showing the coastline and inland features. The word 'GANDANGARA' is written in large, bold, black letters across the center of the map. The map is rendered in a light blue color against a dark blue background.

GANDANGARA

001

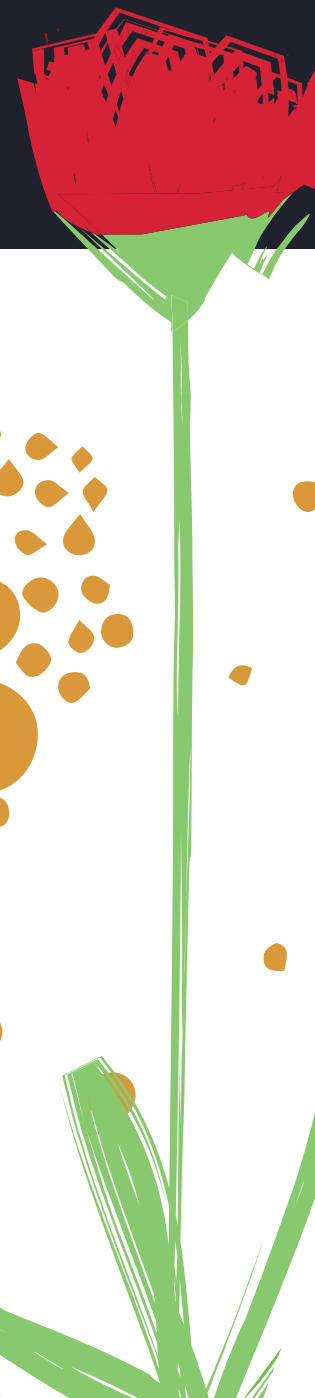
Gandangara Local Aboriginal Land Council (GLALC) acknowledges the families within the Cabrogal Clan of the Darug Nation as the Traditional Custodians of the land we span. We pay our respects to the Elders, past, present, and emerging and to all First Peoples within our community.

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

Table of Contents

Acknowledgement	01	Board Remuneration	43	COVID-19 Business Continuity Plan	84
Connect. Belong. Thrive.	03	Checklist of Important Dates for Board	44	Gandangara Wins Grant Funding	99
About our Land Council	07	Member Payments	44	Scholarship Program	100
Abbreviations, Glossary & Terminology	10	Stronger Governance	45	Division: Enterprise, Investment & Services	101
Message from the Chairperson	11	Community, Land and Business Plan: Our Strategic Direction	47	Unit: Property Management (Residential and Commercial)	103
Message from the Chief Executive Officer	15	Respect & Recognition	48	Unit: Finance	106
The <i>Aboriginal Land Rights Act 1983 (ALRA)</i> (NSW)	20	Consultation on & Development of the Community, Land and Business Plan	49	Division: Policy, Research, and Communication	109
Aim and Objectives	21	Community, Land and Business Plan: Strategic Objectives	50	Unit: Community Development	115
Disclaimer	21	Stronger Business Section	65	Unit: Events, Media & Publishing	119
Functions of the <i>ALRA 1983</i> (NSW)	22	Stronger Business	67	Unit: Cultural Heritage & Land Management	120
Stronger Together	24	Locations	71	Division: Program Management Office	123
Stronger Membership Section	25	Gandangara Local Aboriginal Land Council and Controlled Entities	73	Entity: Gandangara Health Services Limited	130
Our Members: Who we are	29	Organisation Chart	75	Entity: Gandangara Transport Limited	140
Stronger Membership	31	Staff Team	77	Entity: Marumali Limited	147
Stronger Governance Section	33	The 2019-2020 Year in Review	79		
Board of the Directors	35	Chief Executive Officer	81		
Board Meeting Attendance	41				
Board Meetings Held	42				

Connect.



003



Belong. Thrive.

What we mean to each other

Gandangara Local Aboriginal Land Council would not exist without Our Members. That is why our motivating force and purpose is to look after the interests and provide for the needs of Our Members. We provide our many services for everyone, but they are only ever asked for, and put to use, one Member at the time. This makes the work we do very personal for everyone at Gandangara. It is done one on one, with and for the individual Member involved. We cannot achieve anything lasting or worthwhile any other way.

- Gandangara's people and services are creating a closer, healthier and stronger community – one Member at a time.

Gandangara is working hard to ensure that not one single Member should ever want for anything we cannot provide to help improve his or her future.

Gandangara belongs to Our Members, works for and with Our Members, to nurture personal strength, a sense of belonging, and a spirit of unity and co-operation in all of us.

What does it mean to Connect?

Bring together. Bring into contact. Link. Attach. Bridge. Bind. Join.

To Connect is not merely the action of bringing together, or making contact with, a person or an organisation. To have a meaningful connection is to create a link that grows into a meaningful relationship through respect and understanding.

This quality of the relationship becomes a mutual, personal attachment whose bonds get stronger and stronger with shared time and experiences. This builds bridges within families and organisations, and between individuals and communities. It creates powerful bonds that make us all stronger. This quality of relationship is noticeable by others and will draw them to us, to want to join us.

Through relationships with us, Our Members make the most important connection of all. They Connect with their Aboriginality, their mob, their culture and protocols, their history, sacred sites and art. They Connect to Country. They Connect with their bloodlines. They Connect with their true self.

The community get back what has been missing or been taken from their lives - The truth. The Aboriginal truth. And nothing but the truth.

Gandangara's connection with Our Members begins with our first contact - the first phone call - the first visit to our services. The quality of our connection is developed by how well Our Members experience our service.

005

Our connection, once it has been made, is our responsibility – to maintain and to develop – to stay connected with Members. We have to be aware, show patience and insight, and respond appropriately to their needs.

What does it mean to Belong?

Be a Member. Be a part. Be included. Be accepted. Be Safe. Have a place. Have a voice. Have a say.

Becoming a Member is the first step towards belonging. You start to Belong when you begin participating in a meeting or a gathering, a yarn or a yarning circle. You start to Belong when you ask for a service and you use it. You start to belong when you ask for guidance and you follow it.

You start to feel part of something bigger than you are, something deeper, kinder and older than your own experience, when you connect with other Members. You start to feel included when you're known by sight and by name. You start to feel included when you don't have to wait to be invited. When you're asked your opinion and it's heard.

You start to feel you have a place, a good, respected place amongst others when you don't question why you're there, and nobody else does either. A place where you can feel safe to share your thoughts, your feelings, your fears, your weaknesses.

You start to feel accepted when you're not judged, or your motives questioned. You start to feel accepted when you stop feeling conscious of who you are, where you come from and what you look like. You feel accepted when those around you aren't conscious of them either.

Acceptance is the rock on which the true sense of belonging is built. For many it takes time to believe they are acceptable, let alone being accepted. This may be the result of poor self-esteem, abuse, fear, resentment, hatred or lack of confidence. Or simply because they've never known what it feels like to be accepted. We provide that rock for them.

What does it mean to Thrive?

To prosper. To grow strong. To develop. Succeed. Advance. Expand. Excel.

“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, and fabulous? Actually, who are you not to be? Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people will not feel insecure around you. We are all meant to shine, as children do. It is not just in some of us; it is in everyone and as we let our own light shine, we unconsciously give others permission to do the same. As we are liberated from our own fear, our presence automatically liberates others.”
- Marianne Williamson 1992

This profoundly insightful expression of our personal responsibility, to realise our own potential, was restated by Nelson Mandela in his famous inauguration speech. He used it to inspire the world to take it into their hearts and raise their expectations of themselves. To believe they can realise their potential, develop their talents and live successful, happy lives.

You have to be healthy physically, mentally and emotionally to Thrive. You also need the imagination to see beyond your current circumstances and limitations. However very few, if any of us, are born this way. We all need mentoring, guidance, advice, education and support to help us develop these attributes, to help us shine. But it also takes personal commitment and a lot of effort

too, because nothing of any lasting value comes easily.

Gandangara is here to help you raise your ambitions and realise your potential. We provide for Our Members in all of these areas, according to their individual needs and circumstances. And where we can't help directly, or to the extent needed, we find those who can. Just as importantly, we provide our services and support in a manner that is sensitive to our cultures, social codes and protocols. We listen to and see Our Members through the lens of an Aboriginal heart.

How we can help you to Thrive, and to what extent we can help you do it, is only limited by how much you're prepared to engage and connect with us, ask of us and our services. And how much you're prepared to invest in yourself. We can help you improve your physical, mental and emotional wellbeing. We can help you with transport and housing. We can help guide you to better education, skills training and qualifications. Just put your hand up.

The tallest, strongest of trees, starts with a small seed. When that seed is well watered and gets plenty of sunshine, it develops and grows. As the tree spreads out its' branches and sends its' roots deeper into

the soil, it begins to thrive, growing stronger and taller and more beautiful everyday. Gandangara is your water, your sunshine and soil. The seed is the thought, the belief, the desire you plant in your mind to want to succeed. To want to grow as an individual. To have the successful, happy life you deserve and are capable of having.

Improve the mind, improve the heart, improve the body and you improve the person. Improve the attitude, improve the behaviour and you improve the expectations. Improve the expectations and you improve the outcomes. Improve the outcomes and you improve the future. **Connect. Belong. Thrive.**



Wise words from our beloved Aunty Mae Robinson.

006

As a teacher, I've always lived by the saying that a smile goes a long way. How many facial muscles does it take to smile? And how many to frown or scowl or tense up? We are born to smile, and in the words of the song, 'a spoonful of sugar makes the medicine go down'. We get a lot more wins by smiling and listening than scowling and shouting. That's why I so often call people 'Blossom'—it's all about love!

Photo and text provided with permission by John Robinson

About Our Land Council

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

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 current Office is located at 64 Macquarie St, Liverpool 2170 NSW. Our Head office is located at 103 Moore Street, Liverpool 2170 NSW.

007





008



009

Gandangara Local Aboriginal Land Council Photograph: Badgery's Creek

Abbreviations, Glossary & Terminology

AANSW Act	Aboriginal Affairs NSW <i>Aboriginal Land Rights Act 1983</i> (NSW)	LHD	Local Health District
Administrator	Peter Hillig of Smith Hancock	ML	Marumali Limited
Agent	Domaine Plus Real Estate	MOU	Memorandum of Understanding
AGM	Annual General Meeting	NSWALC	New South Wales Aboriginal Land Council
ALRA	<i>Aboriginal Land Rights Act Regulations 2014</i> (NSW)	NPW	<i>National Parks and Wildlife Act 1974</i> NSW
AOW	Aboriginal Outreach Workers	Registrar	<i>Office of the Registrar, Aboriginal Land Rights Act 1983</i> (NSW)
Auditors	HAYES KNIGHT	SSC	Sutherland Shire Council
CBSRA	Community Benefit Scheme Residential Accommodation	The Minister	The Minister for Aboriginal Affairs
CEO	Chief Executive Officer	TfNSW	Transport for NSW
CLBP	Community, Land & Business Plan	Parent Entity	Gandangara Local Aboriginal Council
Corporations Act Council	<i>Corporations Act, 2001</i> (Cth) Gandangara Local Aboriginal Land Council	PHN	Public Health Network
DA	Development Application		
FY	Financial year ending 30 June 2019		
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		

Entities

Gandangara Health Services Limited
Gandangara Transport Services Limited
Marumali Limited
Gandangara Management Services Limited

Message from the Chairperson

011



**Anthony
Scholes**

We're Protecting Our People

To Our Members,

Our meaning, for being a board, is to protect everything that is important and of real value to our people. As a Land Council we have to protect our land, our significant historical sites and artefacts on those sites, our culture and our history.

That protection starts within, by protecting our values, both as an organisation and our people, at the same time.

We have to protect our honour. If we're not honourable in how we present ourselves, how we deal with others, it reflects badly on us as individuals and as a community.

We protect our assets - the hard assets such as property, equipment and money. And our

soft assets, all our people who work within the organisation.

We protect our membership, by being vigilant in how we behave and perform as an organisation, in regards to compliance, responsibility and accountability. We protect our membership by having a strict, effective Aboriginal Identity process. In order to become a Member of the Land Council we require Identity and every applicant has to prove their Identity to prevent abuse of the benefits and advantages of membership. We're also working through a backlog of membership applications to ensure as many as possible are able to join us. This has been made harder due to COVID-19 as we will not be holding these meetings until 2021.

We protect our reputation by respecting state and federal regulations, and being answerable to their relevant ministers. We also act as the responsible middle person between Our Members and government legislation.

We're Protecting Our People's Future

To protect the future of our people effectively, we have to serve, protect and foster the best interests of our people today.

As a Land Council we're the primary custodians of the land, which involve negotiations and partnerships with local councils and governmental bodies. We analyse our land holdings and land claims to look at the best possible uses for the land, and for the benefit of our membership.

It's important for us all to know that, under the **ALRA 1983** (NSW), all land decisions are resolved by the membership.

Our Members make the decisions

We should all be proud of the fact that Our Members come from diverse homelands, and we're all living together, here on the homelands of the Cabrogal people. Yet we're all working together to achieve the best outcomes for all of our people. It's not one person, or one group making decisions, but all of us together.

All our different units, and all the professionals working in our family medical practice, our transport services, our culture and heritage unit, our housing unit, are all working together to support our membership. Together, we're providing a positive outlook for our community. We're making our people aware that there's an organisation here, in their city, looking after their best interests, now and in the future.

We're all looking forward to what's ahead of us

As a board, we maintain our support for what has been put in place. We are constantly reviewing our strategic plans, and how they engage and work with the wider community. What is working well, and what can be done better. What can be done now and what can be done in the future.

The biggest thing about to happen is 103 Moore Street, Liverpool (the former home of the NSWALC) will be refurbished in

the near future. Not only will a powerful historical connection for our people be retained, it will become a vital hub for our community to Thrive. It will be a Keeping Place for our artefacts and history, for our culture and heritage. It will become a library of our customs, our arts, our lores and our wisdom. Just as importantly, it will become a welcoming, informative meeting place for Our Members, our other stakeholders and our wider community, where they can come together to share the best of who we are.

In the future, we hope to have career advisors who can be advocates for our people, helping them to learn crafts and other skills. We will be able to put our people through courses to get certification for trades and pathways to higher learning.

The refurbishment of 103 Moore Street, Liverpool will change our current situation. GLALC will be able to move back there, while our Health services will remain in our current location until we can expand at 103 Moore Street, Liverpool. This will provide much better work spaces for all of us. It will also give us the opportunity to modernise ourselves. We need and deserve the best technology to best serve our people.

When the renewal of 103 Moore Street, Liverpool is complete it will represent an exemplary Aboriginal identified service, where our mob can proudly engage at different levels with their education, employment, community, culture and history. It will be a natural home for our identity and existence where we can walk in, understand and appreciate each other.

Our change in direction is an opportunity

Opportunity is knocking at our door and we have to grasp it before somebody else does. We've got the organisation. We've got the membership. We've got the assets and the financial resources, and we've got the best reason in the world to do it.

When you grow or expand, as a business-minded organisation, more people will want to come on board and become Members, because they don't want to miss out. We're investing our money wisely. We're looking for ways to best use our land, ways of creating new, sustainable income streams. We're looking at ways to increase and improve our most essential services such as housing stocks, and expanding our health services. These, in turn, will increase our membership, which means we can help even more of our people. Last year we were regaining our footing as an organisation. We started to rebuild and kick on. This year, we've been able to stand up and be counted as an Aboriginal identified organisation within the community that delivers positive outcomes. Our people, at Gandangara Local Aboriginal Land Council, are much happier, knowing that they're working alongside people that are just as strong as they are. There's more equality, more trust, more confidence, more energy and more optimism. Our belief in ourselves, and what we can achieve, is much stronger because we're seeing the right results for our efforts. Just as importantly, there's a lot of positive talk in the community, which is where it really matters. Transparency is being delivered and there's more engagement with membership.

Our Team Has Delivered Beyond The Call Of Duty

A significant contribution to our financial and reputational recovery has been the enormous effort of our management team, led by our Chief Executive Officer Melissa Williams. Dealing with the complexities across Aboriginal, State, Federal, local council laws, regulations and legislations is not for the faint-hearted or weak-willed. Our management team has had to prepare and present 51 compliance meetings with the board in each of the past two years, when previously only a few were ever done. That's why we're still in the black book with ICAC, because for years we were in a position of non-compliance, but thanks to the great effort from our wonderful team of hardworking, dedicated, and passionately professional people, we're now exemplary.

In addition to what's been expected of us, we've had the unprecedented experience of the pandemic that has tested all of us in ways we've never been tested, and we've kept our doors open every day during this most stressful time. For this I have to sincerely thank our extremely hard-working managers and the team who have put in an extraordinary effort that has been well beyond the call of duty. They have driven themselves into the ground at a very high personal cost to many of them. Our team provided hundreds and hundreds of food packages to all Our Members over the age of 50 and personally delivered them to all those over 70. The staff showed exceptional commitment to Our Members, to make sure the most vulnerable amongst us were safe

and well fed. As well as keeping them well informed through social media and zoom.

Finally, I would like to thank the community for their commitment and support this past year. During this most testing period of our history as an organisation we've kept our spirits up, made sure Our Members were cared for and safe, and preserved our unity and togetherness. The future is us. **Connect. Belong. Thrive.**



Picture above: Chairperson Anthony Scholes at the GLALC Ordinary Members Meeting held on 22 January 2020, TAFE NSW, Liverpool.

Acknowledgement to Country



014

Senior Membership
Senior Governance
Senior Business

Message from the Chief Executive

015

This Year We Stood Strong

Dear Members,

This year will forever be remembered as the year of the **pandemic** (COVID-19). Even as I write this message, the fears, problems and stress it has created continue to swirl throughout our community and all around the world. Uncertainty, is everywhere and many people are genuinely concerned about their futures. In the face of this unexpected crisis, I am pleased to report that Gandangara Local Aboriginal Land Council has stood strong and worked hard for you. Our business has continued as usual in these most unusual times. Better still, the way we conduct ourselves, and are perceived by others, has improved in many ways.

We have introduced significant changes to our business processes, raising our performance throughout our operations. We now have stronger general management and administration, stronger governance and a stronger overall business which includes a stronger membership.

Melissa
Williams



Officer

These efforts have also improved our **risk assessment system rating significantly**, taking it from a low 67% in 2018 to now having an exemplary rating of 100% in 2020.

Stronger Business

The result of all of this hard work and improved practices puts us in a much stronger position to receive more investment, enjoy greater stability and have a stronger position to negotiate with other partners and businesses. These are crucial gains for our ambitions and our future, because when we are perceived to be cleaning up messes we cannot be attractive to government or business investment sources. Now we are attractive because of our stronger operations and fiscal management, and we have secured significant investments as a result.

We have attracted a further investment of nearly \$900,000 from the Commonwealth Government, for Marumali Limited to continue running our health brokerage.

We have been able to get \$700,000 of refunding from Transport for NSW to continue running Gandangara Transport Services. We have also expanded into patient transport by partnering with South Western Sydney Local Health District.

We secured a Social, Emotional Wellbeing grant of \$230,000 from South Western Sydney Local Area Health to enable us to run early intervention support services for the first time, and we can also now recruit clinicians to our medical practice. This in turn will help us to expand our allied health and wellbeing services.

We were successful in obtaining \$150,000 for the workforce capacity grant from the Primary Health Network. This will enable us to develop our early career health workforce starting with four traineeships in the financial year 2020-2021.

All of these are significant gains in much needed income that enables Gandangara Local Aboriginal Land Council to continue to

improve and increase essential services for its Members and community.

To do that successfully requires the best people to deliver those services, which means we need to be an employer of choice so that the right people want to work with us. I am pleased to report that we are attracting professionals who are service orientated with the right moral compass to work for you.

Having stronger governance, business practices, funding and strategies in place, we've become a stronger and healthier business. This has enabled us to expand and invest more in our various services and areas of business activity. For example, our Transport Entity has been able to expand its services into patient transport, so together they provide a more complete service for our community.

All this hard work and improvement is also laying the foundations for diversification into a wider range of activities and partnerships, such as cultural tourism, skills training programs, commercial activities, land management and developing for the future.

A real measure of how far we've come as an organisation, and a business, is the simple fact that throughout this unprecedented experience of the pandemic, which has tested all of us in ways we have never been tested before, we have kept our doors open every day. I would like to thank the sponsorship from our Board and amazing team, not just for their resilience but for showing pride in all that they do to deliver to Our Members and Community.

A Strong Team Effort

One of the biggest benefits to emerge from our diligence and professionalism has been stability. We have remained open throughout the pandemic as an essential service. Many businesses throughout the community have lost money and closed down but we not only maintained our services, we have been expanding them thanks to the support of you. Our team continues to work hard and perform well for Our Members and community, often under a lot of pressure and very difficult circumstances.

Our efforts have also been noticed & appreciated beyond our membership. We have been commended by the South Western Local Health District Aboriginal Health Committee (Department of Health) for the role that we have played in awareness, education & support minimising the COVID-19 cases amongst our community throughout our jurisdiction. We feel we have helped keep our people safe as of 30 June 2020.

A Strong Future

Our future is only as good as the plans we make and how well we implement them. An essential requirement for delivering plans successfully is to have clear priorities to be able to meet them. Last year, the Board of Directors set out a number of strategic decisions and actions that were determined to be priorities.

To date we have met and / or exceeded them:

- It was decided to have an Investment decision and policy in place which was achieved by appointing the leading investment management firm of JB Were
- A website and newsletter were developed. The newsletters & now being published and a new website is currently being built & will be launched in the near future
- Planning for the refurbishment of 103 Moore Street, Liverpool was to be developed. We have gone one step further & are now at the planning permission stage with an architect's plan already submitted for approval, & we're looking forward to a positive response from Liverpool City Council
- It was decided to recruit for a commercial skillset and we have achieved that with the recent hiring of Mark Spithill as our Associate Director of Enterprise Investment & Corporate Services
- We continue to run community events with high community engagement, such as NAIDOC Week 2019; Sponsored NAIDOC BBQ's; GTS Social Calendar, GHS Koori Knock Out health challenge, Marumali Health Promotion to increase social & emotional wellbeing, reduce social isolation for our Elders & most vulnerable & the End of Year gathering with the theme, 'You are never alone'

- We are finalising the feedback from Our Members regarding the renaming project
- We were asked to look for ways of turning Gandangara Health Services towards profitability. They are now breaking even and are heading towards profitability.

Given our success rate in implementing improvements and needed changes, and delivering on the Board's strategic priorities over the past year, I think we have never been positioned this well since the period of administration. The level of our membership and community engagement with us has been very high. We had 20 consultation sessions and 10 open invitation community meetings just on our new Community, Land and Business Plan (CLBP) alone. That's why I am looking forward to implementing the new CLBP because it truly is a plan that represents Our Members voices for future generations. I am also looking forward to expanding our partnerships and investments throughout the region, and increasing our engagement with our community schools and universities through our culture and heritage programs.

Most of all, I am looking forward to the refurbishment of 103 Moore Street, Liverpool because that is where all of us, can honour our past, our present and our future tracks and come together in one safe, happy place to **Connect. Belong. Thrive.**



018

019



*The Aboriginal Land
Rights Act 1983 NSW
(s 51 ALRA 1983) & the
Regulation 2020* requires
GLALC to prepare an
Annual Report on its
operations

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 ALRA 1983 (NSW). 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.

Disclaimer

The information contained in this Report has been obtained from records held by the Gandangara Local Aboriginal Land Council (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 *Aboriginal Land Rights Act 1983* (NSW) 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 2020* (NSW), 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 (NSW) (s 51 ALRA 1983)

Section 52(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:

Sections 52(5A) – Corporations A Local Aboriginal Land Council may establish, acquire, operate or manage the following –

a) an Aboriginal and Torres Strait Islander corporation within the meaning of the Corporations (Aboriginal and Torres Strait Islander) Act 2006 of the Commonwealth
b) a company within the meaning of the Corporations Act 2001 of the Commonwealth.

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.

Functions ALRA 1983 (NSW)

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 or enter into Aboriginal Land Agreements, 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*

(a1) *to assist and support Local Aboriginal Land*

Councils in exercising functions under this Act (including by the grant or loan of funds to Councils)

(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) *(Repealed)*

(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 (including by establishing, acquiring, operating or managing 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.*



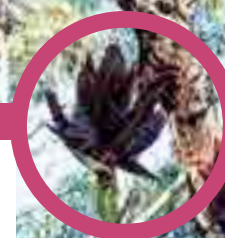
023

Gymea Lily flower

As you look up at the towering blossoming Gymea Lily, it gives you a spiritual feeling as though you are soaring like an eagle, hovering overlooking smaller native animals on the distant landscape floor. Being on Country amongst these giant flowers, gives you the strength through its powerful energy to be who you are and enables you to be present and to be mindful of your sacred purpose. The Gymea Lilies aura also breaks down barriers of fear and trepidation to **THRIVE!** Book a tour with Daz the Ranger, reception@glalc.org.au

Stronger Business

The brilliant giant Gymea Lily red/ crimson flower is a crowded cluster of many smaller flowers that flourishes on our land. At Gandangara, we use the spectacular flower as a metaphor to represent Stronger Business.

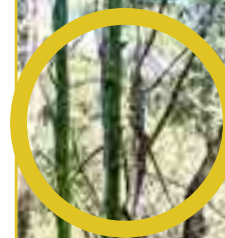


Stronger Together

Growing from an evergreen bulb which has roots that can be resilient through the toughest of conditions, i.e. drought & bush fire to then flower. We need all three sections like the Gymea Lily synchronised to move forward for a stronger future.

Stronger Governance

The giant spear-like stem that soars to the sky of the Gymea Lily is the strength and structure that supports the brilliant flower at the top. We use the stem to signify Stronger Governance to keep us strong.



Stronger Membership

The leaves of the Gymea Lily radiates out far and wide. We use the leaves as a metaphor to signify developing stronger connections.



STRONGER TOGETHER STRONGER MEMBERSHIP STRONGER GOVERNANCE STRONGER BUSINESS

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 another. Our wellbeing and our future rely on it. That's why the primary priority of the Board, Chairperson and the new Chief Executive Officer has been to do everything needed to restore trust. To restore the firm belief in the reliability, the truth and the ability of the Board, CEO and the 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 centres of business and services, and most importantly, that we have more united and more closely engaged Memberships.

Stronger Membership:

025

Memberships as at 30 April (Annually)

2018 **683**

2019 **686**

2020 **723**



027





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 700 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.

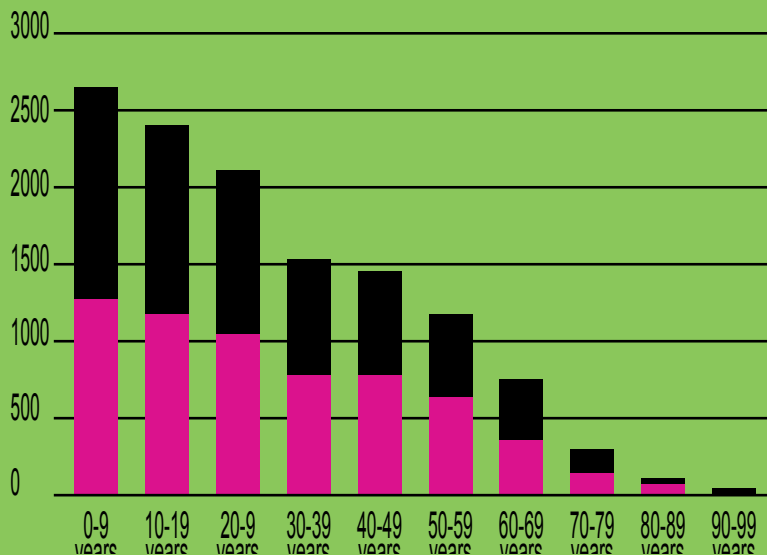
723

Members

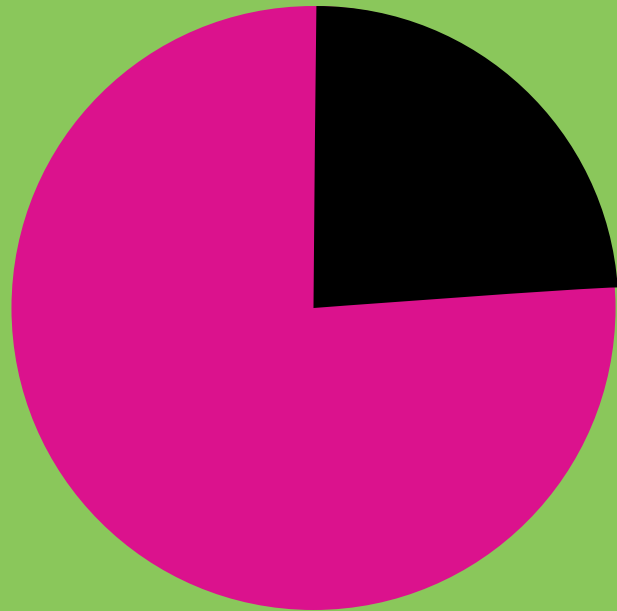
***Members must be aged 18 years and over to become a Member of GLALC**

029

**Total Aboriginal Population by Age and Gender:
South Western Sydney**

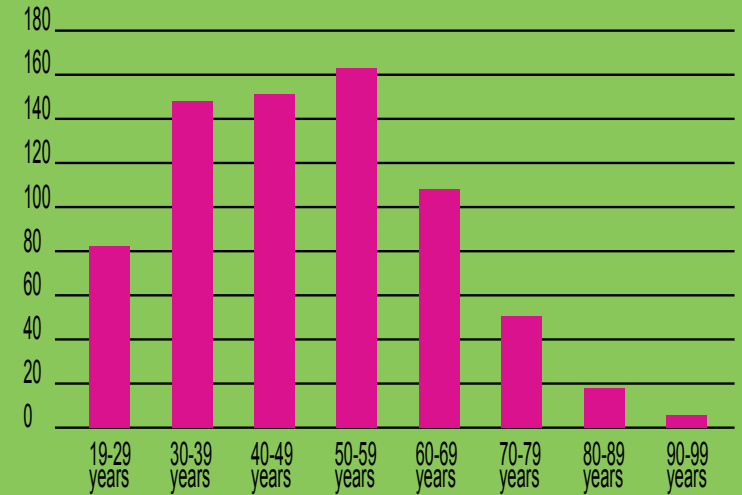


Residence of Our Members



■ Out of Boundary ■ In Boundary

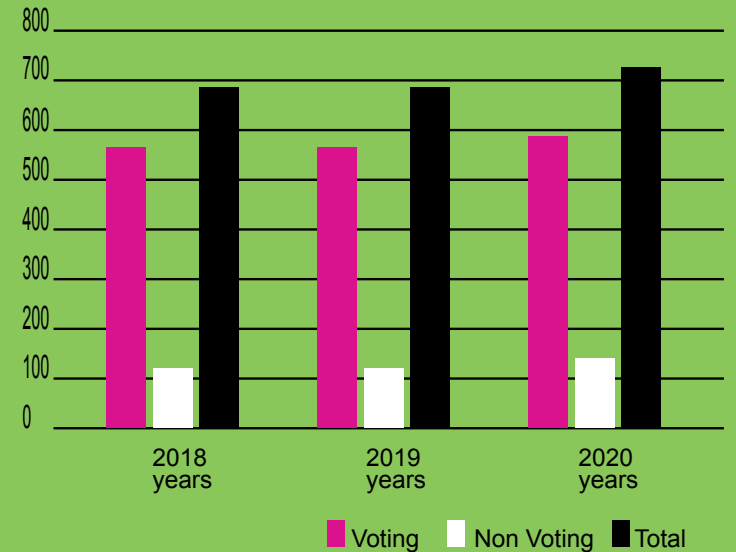
Our Members by Age Range as of April 2020



030

Gandangara Local Aboriginal Land Council Members' Meetings FY 2019/2020	
Meeting	Date
Ordinary	17/07/2019
Ordinary	20/11/2019
Ordinary	22/01/2020
Ordinary	18/03/2020 (Cancelled due to COVID-19 restrictions)
Ordinary	20/05/2020 (Cancelled due to COVID-19 restrictions)
Ordinary	22/07/2020 (Cancelled due to COVID-19 restrictions)

Breakdown of Members by Type, Number and Year



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 just ask for it, we have to show you that we have both the will and ability to deliver real, measurable benefits to you.

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

Gandangara is not just an organisation that manages money, land, services and real estate; it is also the heart of our Aboriginal community. That is 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 First Peoples' languages around the world within the framework of 2019 International Year of First Peoples' Languages. The aim was to highlight the critical need to revitalise, preserve, and promote First Peoples' 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 CLBP was developed in consultation with the Members
- The CLBP is published and available
- The Council hosted a Monthly Yarning Circle with Members, to share in the progress and implementation of our CLBP
- The Council organises bi-monthly Members' meetings – where they can meet and talk with Board members & the CEO
- The Council is encouraging our young people to become Members
- To ensure its successful Implementation the Council has made sure that the CLBP is closely aligned with Council operations & that there is a synergy between both our vision & our organisation's operations.

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.



Stronger Governance:

033

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 & Business Plan: Our Strategic Direction for 2016-2020

Respect & Recognition

Consultation on & Development of the Community, Land & Business Plan

Community, Land & Business Plan

Current Board Members elected 18 September 2019



034

Top left to bottom right: Board of Directors: Tanya Ellis, Wendy Morgan, Anthony Scholes (Chairperson), Steve Ingram, Diane Van Aken (Deputy Chairperson), Bernie Compton, Norma Burrows, Barry Brooker, Gail Smith, Matthew Fellingham.



Anthony Scholes Chairperson

035

I am a proud man from the Dughutti nation out of Kempsey from the North Coast. My family have cultural connections to the Donovan & Donahue families of the Yuin Nation. Throughout my professional life I have helped many Aboriginal communities in various organisations. My education qualifications include: Bachelor Adult Education & Community Mgt. Masters of Mgt. Business in Non-for-Profit Organisations (UTS) 2015. My primary duty as Chairperson is to ensure the successful functioning of the Board, the Council and achievement of the Council's objectives.

Professional Employment Experience

- (1993-1997) Home Care
- (2000 & 2003) Australian Electoral Commission for ATSIC elections
- (2000-2004) Department of Juvenile Justice
- (2005-2008) Co-ordinator Life Without Barriers & the Coffs Harbour Aboriginal Family Community Care Centre
- (2008) Chairperson of Coffs Harbour & District Local Aboriginal Land Council & Local government of Coffs Harbour
- (2009-2010) Aboriginal Development Officer for Liverpool Council
- (2011-2012) Mens Health Information Resource Centre
- (2013-2015) Badanami Centre, Western Sydney University (WSU)
- (2013-2015) Various organisations including Ability Options
- (2015) Men's Health at WSU on a national level
- (2015-) Board of Director, Gandangara Local Aboriginal Land Council



Diane Van Aken Deputy Chairperson

I was born in Liverpool Hospital in 1970 and grew up in Sadlier, where I went to Sadlier Public School. I only had one year of high school in Ashcroft before spending the next two years in juvenile institutions. I eventually completed year ten at Liverpool Girls High School after which I went to Secretarial College in Liverpool and got a traineeship with Sport and Recreation followed by reception work.

Then in 1992, I started at the NSW Aboriginal Land Council and worked with them until 2017, where I was Administration Record and Procurement Manager. I initially came onto the GLALC Board in 2015, as it was coming out of Administration, while I was still employed at the NSW Aboriginal Land Council, and stayed until 2017. I then re-joined the Board in 2019, and my current responsibilities include financial stewardship and compliance requirements.



Barry Brooker (Director)

My Aboriginality comes from my Grand Mother, Florence May Gibson from the Dharawal people in the Dapto & Kiama regions where Florence was born. My father died before he was recognised as Aboriginal & my mother is of English & Irish heritage. I started my working life as an apprentice butcher over a five-year indenture term, on completion of my apprenticeship I stayed with the trade on a casual basis & gained employment full time as a “Garbo” on Bankstown Council where I stayed for many a year (20 plus yrs) & working three & half days per week butchering for extra income to help my family. Fast forward... I sourced out other employment opportunities in the Garbage Industry & became a company driver for SITA in the “Trade Waste Areas”, whom this company had several name changes with new ownership. In total I have been in the Garbage Waste Industry for over 36 years. In due procession I became an owner driver for over nine years. Time Moves On: At the completion of my employment with SITA, I was in a good position to start my own Garbage & Recycling business, Brooker Waste & Recycling PTY LTD was highly successful in providing these services throughout the Sydney region with a large customer base with four trucks on the road plus several employees. Due to ill health this business was on sold. During my health issues I refreshed my thirst for further education which lead me to the Real Estate Industry to which I obtained a Cert Four in Real Estate. With this qualification I started “Brooker Real Estate PTY LTD” servicing Property Management -Sales-Rentals- the whole Real Estate sphere, managing two very large high-rise buildings in the Parramatta areas plus sales & managing large property portfolios for a host of owners. Time Moves On (2nd time): My ill health returned, but all ok at writing... On the mend one day with my eldest daughter keeping an eye on me, she noticed a job being advertised for Stevedores which my daughter knew I know plenty, Kylie (daughter) applied on my behalf & the rest is history, I've been on the wharves at Port Botany for over 16 years. This employment is shift work over a rostered period, which gives me the flexibility to be available for the Gandangara Board & to the members. As a Director my responsibilities include Housing Chairperson & Finance & also Culture & Heritage. I enjoy the challenges that these positions generate.



Norma Burrows (Director)

I am a proud Gamilaroi Aboriginal woman, sister, mother, aunt, friend and grandmother. I come from a long line of powerful women from the heritage-listed Burra Bee Dee Mission just outside of Coonabarabran, also known as Forty Mountain. I gave birth to two beautiful Gamilaroi / Darug women, who stand strong beside me. My daughters and I are proud Members of Gandangara Local Aboriginal Land Council (GLALC), in fact, I have been an active GLALC Member for over 35 years. I have lived, worked and continue to volunteer in Liverpool and surrounding areas for over 38 years. I am proud to say I have been on GLALC's executive board several times; each time has been an honour to serve my community. As an active board Member, I'm also on the Risk Assessment and Audit Sub-Committee, and Housing Sub-Committee at Gandangara. As an adult learner, I enjoy learning and improving my skills and knowledge. Over the years, I have proudly obtained a Diploma of Community Welfare, a Diploma of Management, a Certificate IV in Land Conservation and a Certificate IV in Project Management.

During my working career, I have proudly worked in local, state and federal government departments as well as in the private sector. Some of the skills I have learnt has given me the opportunity and enjoyment of public speaking, uses my change management skills “Principles and Best Practices”. The skills I have obtained have allowed me to be a successful community and corporate events, coordinator. In 2004 and 2018, I was honoured to receive awards for my excellent customer services skills and a Partnership award from my peers. As an Aboriginal woman working and living in the same community has its rewards and challenges, they have developed resilience to foster relationships and act in a professional manner at all times. Lastly, Being an Aboriginal woman and cultural knowledge practitioner, we continue to pass down my personal experiences, life skills and wisdom to the next generation.



Bernadette Compton (Director)

I started my working life as a design moulder in a jewellery company, where my mother worked, that designed and made rings for Prouds and Goldmark. I stayed there for two years until my first child was born. I then worked part-time at various jobs for the next ten years, as I raised my first three children.

037

In 2004 I started a full-time job at St Gregory's College, as an Indigenous liaison officer. We began with twelve Aboriginal kids, and by the time I left, there were over thirty. I left after ten years to have my fourth child.

In 2012 I started work at the KARI foster caring agency looking after indigenous kids. We'd place them with Aboriginal families and supervise their upbringing.

I left in 2016 to start up my own business, with my partner, creating and selling modern versions of traditional Aboriginal art for clothing wear, which is where I currently work. As a Board Director, I am working with the Culture and Heritage unit and helping Auntie Gail with our Membership.



Tanya Ellis (Director)

My mother's people are the Warrumungu in the Northern Territory. My father is from Kamilaroi around Mungidi, northwest of Moree. I grew up in Western Sydney with a large family who were all leaders in the community, working in hospitals, land councils and the community as a whole. I was the only one working in culture. I started as a visual artist, and doing screen printing, working as a community artist, creating artwork for several Aboriginal organisations.

I am an Aboriginal culture woman teaching others about our culture. I became a dancer and had my dance troupe, Pemul Kudjurri, for nearly twenty years. I've been performing and creating art all my adult life. I have a Certificate III in Lighting Operator. I'm now bringing my experience into the Land Council to benefit Aboriginal Members and the wider community. As a Director of Gandangara, I serve as the Council's Public Officer, being responsible for all our compliance requirements - legal and financial accountability. I also serve on the Culture and Heritage sub-committee.



Matthew Fellingham (Director)

My father's family are originally Awabakal in the Newcastle region. He was born in Surry Hills and raised in Redfern with his twin brother. My mother is of English and Scottish heritage. I am the founder and Director of Lumen & Co, providing innovative light solutions to residential, commercial, health and education sectors. I have a passion for continuing the design principle evolution from ancient times of First Peoples, making a difference in creating and manufacturing bespoke luminaries. It is my mission to use my connection of the land to see changes in design that are sustainable and purposeful. A recent highlight was having a creation of mine being released and presented at the international design trade show at the Salone del Mobile Milano during April 2019.

Previously I have studied at Southern Sydney Art School, National Art School East Sydney, and achieved a Business Diploma. Currently, I am on the Board of Directors of Gandangara Local Aboriginal Land Council, working with Culture and Heritage.



Steve Ingram (Director)

My father and grand father are Wiradjuri from the Condobolin region of New South Wales, and my mother was of English background, and she met my father in Eveleigh Street Redfern. I was born in Canly Vale, around the corner from the first Gandangara office. I feel that my work experience gives me the confidence and skills to contribute positively to Gandangara. I left school to work for the CBC Bank in the City, counting the money boxes, doing the daily ledger and mail working up to being the Teller and small business accounts manager. In 1973 I got bored being inside and walked out went into a recruitment centre and joined the army on my Mum's birthday. I did two stints for a total of nine years. In 1987 I joined the NSW police department as a special constable, internal security, looking after the safety of dignitaries and visiting VIPs for ten years. I also served as president of the union for the Specials. Then in 1996, I joined NIB health fund as a business development manager, going around businesses to promote joining a health fund and teach agents how to sell. In 2006 I joined Ezi Security specialised consultant and sales public and crowd security and terrorism security for military bases until 2014. Since then, I have been a full-time carer for one of my sons and doing voluntary work for the community. As a Director of Gandangara, I am serving on the Housing sub-committee, and the Risk Management and Finances committee.



Wendy Morgan (Director)

I belong to The Yuin Nation my totem is the black duck I am Dyiringanj. I have worked in the Commonwealth Government for 28 years and retired in 2011. I started in the Commonwealth Employment Services at the Zone Office then moved on to Fairfield and Cabramatta CES as an Employment Officer, I worked in the Western Sydney Regional Office as the Indigenous Customers Service Manager and then moved to Canberra for three years as Senior Executive Officer with Commonwealth Department of Family and Community Services, I worked across many Commonwealth government departments, e.g., Housing, Indigenous Affairs, Disabilities and Centrelink payments I were involved in the research for Aboriginal 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 to the Centre of the Desert. I have worked with the NSWALC as the Manager of Education and Training Section where I obtained funding from Government departments, built stakeholder relationships with Education Institutions to develop and deliver governance training for Local Aboriginal Land Councils and staff training of NSWALC. I Chair the South Western Sydney Aboriginal Advisory Group (Our People Our Way) with NSW Justice and Community Services. I am the President/CEO Guntawang Aboriginal Resources Incorporated, I am on the Ministerial Advisory Committee for Ageing (MACA). A Board Member on the Ageing and Disability Commission for the NSW Government, a Board Member of Seniors Rights Services NSW and member of the Australian Institute of Company Directors (AICD). Currently a proud Board member of Gandangara Local Aboriginal Land Council.



Gail Smith (Director)

I am a Proud Dunghutti Goori Gulbun woman Kempsey North Coast. I grew up on a Reserve, so I know and understand the Stolen Generation. I'm a hands-on person with much 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 child care. I am also on the consultative group for the Liverpool Council. I have been a Member of GLALC for over 30 years, serving on the Board for the past four years. I'm responsible for looking after our Memberships, encouraging more of our people to be active Members, not just for themselves but for their children's futures. I am also responsible for verifying Membership qualifications and identity.

Board Members FY2019-2020 from 1 July 2019 to 26 September 2019



Anthony Scholes
Chairperson



Jo Kerr
Deputy Chairperson



Mary Allen
Director



Cecelia Campbell
Director



Troy Fitzgibbon-Davis
Director



Malcolm Maccoll
Director



Wendy Morgan
Director



Gail Smith
Director



Dr Artiene Tatian
Director



Diane Van Aken
Director

GLALC Board of the Directors who held office in the reporting year

The names of the Directors in Office during the financial year in 2019-2020 at the date of this report are as follows:

Anthony Scholes	Director (Chairperson)	Tanya Ellis	Director	Troy Davis	Director
Diane Van Aken	Director (Deputy Chairperson)	Matthew Fellingham	Director	Cecelia Campbell	Director
Barry Brooker	Director	Steve Ingram	Director	Jo Kerr	Director
Norma Burrows	Director	Wendy Morgan	Director	Mary Allen	Director
Bernadette Compton	Director	Gail Smith	Director	Dr Artiene Tatian	Director
				Malcolm Maccoll	Director

GLALC Board Meeting Attendance

041

Board Member	Meetings Attended	Meetings Eligible to Attend	Date Appointed	End Date
Anthony Scholes	12	12	30/09/2015	
Diane Van Aken	10	12	01/05/2019	
Barry Brooker	9	9	18/09/2019	
Norma Burrows	7	9	18/09/2019	
Bernadette Compton	8	9	18/09/2019	
Tanya Ellis	8	9	18/09/2019	
Matthew Fellingham	8	9	18/09/2019	
Steve Ingram	9	12	30/09/2015	
Wendy Morgan	10	12	30/09/2015	
Gail Smith	12	12	30/09/2015	
Troy Davis	3	3	30/09/2015	26/09/2019
Cecelia Campbell	3	3	30/09/2015	26/09/2019
Jo Kerr	2	3	30/09/2015	26/09/2019
Mary Allen	1	3	31/05/2017	26/09/2019
Dr Artiene Tatian	1	3	30/09/2015	26/09/2019
Malcolm Maccoll	3	3	30/09/2015	26/09/2019

GLALC Board Meetings held within the reporting year

Meetings	Date
Ordinary	15-Jul-19
Extra Ordinary	26-Aug-19
Ordinary	16-Sep-19
Annual General Meeting	26-Sep-19
Extra Ordinary	10-Oct-19
Ordinary	18-Nov-19
Extra Ordinary	06-Jan-20
Ordinary	20-Jan-20
Extra Ordinary	01-Feb-20
Extra Ordinary	19-Feb-20
Extra Ordinary	07-Mar-20
Ordinary	16-Mar-20
Ordinary	18-May-20



042



GLALC Board Remuneration FY2019/2020

The Land Council has undertaken a significant body of work in improving all aspects of its operations during the 2019/20 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.

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

Board Member	The amount received including Superannuation Welcome to Country payments	Rental Paid	Rental Arrears
Anthony Scholes	\$24,293		
Diane Van Aken	\$2,710		
Barry Brooker	\$3,957		
Norma Burrows	\$1,888		
*Cecelia Campbell	\$5,622	\$14,404	\$0
Bernadette Compton	\$2,311		
Troy Davis	\$6,311		
Tanya Ellis	\$2,272		
Matthew Fellingham	\$1,901		
Steve Ingram	\$3,953		
Malcolm Maccoll	\$3,930		
Wendy Morgan	\$1,035		
Gail Smith	\$8,999	\$15,394	\$0

*related party tenant Ernst Lhotsky rent paid \$5,060 rental arrears \$9,013.67

Key Management Personnel

– Note to the 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, Melody Bulobin, Kelly Nichols, Lisa Sampson, Mark Spithill (salaries and superannuation in total to be included).

Checklist of important dates for Board

Financial Statements to Auditor	17 August 2020
Audit Report	1 November 2020
Annual Report	1 November 2020
Budget	April
Accounts to Auditor	August
Annual General Meeting	Annually
Membership Roll	Annually
Business Activity Statement	Quarterly/Monthly
Rates Due	Quarterly
Superannuation	Quarterly
Workers Compensation	Annually
NSWALC Risk Rating Assessment	Annually (Dependant on risk rating score)
Internal Policies reviewed	Annually
Bad Debt write-off	Annually
Delegation Register	Annually
Stock take of Assets	Annually
Australian Charities & Not-for-profits Commission	Annually
Public Interest Disclosure	Half Yearly

044

Gandangara Local Aboriginal Land Council Member Payments FY19/20

GLALC Member	Wages
Malcolm Maccoll	\$5,640
Troy Davis	\$300

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.

045

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.



Councilor **Abie Wright**, Sydney/Newcastle Region (Centred in picture)

NSWALC Elections

Nominees were invited to Gandangara Local Aboriginal Land Council Ordinary Members Meeting 20 November 2019 to present their case to the Members.

Sydney/Newcastle

1. **Abie Wright**
2. **Barry Gunther**
3. **Michael Green**
4. **B J Duncan**
5. **Ann Weldon**
6. **Craig Foreshew**
7. **Athol Smith**
8. **Theresa Malone**

Congratulations!

NSW Aboriginal Land Council Election Declared

Five new faces will join the nine member NSW Aboriginal Land Council (NSWALC) following elections held on Saturday, 30 November 2019.

New Counsellors were elected in the Central, North Coast, Sydney/Newcastle, Western and Wiradjuri Regions.

Incumbents were returned in the Mid North Coast, North Western and South Coast regions. In the Northern Region Councilor Charles Lynch was re-elected unopposed.

Following declaration of election results by the NSW Electoral Commission, the Council will comprise:

Central – Councilor Grace Toomey

Mid-North Coast – Councilor Peter Smith

North Coast – Councilor Dallas Donnelly

North-Western – Councilor Anne Dennis

Northern – Councilor Charles Lynch

South Coast – Councilor Danny Chapman

Sydney/Newcastle – Councilor Abie Wright

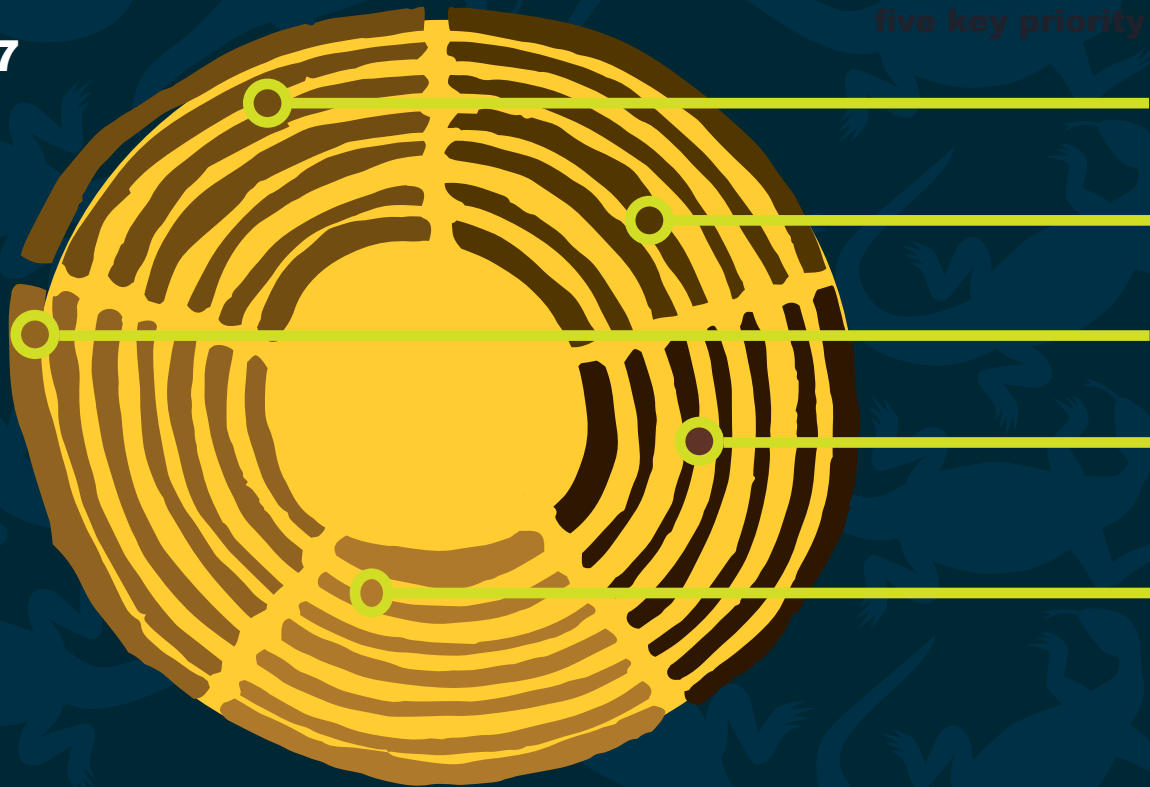
Western – Councilor Ross Hampton

Wiradjuri – Councilor Leeanne Hampton

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 five key priority areas:

047



Our Members

Community Benefit Schemes

Land & Other Assets

Aboriginal Culture & Heritage

Business Enterprises & Investment

Respect & Recognition

048

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 by 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

049

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, Gandangara Local Aboriginal Land Council 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 2020.

This Strategic planning workshop involved the analysis of the CLPB's five 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.

¹Section 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.

²Consultation with members is both important to the successful development of a Community, Land and Business Plan, and required by section 829209a0 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.

Community, Land and Business Plan (CLBP): Boards Strategic objectives for 2019-2020

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

3 months	6 months	12 months
Investment decision (policy and planning)	Recruit for commercial skill-set	GHS shows signs of profitability
Website & Newsletter development	Events run (e.g. NAIDOC) – grants income	
Planning for 103 Moore Street Liverpool, refurbishment	Developing cultural places (103 Moore Street, Liverpool)	Renaming Cabrogal Implementation
	Risk analysis of renaming	

050

On the following page, the implementation report outlines CLBP objectives and strategies which have been actioned in the FY19-20.

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 2019-2020

KEY PRIORITY AREA 1 – ENGAGING WITH OUR MEMBERS

OBJECTIVE 1: Opening the doors of Our Land Council to Our Members

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
1.1 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.	1.1.1 Community Engagement activities such as our End of Year Gathering for Members and families; Monthly BBQs sponsored by community stakeholder groups and attended by staff and Members; ten community and Members' consultation sessions for the new CLBP.				
	1.1.2 Community surveys for the new Community, Land and Business Plan to interpret levels of community need.				
	1.1.3 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.				
1.2 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.	1.2.1 Continued Gandangara Local Aboriginal Land Council Newsletters, communicating in detail the operations and achievements of GLALC, the events in the community, and profiles of Our Members.				
	1.2.2 Website for GLALC and Entities in development (Webcoda), with architecture developed, and content ready for launch in 2021.				
	1.2.3 Facebook page active and regularly updated. COVID-19 response strategies developed to ascertain the target markets for services among Our Members.				

KEY PRIORITY AREA 1 – ENGAGING WITH OUR MEMBERS

OBJECTIVE 1: Opening the doors of our Land Council to Our Members

Strategy	Actions	Status			Last Year Status
		Complete	In Progress	Yet to Begin	
1.3 Involvement of our Land Council & Members in community and other important events across Our Land Council areas.	1.3.1 COVID-19 Care Packages delivered to community Members in need of food and social assistance; Monthly BBQs held (with social distancing guidelines adhered to); end-of-year gathering for Members' and their families.				
	1.3.2 Gandangara Transport Services are assisting Our Member's most in need during the COVID-19 pandemic through the delivery of Care Packages.				
1.4 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.	1.4.1 Process of considering the renaming Gandangara Local Aboriginal Land Council to Cabrogal Local Aboriginal Land Council in progressing to the implementation phase, following community consultation (surveys).				
	1.4.2 Architectural plans for the refurbishment of 103 Moore Street, Liverpool submitted to Liverpool City Council to create GLALC HQ and Keeping Place for our 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	
2.1 Cultural mapping of our lands and all lands within the Land Council's area and development of a site register.	2.1.1 Obtained Geographic Information System (GIS) Mapping Software and received training from NSWALC representatives on mapping our land holdings to see Land grants and unclaimed land.				
	2.1.2 Obtained the sites of significance mapping from Office of Environment & Heritage (OEH) overlaid onto Google Earth software to record Aboriginal Heritage Information Management System (AHIMS) registered sites as well as unclaimed Crown Land.				
	2.1.3 Site register in development with existing site cards obtained from OEH.				
2.2 Development of a land management strategy to protect areas of cultural significance.	2.2.1 The development of an Implementation Plan written by EcoLogical Australia to manage the relocation of Virgin Excavated Natural Material (VENM) landfill and bush regeneration over 5 years, on Heathcote Ridge at Menai.				
2.3 Working towards the development of a culture & heritage business unit within the Land Council.	2.3.1 Culture and Heritage Officer worked on site surveys and salvages; working collaboratively with archaeologists to develop our own Aboriginal Culture & Heritage Assessments.				
	2.3.2 Continued 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.				

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	
2.4 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.	2.4.1 Key stakeholder engagement to draft a Deed of Agreement with Partnership Principles with Liverpool City Council in relation to our land claims and culture and heritage.				
	2.4.2 Western Sydney Airport meetings with Heritage Advisors and town planners for input into recognition as Traditional Custodians of the Land. Advocating for inclusion in all aspects of Western Sydney Airport build and design for cultural tourism.				
2.5 Performing a monitoring and advocacy role to prevent the destruction of Aboriginal sites and places of cultural significance.	2.5.1 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.				

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

2.1 Considering options to re-badge and rename our Land Council, to reflect the culture and heritage of our area.	2.1.1 Researched the feasibility of renaming Gandangara Local Aboriginal Land Council to Cabrogal Local Aboriginal Land Council following community consultation (surveys) and cost-benefit analyses.				
---	---	--	--	--	--

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	
2.2 Working towards the establishment and operation of a Living Culture and Learning Centre to serve as a Keeping Place for our Community.	2.2.1 Submitted architect plans for 103 Moore Street, Liverpool as a possible Keeping Place for our repatriated artefacts.				
	2.2.2 Project Managing options for Cultural Centres in our boundaries through negotiation with Western Sydney Airport and the Western Sydney Business				
2.3 Celebration of a range of events that have cultural and historical significance to Aboriginal and Torres Strait Islander peoples.	2.3.1 Community events held respecting COVID-19 pandemic distancing requirements such as monthly BBQs, with themes such as Black Deaths in Custody; performance, art and music classes for Our Member and the wider community; continued to offer Acknowledgement of Country services and cultural brokerage for organisations at a range of events.				
2.4 Development of a website and other forms of communication, to educate the wider community about Aboriginal identity, history and land rights.	2.4.1 Website for GLALC and Entities in development (Webcoda), for launch in 2021.				
2.5 Implementation of commercial opportunities for public education, for example through the tourism industry.	2.5.1 Western Sydney Airport 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 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	
<ul style="list-style-type: none"> Engaging with key stakeholders Performing and monitoring 					
2.6 Building relationship and networks in the wider community including with local schools.	2.6.1 Continued new culture and heritage education and training services in local schools. In line with sub-strategy for Culture, Heritage and Land Management Business Unit.				
2.7 Exploration and where appropriate, implementation of commercial opportunities for the development of cultural competency and awareness programs.	2.7.1 Continued new culture and heritage education and training services in local schools. Marumali also run cultural competency training for mainstream GPs.				
2.8 Implementation of opportunities for public education through dual signage in our Land Council.	2.8.1 Evaluated the renaming of Gandangara Local Aboriginal Land Council to Cabrogal Local Aboriginal Land Council through surveys and cost-benefit analysis as precursor to dual-signage talks with local councils.				

KEY PRIORITY AREA 3 – COMMUNITY BENEFIT SCHEME

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	
3A Gandangara Transport Services					
3A.1 Exploration of business and management models that will enable flexible and optimal funding.	3A.1.1 Discussion of alternate streams of government funding and acquisition of various buses for a range of cultural purposes.				
3A.2 Maintaining and increasing accreditation for our transport services.	3A.2.1 Accreditation for transport services successful.				
3A.3 Implementation of transport service options that will meet community need, and support greater Member involvement in Land Council business and events.	3A.3.1 We are currently applying for National Disability Insurance Scheme (NDIS) accreditation for our Transport and Health services which will allow us to provide hands-on help to more of the most vulnerable and needy people in our community.				
3A.4 Implementation of commercial opportunities for our transport services for example through the tourism industry.	3A.4.1 Formal discussion with industry for example Western Sydney Airport to implement cultural tourism transport services.				
3B Housing Services					
3B.1 Exploration of business and management models that will ensure both the sustainability of our social housing services and quality assurance of our tenants.	3B.1.1 Developing a business case for becoming a social housing service provider; managing rental properties to reduce rental arrears across all properties.				

KEY PRIORITY AREA 3 – COMMUNITY BENEFIT SCHEME

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	
3B Housing Services	3B.2.1 Assessing grant and funding opportunities that can improve or increase housing stock to meet the needs of the community.				
3B.2 Exploration of funding and other opportunities to increase and improve our housing stock to better meet community need.					
3C Gandangara Health Services	3C.1.1 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.				
3C.1 Exploration of business and management models that will enable flexible and optimal funding.	3C.1.2 Won grants from the South Western Sydney Primary Health Network (SWSPHN) for Social and Emotional Wellbeing services, training and development courses, and cancer screening.				
3C.2 Maintaining and increasing accreditation for our health services.	3C.2.1 Gandangara Health Service completed the relocation process for our Australian General Practice Accreditation Limited (AGPAL) in October 2019. The 2020 accreditation is on hold due to COVID-19 restrictions; however, we are continuing to conduct a self-assessment and implement continuous quality improvements to have the practice ready for accreditation once the COVID-19 restrictions are lifted.				
3C.3 Working towards status as an Aboriginal Medical Service.	3C.3.1 Conversations are currently underway with the Ministry of Health and Commonwealth Health.				

KEY PRIORITY AREA 3 – COMMUNITY BENEFIT SCHEME

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	
3C.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.	3C.4.1 Grant won to provide Cancer Screening (PHN grant = \$99,000), Grant won from South West Sydney Local Health District (= \$230,000) to hire a social worker/psychologist and Aboriginal Health Worker for Social and Emotional Wellbeing.				
3D Additional Services/Benefits for Members	3D.1.1 Gandangara Local Aboriginal Land Council and Raine and Horne Scholarship subcommittee formed; bank account established, and scholarship application forms in development analyses.				
3D.1 Exploration and where appropriate development of a future fund funeral fund and scholarship fund.					
3D.2 Performing a role as an outreach service/knowledge hub to connect Members to services not provided by the Land Council.	3D.2.1 Formal discussion with TAFE NSW about co-designing courses in Aboriginal Cultural knowledge. We have begun Cultural Education Services in local schools.				
3D.3 Gandangara LALC to seek approval from NSWALC to operate the CBS for Gandangara LALC Events as specified in the LALC policy provided to NSWALC.	3D.3.1 Gandangara LALC can now operate the CBS for Gandangara LALC Christmas Party as specified in the LALC policy provided to NSWALC.				

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	
4.1 Development of a lands portfolio incorporating mapping and analysis of claimable lands.	4.1.1 Obtained GIS Mapping Software and received training from NSWALC representatives on mapping our land holdings to see Land grants and unclaimed land; built land claims database and mapped unclaimed lands.				
4.2 Development of a land claims strategy which prioritises strategic opportunities.	4.2.1 Developing land claims strategy for priority determination of claims, co-management of crown lands under local government control; partnership agreements in development with local councils to negotiate land use on land under claim.				
	4.2.2 Acquired two successful Aboriginal Land Claims: <ul style="list-style-type: none"> ● ALC 6431: Lot 7328/DP 1162249 & Lot 285/DP 259283 ● ALC 6614: Lot 2/DP 1255605 Title accepted with the creation of easement/s for ALC 6431 over Lot 2 DP 1255605, and ALC 6431 over Lot 7328 DP 1162249 & Lot 285 DP 259283).				

OBJECTIVE 2: The management and development of our Land

4.1 Development of a lands portfolio incorporating mapping and analysis of our Lands.	4.1.1 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	
4.2 Implementation of commercial opportunities for the leasing and or sale of lands.	4.2.1 Worked closely with legal teams to determine constraints on granted land to strategise on leasing and sale opportunities; Renewed all our land leases to retain control over them.				
4.3 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.	4.3.1 Strategic planning with external partners to discuss the best use of land under claim for the benefit of the local Aboriginal community through partnership agreements; Submission of Development Application (DA) for the refurbishment of 103 Moore Street, Liverpool precinct as a cultural centre and Keeping Place for our community.				

OBJECTIVE 3: The management and development of other assets

4.1 Conducting a comprehensive audit of housing stock & other properties.	4.1.1 Conducting complete review of housing stock and rental arrears; managing to reduce all arrears and plan for capital and cyclical maintenance.				
4.2 Consideration of options and priorities for future use and development.	3.2.1 Exploration of development opportunities for commercial properties and undeveloped land.				

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	
4.3 Development of an investments strategy and policy that will support the establishment of funds that will benefit Our Members (for example, Future Fund, Funeral Fund and scholarship fund.	4.3.1 Investments strategy and policy created and adopted by the Board. Raine and Horne Scholarship subcommittee, charter, framework and funds established.				

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	
5.1 Development and implementation of an Aboriginal Employment Strategy.	5.1.1 Scoping GLALC Aboriginal employment strategy to tie in with prospective programs for work on Our Lands in conservation and construction roles.				

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	
5.2 Develop relationships with stakeholders in government and non-government sectors to increase Aboriginal employment opportunities available to Our Members especially Our Younger Members.	5.2.1 Memorandum of Understanding MoU with Yarpa – The First Australians’ Business and Employment Hub of NSW.				
	5.2.2 Hired leading financial consultants JB Were to develop and implement effective strategies that will get the maximum performance out of our funds under management. Gandangara Local Aboriginal Land Council in a much more solid position than our competitors in this tumultuous period of the COVID-19 pandemic.				
5.3 Exploration and where appropriate implementation of new business opportunities in our area for example those arising through new development in South Western Sydney.	5.3.1 Held partnership meetings with Western Sydney Airport proponents such as the Western Sydney Planning Partnership and Culture and Heritage Advisors and Western Sydney Business Chamber to capitalise upon cultural tourism opportunities in our region.				
5.4 Developing relationships with stakeholders in government and non-government sectors to support the development of these new business opportunities.	5.4.1 We are continually working on building relationships with our key stakeholders in the region, such as transport services, local government and businesses, to create opportunities to work together and foster closer relationships. This includes peak bodies and associations such as Western Sydney Business Chamber and Western Sydney Planning Partnership.				

New CLBP Consultation Sessions held in the FY 2019/2020: Members & Community, Board & Staff



CLBP Consultation Workshop Sessions: GLALC Board

Date	Time
01/11/2019	1:00pm – 4:00pm
19/02/2020	6:00pm – 10:30pm
14/03/2020	2:00pm – 5:00pm

CLBP Consultation Workshop Sessions: GLALC Members & Community

Date	Time	Date	Time
04/11/2019	1:00pm – 3:00pm	03/02/2020	1:00pm – 3:00pm
	6:00pm – 8:00pm		6:00pm – 8:00pm
02/12/2019	1:00pm – 3:00pm	02/03/2020	1:00pm – 3:00pm
	6:00pm – 8:00pm		6:00pm – 8:00pm
13/01/2020	1:00pm – 3:00pm	06/04/2020	1:00pm – 3:00pm
	6:00pm – 8:00pm		6:00pm – 8:00pm

Meetings held and completed in green

Meetings cancelled due to COVID-19

CLBP Consultation Workshop Sessions: GLALC Staff

Date	Time
30/10/2019	8:00am – 12:00pm
	1:00pm – 5:00pm
31/10/2019	8:00am – 12:00pm
	1:00pm – 5:00pm
01/11/2019	9:00pm – 12:30pm

Stronger Business:

- 065 Stronger Business
 - Gandangara Local Aboriginal Land Council and Controlled Entities Locations
 - Gandangara Local Aboriginal Land Council and Controlled Entities (The Group)
 - Organisation Chart
 - Staff Team
 - The 2019-2020 Year in Review
 - Chief Executive Officer
 - Risk Assessment Schedule
 - Offices of the CEO**
 - Division: Enterprise Investment and Corporate Services
 - Division: Policy, Research and Communications
 - Division: Program Management Office



Gandangara Local Aboriginal Land Council and Controlled Entities

066

Consolidated Financial
Statements For The Year
Ended 30 June 2020

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 fulfil 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 & our neighbouring Councils of Metro, La Perouse, Deerubbin, Tharawal & Darkinjung. This was a good opportunity for us to learn how to make sure that our priorities & plans are also included in the visions & 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 & goals. Just as importantly, if we can make sure by formal responses that the Local Strategic Planning Statement vision matches our own vision & plan, we have the opportunity to promote our way of developing land by demonstrating to Local City Councils & stakeholders that our development proposals can achieve their visions too, making it more likely that City Councils will 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 & Performance Sub-Committee
- Culture, Heritage & 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 Heath 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 makes 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 a 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.

069

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.

- The Council has put risk management strategies and management plans in place for every facet of our organisation, & 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 fulfil its obligations under the *ALRA 1983* (NSW).

Our risk rating has improved dramatically from only **67%** (High Risk) in 2016 to an impressive **100%** (Low Risk) in 2019.

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.





Locations

Gandangara Local Aboriginal Land Council

Head Quarters:	103 Moore Street, Liverpool NSW 2170
Current Office:	Level 1, 64 Macquarie Street, Liverpool NSW 2170
Business address:	P.O. Box 1038 Liverpool Business Centre, 1871
Phone number:	(02) 9602 5280
Business hours:	9.00 am to 5.00pm Monday to Friday

Gandangara Health Services Limited

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

Gandangara Transport Services Limited

Office:	14 Weld Street, Prestons NSW 2170
Business address:	P.O. Box 1038 Liverpool Business Centre, 1871
Phone number:	(02) 9608 0968
Facsimile number:	F: (02) 8783 5053
Business hours:	8:30 am to 4.30 pm Monday to Friday

Marumali Limited

Office:	Level 1, 64 Macquarie Street, Liverpool NSW 2170
Business address:	P.O. Box 1038 Liverpool Business Centre, 1871
Phone number:	(02) 9602 9677
Business hours:	8:00 am to 5.00 pm Monday to Friday



072

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").

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 Transport Services Limited

ABN: 47 143 964 149

Principal activity

The principal activities of the Company, during the financial year was to serve Our Community through subsidised transportation including Elders Excursions and general day to day client pickups. 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.

074

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

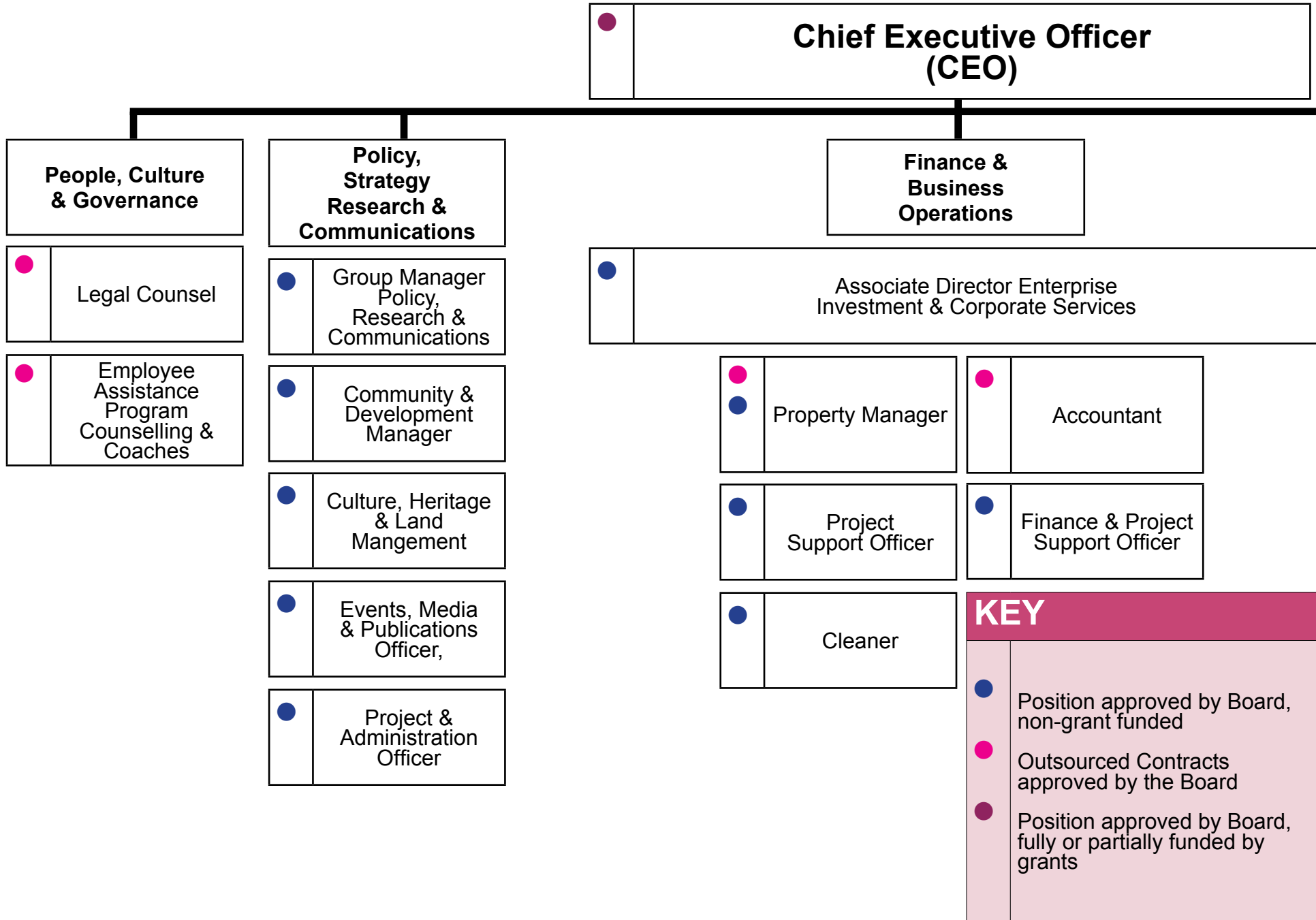
- Ensure that Aboriginal and Torres Strait Islander people increase access to health services in our catchment area
- Community involvement - engaging and consulting the community; and
- Provide choice - ensuring that the client has options with health services.

Long term objectives

The Company's long-term objectives are to:

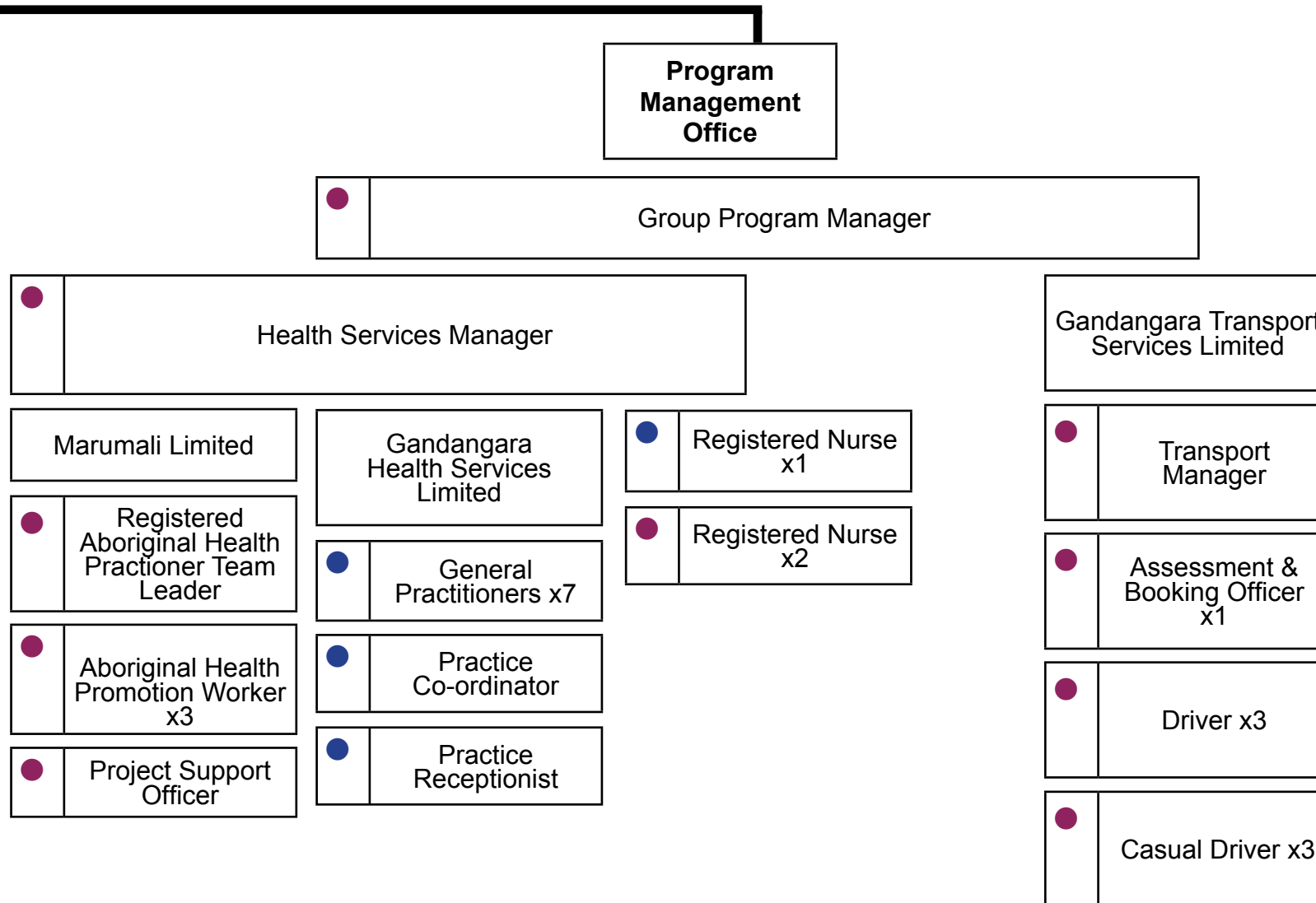
- Identify gaps in Aboriginal health; and
- Working collaboratively with brokered services to gain improvements in Aboriginal health.

075



ORGANISATION CHART

Gandangara Local Aboriginal Land Council (GLALC) Organisation Chart approved 30/8/2018



Staff Team

Gandangara Local Aboriginal Land Council (GLALC)

Position

●	Melissa Williams, Chief Executive Officer (CEO)
●	Mark Spithill, Associate Director of Enterprise Investment & Corporate Services Lisa Sampson, Director of Enterprise Investment & Corporate Services
● ●	Katrina Rorison, Acting Property Manager
●	Rongo Puketapu, Finance and Project Support Officer
●	Deborah Munro, Program Management Office, Group Manager
●	Jessica Filipe, Project Support Officer
●	Wyanita Tranter, Finance & Project Support Officer
●	Charmaine Tupou, Project Support Officer Maddison Gardiner, Project Support Officer
●	Dianne Davis, Cleaner
●	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
●	Fiona Hardy, Receptionist
●	Christine Hbous, (Contractor**) Accounting

Gandangara Transport Services Limited (GTS)

●	Melissa Williams, Chief Executive Officer (CEO)
●	Deborah Munro, Program Management Office, Group Manager
●	Ann Kenny, Gandangara Transport Services Manager
●	Renee Smith, Booking & Assessment Officer
●	Uncle Darcy West, Transport Driver
●	Christine Smith, Transport Driver
●	Brett Miller, Transport Driver
●	Janey Bown, Transport Driver

Gandangara Health Services Limited (GHS)

●	Melissa Williams, Chief Executive Officer (CEO)
●	Kelly Nichols, Health Services Manager
●	Dr Viet Duc Dang Ho, General Practitioner
●	Dr Fiona Gifford, General Practitioner
●	Dr Robert Kennedy, General Practitioner
●	Dr Prudence Kirby, General Practitioner
●	Dr Sheila Knowlden, General Practitioner
●	Dr Jacinthe Roy, General Practitioner
●	Casual General Practitioner
●	Rachael Ingrey, Practice Coordinator
●	Jasna Morales, Medical Receptionist
●	Kim Borg, Registered Nurse*
●	Emma Guan, Registered Nurse
●	Melissa Sonter, Registered Nurse*
●	Roslyn Romanous, (Contractors**) Counsellor

Marumali Limited

●	Melissa Williams, Chief Executive Officer (CEO)
●	Deborah Munro, Program Management Office, Group Manager
●	Kelly Nichols, Health Services Manager
●	Fay Daniels, Aboriginal Health Practitioner
●	Katrina Rorison, Aboriginal Health Outreach Worker
● ● ●	Harry Callaghan, Aboriginal Health Outreach Worker Alison Griffen, Aboriginal Outreach Worker Sandra Cruse, Aboriginal Outreach Worker
●	Jessica Filipe, Project Support Officer
●	Luke Buchtman (Contractor), Podiatrist

077

KEY:

- Position approved by Board, non-grant funded
- Outsourced contracts approved by the Board
- Position approved by Board, fully & partially funded by grants



Management Staff picture insert:

Left to right, back row: Kelly Nichols, Dr Ruth Sheridan, Ann Kenny, Mark Spithill **Left to right, front row:** Tracey Fitzgibbon, Melissa Williams (CEO).

2019.

079

Year in

REV

2020

review

Chief Executive Officer GLALC

2019 – 2020 CEO Summary Year in Review

Setting Up A Strong Financial Future.

Over the past twelve months all of our hard, disciplined work on managing our finances has set Gandangara Local Aboriginal Land Council up for a strong financial future.

It has to be noted that our real, measurable progress has been achieved while still having to fix up and clean up problems from the past. We're succeeding getting through them because we're actively doing something about them, rather than hiding them or pretending they don't exist. Each one we fix up and clean up now is one less to do in the future, making our job easier to get on with what we want to do for Our Members.

The financial improvements and gains we have made, on behalf of Our Members, over the past year include the following:

- Our investment portfolio is stable and not losing money. This is an exceptional performance given the many losses experienced by individuals, businesses and organisations in our region as a result of the pandemic restrictions
- We have achieved stability in regards to grants within Gandangara and our controlled entities. We have done this by operating within our means while still growing our services and enterprises.
- We are managing and utilising our land and building assets more effectively
- This year, Gandangara Local Aboriginal Land Council was successfully granted three parcels of land within two Aboriginal Land Claims (ALCs) in the district of the Sutherland Shire Council LGA.

081



Melissa Williams

BBus. UTS, GCRS WSU



These Claims were:

1. ALC 6431
2. ALC 6614 (please see p60)

These successful land claims were lodged in 2001 and 2011. They extend our landholding even further in the Sutherland Shire, increasing our land on Heathcote Ridge to well over 800 ha.

This has increased our land asset values by \$9,213,000.00. giving us

more options for future investments and development

- We are containing our costs throughout the organisation, while still having significant ongoing expenditure on such things as cleaning up illegal dumping at Heathcote Ridge and repairs and maintenance on our housing stock
- We are investing \$1 million on the refurbishment of 103 Moore Street, Liverpool which will deliver a double benefit for us. Firstly, it will provide us with an exceptional centre of Aboriginal culture and history and a community meeting place with commercial & retail space. Secondly, by moving Gandangara head office to 103 Moore Street, Liverpool it also frees up space in our current building for Gandangara Health Services & Marumali to expand their services
- We are setting ourselves up as a cultural education provider for the future, with all the social & economic benefits this will deliver
- We are also developing potential cultural tourism opportunities to make greater use of our lands & our history in them, to improve understanding of our culture, increase interest in it & the income streams that can flow from them
- We are raising awareness of our brand with online activities, high profile bus & building signage, because increased awareness attracts more investment & business.

Our diligence and commitment is paying off where it counts. Our bottom line keeps getting stronger and our future continues to grow brighter with it.

Staff roles on Sub-Committees

- Melissa Williams, Chief Executive Officer, sits on the following subcommittees:
 - Risk, Audit, Investments, People & Performance Subcommittee
 - Membership Subcommittee
 - Culture & Heritage Subcommittee
 - Housing Subcommittee
- Ruth Sheridan, Manager, Policy, Research & Communications sits on the following subcommittees:
 - Risk, Audit, Investments, People & Performance Subcommittee
 - Culture & Heritage Subcommittee
 - Membership Subcommittee
- Mark Spithill, Associate Director, Enterprise Investments & Corporate Services sits on:
 - Risk, Audit, Investments, People & Performance Subcommittee
 - Housing Subcommittee

Risk Assessment Schedule (RAS)

Representatives from the Eastern Zone attended GLALC on the 18 September 2019 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 fulfil 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.

RAS Assessment Rating

As a result of the RAS interview conducted on 26 September 2019, Gandangara LALC scored a risk rating of **100%** which indicates that the issues identified in the RAS assessment present a LOW level of risk to the operation of the LALC. No issues have been identified for resolution.

We receive our funding quarterly and report to the Eastern Zone on an annual basis and our RAS Frequency will move to annual. Our next Risk Assessment Schedule will occur in September of 2020.

083

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


COVID-19 Business Continuity Plan (BCP)

COVID-19 Business Continuity Management – Response Plan

COVID-19 Response team: CEO, PMO, Manager GTS, Manager GHS & Marumali, Manager GLALC, Finance

COVID-19 Support Team: Associate Director, Enterprise Investment and Corporate Services, GM Manager Policy, Communications & Research, PMO Project Support Team

Risk Assessment: Register

Risk category: High to Catastrophic	Risk impact	
<ul style="list-style-type: none">● Strategic● Service Delivery / Operational● Projects● Financial● Caring for Country / Environmental● Compliance (Legal, Regulatory, Contractual)● Customer Base Engagement & Needs Identification● Health & Safety (WHS & Public)	<ul style="list-style-type: none">a. Insignificantb. Minorc. Moderated. Majore. Catastrophic	

084

Communication strategy

Internal controls

- COVID-19 Response Team Meeting - 1.30 pm / 3.30 pm daily & weekly based on restriction category
- Executive Leadership Team meeting agenda each Monday
- Managers Team meeting agenda each Monday monthly
- Daily review of NSW Health guidelines, NSW Transport guidelines, World Health Organisation, Federal and State Government, South Western Sydney Local Health District & related news

Decision Escalation Protocol	
Risk Rating	Action Required
Extreme 1 - 3	ACT IMMEDIATELY Escalate to CEO attention for urgent, critical management and treatment to reduce the risk to an acceptable level. Chair to send immediate Bulletin to RAPP Sub-Committee and Board.
High 4 - 12	ATTENTION NEEDED Bring to attention of Director or Group Manager of business units or to entire ELT if the matter affects multiple workgroups and their operations to manage planning, allocation and implementation of responsibilities, resources and regular progress monitoring. Regular reporting to RAPP Sub-Committee.
Medium 13 - 19	MONITOR & REVIEW Direct line management responsibility. Monitor & review response as necessary. Oversight & monitoring of treatment by team. Reported on at team meetings and to regular management meetings.
Low 21 - 25	DEAL WITH THROUGH BAU Manage through existing processes and procedures.

		Consequence Definitions		
		Insignificant	Minor	Moderate
Risk Categories	Strategic	Insignificant negative event with no impact on GLALC or business unit objectives	Minor negative impact on strategic objectives	Moderate adjustment to resource allocation and services required to achieve strategy
	Service Delivery / Operational	Incident or loss with no impact on GLALC business or business unit operations	Minor negligible impact on GLALC operations	Moderate disruption to GLALC operations
	Projects	Insignificant impact on project or program e.g. <2% deviation in scope, milestone achievement, completion date, costs, resource requirements	Minor impact on project or program e.g. <5% deviation in scope, milestone achievement, completion date, costs, resource requirements	Measurable impact on project or program e.g. 5 - 10% deviation in scope, milestone achievement, completion date, costs, resource requirements
	Financial	<\$5,000 or 1% of project budget	<\$10,000 or 2% of project budget	<\$25,000 or 10% of project budget
	Caring for Country / Environmental	Insignificant transient environmental incident, no harm to country	Minor transient environmental incident, no harm to country	Moderate short-term harm to country resolvable within a forecast timeframe
	Compliance (Legal, Regulatory, Contractual)	Insignificant regulatory breach with no warning, no penalty	Minor regulatory breach and warning issued	Regulatory breach and moderate fines
	Customer Base Engagement & Needs Identification	Unsubstantiated negative publicity with no impact on GLALC reputation	Minor negative publicity/ limited media exposure	Local negative publicity with short term effects
	Health & Safety (WHS & Public)	No injuries	First Aid required	Medical treatment and (if WHS) lost time

Consequence Definitions		Risk Categories	
Major	Catastrophic		
Major impact cannot be managed within existing framework	Significant impact on GLALC's ability to achieve strategic objectives		Strategic
Major disruption to GLALC business units and workgroups	Critical loss of infrastructure or critical objectives cannot be achieved		Service Delivery / Operational
Significant impact on project or program e.g. 10 - 25% deviation in scope, milestone achievement, completion date, costs, resource requirements	Major impact on project or program e.g. > 25% deviation in scope, milestone achievement, completion date, costs, resource requirements		Projects
<\$50,000 or 25% of project budget	>\$50,000 or 25% of project budget		Financial
Significant long-term harm to country where resolution cannot be reliably forecast within a defined timeframe	Catastrophic long-term harm to country where unknown variables impact resolution strategies and forecasting capability		Caring for Country / Environmental
Serious breach with fines and public exposure	Significant breach resulting in GLALC CEO dismissal, public inquiry and the potential for administration		Compliance (Legal, Regulatory, Contractual)
Negative publicity having long term effects on the Aboriginal community's confidence in GLALC to deliver existing and proposed programs	Sustained national negative publicity with both community and the general public's confidence in GLALC's capacity to deliver lost		Customer Base Engagement & Needs Identification
Long term illness or serious injury	Death or permanent disability/illness		Health & Safety (WHS & Public)

		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost Certain	15	10	6	3	1
	Likely	19	14	9	5	2
	Possible	22	18	12	8	4
	Unlikely	24	21	17	13	7
	Rare	25	23	20	16	11

Expected Monetary Value (EMV)	
Probability	Frequency
> 50% chance	Multiple times in a year
25 – 50%	Once in 1 – 2 years
10 – 25%	At least once in 2 – 10 years
5 – 10%	Less than once in 15 years
< 5%	Less than once in 20 years



Message from CEO to all Staff:

Change in Gandangara Local Aboriginal Land Council Operations due to COVID-19, 27 March 2020

As of Monday 30 March 2020, you will see a change in the way we operate Gandangara Services. We will continue to deliver our essential services to the community.

As you should all now be aware, the federal and state governments have announced 'Stage 2' of public health management over the COVID-19 crisis. Further lockdowns ('Stage 3') are highly possible.

The GLALC Executive team have had to make hard decisions to ensure not only that we comply but put the safety of our staff and communities first. GLALC acknowledges that many of Our Members would be among the most vulnerable groups facing this pandemic, particularly those within our community who have chronic conditions. We remain committed to our community so that they have the best chance at avoiding contact with the virus.

087

Gandangara Health Services

The GHS clinic will remain open although you will see a difference in our operations; this means if attending GHS, all the Government and Health requirements will be strictly adhered to, for example social distancing (2 metres between seating in waiting rooms and no group gatherings).

- Split work teams until further advised by NSW Health
- Face to face consults will be limited to critical issues
- Alternative triaging arrangements in compliance with NSW Health directives
- Consultation with patients through telemedicine, telehealth

Gandangara Transport Services

Will continue to operate, strictly following NSW Transport Guidelines. The service has had to reduce all general transports requests. For those who are requiring transport to medical appointments be assured your transport requirements and health needs are our priority. All social calendar activities have been ceased, until further notice.

Marumali

Will continue to operate (although face to face communication will no longer occur), for the duration that the COVID-19 restrictions are in place.

All Marumali health promotion programs, including groups, are closed, until further notice.

It is our utmost priority to ensure we maintain high quality services and strong customer service responses. We are working on a number of plans in place to ensure this remains the case.

#Coronavirus#COVID19#inthistgether
#gandangaralalc #glalc



COVID-19 picture source:
<https://www.georgeinstitute.org/covid-19>

CEO Notice to GLALC Members 31 March 2020

Notice to GLALC Members:

COVID-19 is changing how we support GLALC Members. We are hard at work on innovative ways to provide social and practical support. We realise that social distancing and self-isolation will be a challenge and can lead to loneliness.

Our Elders are our priority. This week, Gandangara Transport Services (GTS) are delivering GLALC Care Boxes to Members who are 70 years of age. Care Boxes contain food and essential hygiene products aimed to help stop the transmission of COVID-19. More Care Boxes will be prepared and delivered to other priority groups. Strict protocols will be in place to protect both Care Box recipients and our valued GTS Drivers who are in the frontline. We appreciate your cooperation as these deliveries roll out.

If you are a GLALC Member who needs assistance, please call us on 9602 5280 and or Reception@glalc.org.au or send a direct message to the GLALC Facebook page. If you know of any GLALC Member who doesn't have access to Facebook, please pass on our details and encourage them to contact us.

Providing you with support relies on people telling us what you need. More initiatives will roll out over the next weeks and months. We're here to listen and act. As new initiatives roll out, we'll publicise them.

Stay up to date by clicking the 'Follow' button on our Facebook page.

[#Coronavirus](#) [#COVID19](#) [#inthistgether](#)
[#gandangaralalc](#) [#glalc](#)

BCP Team Awareness message 1 April 2020

First, thank you to all of you for following and engaging with our page. Your Likes, Shares and Comments are greatly valued. We know that COVID-19 is presenting difficulties for everyone. It's our hope that you and your family are travelling as well as you can during this time. We stand by you in spirit.

Some of you are Members & use one or more of our entities:

- passengers (Aboriginal and non-Aboriginal) who use Gandangara Transport Services which helps them get to medical appointments, go shopping and go on social outings (REMINDER: social outings have ceased at present)
- patients (Aboriginal and non-Aboriginal) who use Gandangara Health Services, our bulk billing medical centre which also offers a range of other services to support social and emotional wellbeing
- clients of Marumali, our health promotion and brokerage service, which helps eligible Aboriginal & Torres Strait Islander people manage significant, complex health conditions

Yet others of you are our allies. People who, from all walks of life, stand with us shoulder to shoulder, recognising the struggles we've had and still do today, as a result of historical dispossession. You also recognise the many contributions Australia's First Peoples make to the cultural, economic and civic life of our nation. This is our unique offering to posterity.

And maintained by the support of all of you, we have hope. We maintain our commitment. We strive to innovate, to survive, to THRIVE. To create opportunities, advocate for and pioneer better ways to put practical measures in place to help First Peoples achieve equality and equity.

Gandangara Local Aboriginal Land Council is the representative body for First Peoples within our footprint in Greater Western Sydney (specifically the local government areas of Liverpool, Fairfield, Canterbury-Bankstown, Auburn, Cumberland and much of the Sutherland Shire). We're a Member-based organisation. People can only become Members when they have provided evidence of their Aboriginality that has been vetted and confirmed. We also advocate for the many other First Peoples who live within our footprint; we hope that by supporting them, they'll see fit to apply to join us as Members too. But you've got to give. That's why we also ensure that we give to the broader community as well – through delivering cultural services such as Welcomes to Country, education and training packages to schools, businesses

and government as well as collaborating with a range of partners on land developments (including archaeological digs).

As many of you may be aware, Aboriginal and Torres Strait Islander people face the same difficulties you're facing during this pandemic and other issues as well. It's what's known as a double (and sometimes triple or quadruple) disadvantage. As Closing the Gap has shown us, First Peoples as a group experience the effects of premature ageing (those over 50) and higher rates of chronic illness. On average, First Peoples die younger. Families are at greater risk of children being removed from their care – leading to many children being in the care of the State, in foster families, group homes and other out-of-home arrangements. Fewer take advantage of educational opportunities which have had to shift and change to adopt learner led strategies. Many older Aboriginal people have worked for much of their lives in what amounts to indentured servitude as domestic and agricultural labourers, their wages (and therefore any savings they may have made) withheld or controlled in unwanted ways by successive unfavourable legislation. Without the ability to exercise financial freedom, to make financial provision for the future, many families have inherited the unwanted mantle of inter-generational poverty and trauma.

Therefore, at this time, Gandangara Local Aboriginal Land Council is working on

planning a strategic package of targeted supports that address the various effects that the COVID-19 pandemic is having on the lives of First Peoples within our footprint.

We have already commenced delivering Care Boxes to our Members who are over 70 years of age. The next stage of delivery of Care Boxes is to our Members over 50 years of age, which will start next week. Care Boxes contain fresh fruit, vegetables, staples such as pasta and potatoes, toilet paper as well as critical hygiene supplies to assist in protecting those people from the transmission of the virus.

But Care Boxes are only the beginning. Make sure you click the 'Follow' button on our page to stay up to date with the support measures we're rolling out. We'll update Members and all of you on a regular basis.

To our allies: we apologise in advance if we're not as focused on our educative role within the community right now. It's because we're focusing all of our resources on making sure our First Peoples survive this pandemic. Aboriginal Australians are the world's oldest continuous surviving culture. We haven't survived since time immemorial to be knocked off by a virus. Our time to act is now, and act we will.

In unity.

The Gandangara Local Aboriginal Land Council Team

Care Box deliveries message and picture 2 April 2020

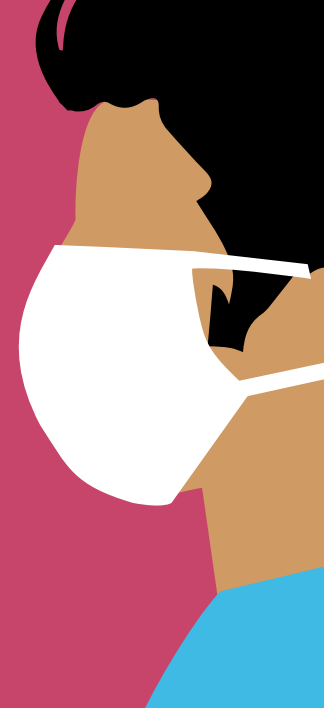
Care Box deliveries are continuing today to our Members who are 70+. Here's an insight into the preparation process.

Gratitude goes out to our wonderful team who sourced hard to find goods across many supermarkets, grocery stores and pharmacies across different suburbs due to restrictions introduced given hoarding behaviour we've all seen reported on in the news.

Drivers delivering Care Boxes are observing strict protocols to stop the possible transmission of the virus. They'll call you when they're on their way to your house. Please cooperate with their requests. They're implementing the latest health advice to keep you, your household as well as themselves, their households and fellow workers safe.



Gandangara keeps Community engaged through Social Media, Care Boxes, Call Out & Keeping the Doors Oper



INTERNAL COMMUNICATIONS

CEO Message #1 Gandangara Local Aboriginal Land Council (GLALC) response to (COVID-19)

Stock market fluctuations resulting from COVID-19 pandemic and general staff update

Coronavirus and Australian workplace laws update 13/3/2020

CEO Message #2 Employee Assistance Program (EAP): Your Wellbeing at Work

CEO Message #3 NSW Health Advice as at 16 March 2019 for the management of COVID-19

CEO Message #4 CEO Frontline Thank you Message

CEO Message #5 re: COVID-19: Important information in preparation for the Zoom conference 24 March 2020 1.30 pm/3.30 pm

COVID Stage 2 Response GHS Practice Guidelines For Review and Feedback

Notice to Gandangara Local Aboriginal Land Council & Controlled Entities' Staff Impacted by the COVID-19 Pandemic

Minutes of the Meeting of All Company Briefing on COVID-19 Response

CEO Message #6 R U OK @ Work - a conversation can change a life

CEO Message #7 re: COVID-19 Staff Working Practices & Work Health and Safety Update during the COVID-19 Pandemic Period

CEO Message #8 re: COVID-19 Staff Working Practices & Work Health and Safety Update during the COVID-19 Pandemic Period

Media Release - NSWALC Challenges Corporate Partners to Assist With Food Relief Campaign

Members mail out GHS & Marumali January 2020, March 2020

Stop the Spread of Germs at Work

Office of the CEO Messages Continue

COVID-19 Resource toolkit for Aboriginal and Torres Strait Islander health professional

A Great Big Thank You - Happy International Nurses Day 2020

In the Media: Fears COVID-19 could have a long-lasting impact on women’s safety

New Essential Information resources page for COVID-19 and Aboriginal Communities

National Aboriginal and Torres Strait Islander Health Worker Association (NATSIHWA) Members’ Portal Updates, COVID-19 Posters

Western Sydney University Academic Paper: State Responses to COVID-19 a global snapshot at 1 June 2020

Joint Network Message re LALC Meetings and Compliance Issues - COVID-19 - LALC Meeting Resources

All staff COVID-19 update

Gandangara Health Services & Gandangara Transport Services Welfare checks on Clients

COVID-19 Business Continuity Plan Meetings



COVID-19 Health Updates

COVID-19 alert - an update on the Casula cluster

All staff COVID-19 update

Our number one priority is the health and safety of our community - COVID-19 update

Stocks and supplies to be ordered for COVID-19

COVID-19 Statistics

All Staff Email COVID-19 Update: NSW Health Communication Re: COVID-19

Community fact sheets posted regularly on Facebook to keep the Mob safe

Gandangara New Community Bus Launched

Alert for all general practices in South Western Sydney

EXTERNAL COMMUNICATIONS

Gandangara Local Aboriginal Land Council (GLALC) Ordinary Members Meeting Cancellation – Wednesday 18 March 2020 at NSW TAFE Liverpool

COVID-19 Media release,
Gandangara Health Services

Urgent Update, Marumali Health Event put on hold due to COVID-19

Preventing Coronavirus Outbreak in the Aboriginal Community

CEO message Change in Gandangara Services Operation, 27 March 2020

Keep our Community Healthy

CEO Notice to GLALC Members, 31 March 2020 see page 88

CEO Awareness message, 1 April 2020

Care Box deliveries message (70+) see page 89

Flu Shot, 2 April 2020

Stay updated with Coronavirus, 2 April 2020

Care Boxes for GLALC Members over 50 years of age, 2 April 2020

Guidance and information on Australia's response to COVID-19, 3 April 2020

Event Cancelled - The Community Land and Business Plan (CLBP) Workshops, 4 April 2020

Care Boxes continue to roll out, 6 April 2020

Thank you message, 6 April 2020

Community Announcement, 7 April 2020

Video showing **Care Boxes** being prepared, 7 April 2020

GLALC Care Boxes continue for GLALC Members 50+, 7 April 2020

Community Reminder, 8 April 2020

Reasons for hope, 8 April 2020

Guidelines for keeping active during isolation, 8 April 2020

National Aboriginal Community Controlled Health Organisation (NACCHO) Chair retweet

Ochre Challenge, 8 April 2020

Happy Easter, 9 April 2020

CEO and Social Distancing Video, 9 April 2020

COVID-19 PANDEMIC RESPONSE: GLALC DELIVERS CARE BOXES

GLALC are glad to provide you with this Care Box.

We appreciate that some people may not be able to lift the Care Box. If you can't, please take individual items from the box into your home. Drivers cannot enter homes at this time.

As the COVID-19 pandemic affects more aspects of our daily lives, our aim is clear: To provide practical, timely assistance to all Members, prioritising specific support to our most vulnerable people.

We're now delivering Care Boxes to older people over 70 years of age. Providing Care Boxes to people over 50 years of age is our next priority.

- In your Care Box, you will find the following:
- a mix of fresh fruit and vegetables
 - food staples such as bread and pasta
 - other staples such as toilet paper and tissues
 - hygiene supplies such as hand sanitiser and masks

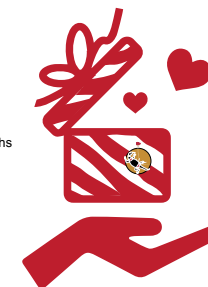
Our committed Drivers from Gandangara Transport Service (GTS) are now doing Care Box drop-offs. For GLALC to continue delivering to those in need into the weeks and months ahead, we need to ensure our Drivers follow all NSW Health guidelines. Drivers will:

1. Call the recipient of the Care Box before delivery
2. Use gloves to handle the Care Box
3. Drop off the Care Box outside the person's front door

This is an immediate response to presenting need within our community.

We'll be going beyond Care Boxes. We'll send out more information on the measures we're adopting shortly.

For our response to meet your needs, we need to hear from you about issues the Coronavirus is causing for you and your household. We encourage you to call 9602 5280 or email us at reception@glalc.org.au



092

#GLALC RECOMMENDS, 10 April 2020

Reminder to Stay home / Stay Safe

Free Broadcast, 14 April 2020

Holiday Activities for Kids, 15 April 2020

Taking Care of your Mental Health, 15 April 2020

Increase in Australia's National Medical Stockpile

Health direct Australia App to help you manage your health, 16 April 2020

Apply for assistance under the Energy Accounts Payment Assistance (EAPA) Scheme

#COVID19 Services For Seniors Fact Sheet, 17 April 2020

Domestic Violence is never ok Message

Live Activities for Kids, 20 April 2020

Community Reminder – GHS Operating differently now, 20 April 2020

Economists Weigh In: Society Has A Moral Obligation To Support Health Over The Economy

Activities for Kids, 20 April 2020

Women’s Health Message – Join our GHS Breast Screen Booking List, 20 April 2020

Help #Kids Learn About The Art Of #Aboriginal People Across Different Homelands

Experiencing Family Violence and Problems?

Baby Business, 22 April 2020

Great News from Northern Land Council, 22 April 2020

Women’s Health – Breast Screen, 23 April 2020

Light up the dawn, 24 April 2020

Anzac Day 2020 message, 25 April 2020

Did You Light Up The Dawn This Morning

Art Activities for kids

Women’s Health, Breast Screen, 27 April 2020

Sorry Business, COVID-19, 27 April 2020

Frontline Favourites: Our Nurses, 28 April 2020

Many Local Pharmacies Are Delivering To Aboriginal People 50+, 28 April 2020

Frontline Favourites: Our #Practicecoordinator, 28 April 2020

The Kangaroo rule: A social distancing reminder, 29 April 2020

Are you struggling to pay your #power bill?

Aboriginal Owned Business Success

How does lightning work?

Protect #Elders From The Spread Of #COVID-19

COVID-19 restrictions ease

Women’s health, breast screen

Good #Health & Hygiene To Stop The Spread Of #COVID-19

One Mob Sing Along

#GLALC Staff In The Spotlight: #Gandangara #Transport Service

#GLALC Brings You Mindful In May: A Digital Well-Being Course 01 May – 25 May

Sorry Business, COVID-19

Education for our kids



Staff from BreastScreen NSW, Gandangara Health Services & clients



094

Photo Left to Right:

Front row: Kimberley Borg, Christine Barton, Melissa Williams, Diane Fiore, Gladys Stuart Williams

Back row: Christine Lepore, Rachael Ingrey, Kathleen Challenger, Roxanne Sheridan, Maryanne McDonald, Debra Munro

“Get your flu shoot before the flu gets you.”

The Gandangara Health Services team have been very busy over the last couple of weeks providing flu vaccinations to our community.

Getting the flu vaccination is a safe and effective way to protect yourself and your family from serious disease caused by influenza.

If you are in one of the categories below, please give us a call and we can book an appointment for you:

- An Aboriginal and/or Torres Strait Islander person
- Over 65 years of age
- Have a medical condition which increases the risk of influenza (like severe asthma, lung or heart disease, low immunity or diabetes)
- Pregnant (any stage of pregnancy)

Our friendly team are here to keep you safe and healthy.



Opening Hours:
Monday – Friday
8.00am – 6:00pm

64 Macquarie Street, Liverpool, NSW 2170

Call: (02) 9601 0700

Email: 114family@glalc.org.au



095

Get your flu shots before the flu gets you

Do You Have A #Disability? Wondering Whether You Can Access The #NDIS?

COVID-19 clinics

GLALC Essentials workers: our nurses, 7 May 2020

COVID-19 Flu Assessment Clinics

Happy Mother's day message

Get you flu shot message reminder

Happy International Nurses Day 2020. 12 May 2020

International Day of Families

Aboriginal and Torres Strait Islander people experience high rates of diabetes-related foot disease

TikTok Video: Flu Shot

National Sorry Day

Mabo: Life Of An Island Man

Indigenous Women's Legal Program
National Reconciliation Week 2020

Marumali's new 715 Health Assessment T-Shirts have arrived. (adults & children)



June 3 marks the anniversary of a momentous legal decision

Ways to Support the #BLACKLIVESMATTER movement from home:

Enough is Enough, 6 June 2020
One minute silence to honour the 432 reported deaths in custody of Aboriginal men, women and children



Marumali Weaving Workshop,
10 June 2020

Shake a leg – Didge and Dance Mob

Men's Health Check

Art & Culture, 16 June 2020

Men's Health Week, 15 -21 June 2020

Let's beat Bowel Cancer! 24 June 2020

Women's Health, 25 June 2020

Don't miss the Museum of Contemporary Arts (MCA) after-dark, adults only party

Let's beat Bowel Cancer! 24 June 2020

Warami Live – NAIDOC, 29 June 2020

NAIDOC BBQ #2 this month was Sponsored by Western Sydney Migrant Resource Centre (MRC)

Sydney Opera House presents Dance Rites 2020

NSW relaxing restrictions – Stay Safe, 8 July 2020

Announcement: COVID-19 forces Koori Knockout to postpone carnival until 2021



Recent coverage on the slow pace of land claims resolutions and what should be done about it!

Urgent Message COVID-19, 11 July 2019

NSW Health Public Health Alert

Protect yourself and others from getting sick. Seek testing and self-isolate, 14 July 2020

Stay Safe - Wash your hands

Live in or near Casula and need to get tested?

The National Indigenous Music Awards 2020

Have the confidence to say NO tobacco

COVID-19 Case Alerts

Do you live in South Western Australia?

Hepatitis awareness

Don't forget Social distancing

As lockdown restrictions continue to fluctuate, you might be feeling unsettled or anxious

Latest list of COVID-19 locations

When you catch up with family and friends, remember to stay 1.5 metres apart.

Keep making COVID-19 Safe choices

097

Continue your efforts to stop the virus spreading

NSW Health issued an amber alert BreastScreen NSW

COVID-19 Alert

Gandangara Transport Services

MIL-PRA Aboriginal Education Consultative Group (AECG) Exhibition & Art Prize

NAIDOC BBQ #3 is cancelled

Stay COVID-19 Safe

What makes YOUR heart sing?



Be Active

Ten Years of Better Health

Passing of Uncle Maurice Stewart (Registrar of NSW ALRA)

This week is Dental Health Week.

National Tree Day

Here's a guide on how to wear a mask safely.

National Aboriginal and Torres Strait Islander Children's Day

Don't neglect your health and wellbeing because of COVID-19

Join Gandangara Local Aboriginal Land Council in the Knockout Health Challenge 2020



Sorry Business – Funeral Details for Maurice Stewart
Thursday 6th August 2020

Dental Health Week 3 - 9 August

NSW Health Alert

New First Nations track One Point 5

International Day of the World's First Peoples

Public Health Alert

Masks don't replace distance or hygiene

It's extremely important we all play our part in prevention.

Sing along "Wash Wash Wash Your Hands"

Family History Month 2020
 Did you know?
 Free Education Program

Confirmed COVID-19 Case at Westfields Liverpool

Current COVID-19 Cases
 Red Nose day

Blak Markets - live online
 Sunday 16 August 2020
 NSW Health Message

Keep Australia Beautiful Week 2020

Avoid the Three Cs

Did you know?

TAFE NSW and Legal Aid NSW Aboriginal Pre-Employment Program - applications extended

'First Nations Treaties: A Matter of Justice'
 This week is Wound Awareness Week
 Cancer Council

Beyond Blue

A National Celebration!
 Wednesday 2 September 2020

Keep our Mob Safe

National Stroke Week

More than 80% of Strokes can be prevented

Father's day message

NSW Health Message
 BreastScreen NSW –

Tomorrow is R U OK? Day

GANDANGARA INVESTMENT PORTFOLIO

- At June 30 2020, the GLALC Long Term fund had a valuation of \$25,973,829
- This is an increase of \$363k since the May 18 Board update
- The strategy to stagger the construction of the equity and property weightings has protected the value of the portfolio
- By comparison, if the portfolio had been fully invested in the Balanced Income property and equity weightings - the loss would have been approximately 3.55% or \$923k
- The portfolio produced income of \$82,255 to June 30
- In the year ahead, the projected portfolio income with the current weightings is approximately \$467k.
- The income is projected to increase to approximately \$650k when the property and equity weightings are fully allocated



JBWere Limited ABN 68 137 978 360

GANDANGARA WINS GRANT FUNDING

099

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 \$886,117 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 \$90,000 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 \$674,110 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 2020.

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.

FUNDING TO GLALC FOR THE PURPOSE OF A SCHOLARSHIP PROGRAM

Background

- A. Raine & Horne will provide funding to GLALC for the purpose of a Scholarship Program (Program) for Aboriginal students in GLALC's catchment.
- B. A Scholarship Advisory Committee (Committee) has been established by GLALC to oversee the Program.
- C. A deed document is currently being drafted to determine the arrangements between the parties for the establishment, management and promotion of the Program.
- D. The parties will also prepare a Scholarship Framework which describes the operation of the Program in further detail.

Funding

Budget

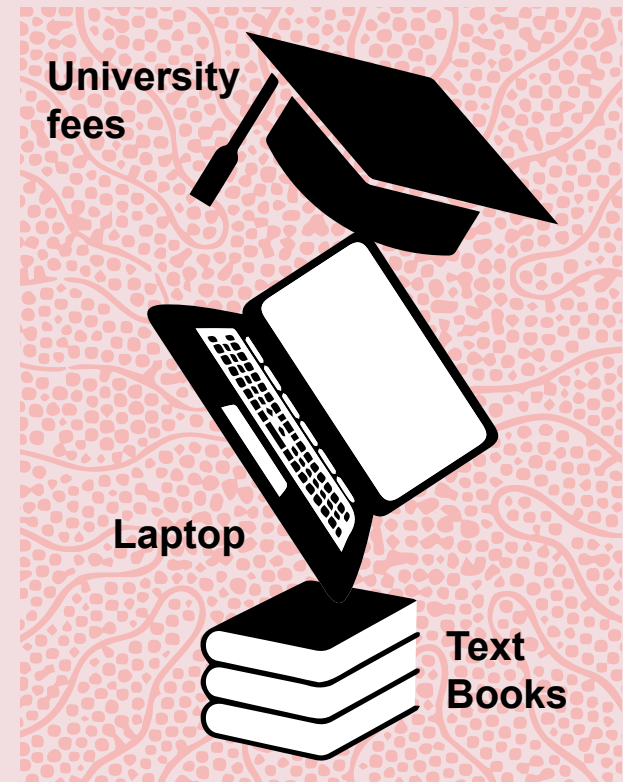
- (a) Raine & Horne will donate up to \$200,000 over ten years which may change subject to the execution of the deed.

Receipt

- (a) GLALC will issue a receipt to Raine & Horne for each deposit received into the Gandangara Local Aboriginal Land Council Scholarship Fund once the deed is executed 2020-2021 Financial Year.

Eligibility

As an example eligible expenses directly connected with the successful applicant's studies may include:



100

Division: Enterprise, Investment and services

The Units:

¹⁰¹ ***Property Management
(Residential and Commercial)***

***Investment and Corporate
Services***

Finance



Mark Spithill

Associate Director of Enterprise Investment & Corporate Services

Making A Difference Together

I joined Gandangara Local Aboriginal Land Council in May 2020, in the role of Associate Director of Enterprise, Investment and Corporate Services. I am excited to be part of the leadership team that will help drive Gandangara's next chapter. I bring to this role extensive management experience from within the Finance, Building and Telecommunications industries that will help me deliver on the diverse accountabilities of my role. Plus I have leadership experience in driving culture and building teams that can deliver on united goals and provide exceptional service across all

parts of an organisation. Gandangara has provided an opportunity for me to make a difference in an Aboriginal organisation and help address the recognised issues around health, education, employment and housing. I know that one person alone can't make the kind of differences that are needed, because the task is simply too big. What can make those significant changes possible is when everyone on the Gandangara team, our managers and support staff, Our Members and our wider community all work together, united in our purpose, and

supporting each other. What I have seen in my short time here are the staff, management and Board working hard and passionately on behalf of Our Members and delivering great results. This gives me great confidence that we can achieve even greater success in the future and deliver on our goals to improve the life opportunities of Our Members and the community - helping them to Connect, Belong and Thrive with Gandangara.

My role as Associate Director, Enterprise Investment and Corporate Services provides leadership and direction around the development and execution of various enterprises, investment strategies, investment schemes, corporate services, and fulfilling the compliance and regulatory requirements of the organisation.

The role also involves helping Gandangara to develop longer term strategies on how to commercialise our services, increase profitability and maximise income sources so we can expand the range of services we provide Our Members, regardless of any external grants funding we may receive.

My unit also manages the existing Residential and Commercial property portfolio provides strategic planning on future housing needs, provides strategies for acquiring or developing future housing stock, assesses development opportunities of our existing holdings, and provides planning for future commercial property acquisitions.

Unit: Property Management (Commercial)

Commercial Report 103 Moore Street Liverpool

Cultural and Education Centre

A Place That Will Make Us Feel Proud To Who we are.

At long, long last, Our Members, our Land Council and our Aboriginal community are finally getting a home, a welcoming gathering place that we can all be proud of. A place where we can display the very best of who we are, where we come from, what we believe and what we know. A place where we can teach non-Aboriginal people about ourselves: to understand us, to appreciate us, to respect us. A place that will make all of us feel proud to be Aboriginal.

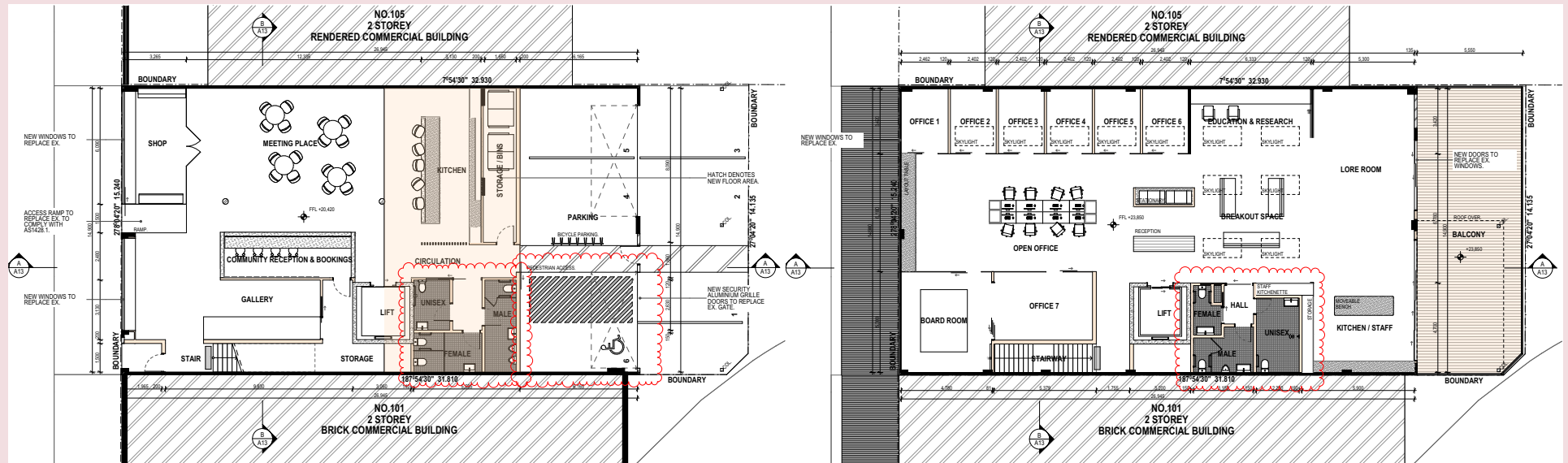
A refurbished 103 Moore Street, Liverpool will reconnect us to a place with which we have a strong historical and emotional connection. We will be returning to the original home of the NSW Local Aboriginal Land Council. This is where our journey towards independence and self-determination, as a Member based Aboriginal organisation, began. Our path has come full circle with our past, as we continue walking strongly into the future.

103 Moore Street, Liverpool will be a modern and inspiring Head Office for Gandangara. A happy and welcoming meeting place for Our Members and our community. A place where

we can share our stories and knowledge, have yarn ups and exhibitions, learn our music, art and our dances. A place where we can all connect, belong and thrive.

The move also provides us with more valuable space in which we can offer additional services to Our Members and community. At the same time it also releases more space, in our current building, for Gandangara Health Services to expand into and upgrade. It also gives us other commercial opportunities on the site, such as having a retail space, cultural information centre and art studio on the ground floor, a knowledge bank, training and education space on level 1.

103



Subject to final approval of plans from Liverpool Council

Our Dream Is Coming True

Last year the Gandangara Local Aboriginal Land Council executive team participated in an Aspirational Workshop and conducted a series of interviews with their Business Units, the Board and consultations with Members to help them develop and recommend project goals and opportunities for 103 Moore Street, Liverpool.

The Sandbox Studio Architectural team was then engaged through a competitive procurement process to work with Gandangara on the redesign and refurbishment of the building. Regular consultation between Sandbox Studio and Gandangara continued throughout 2020. The full scope of the 103 Moore Street, Liverpool Refurbishment project, its' goals and concept designs, were approved by the Board on the 18th May 2020. The vision is brought to life in the architect plans and 3D images shown on pages below.

We lodged a Development Application with the Liverpool City Council at the beginning of July and we estimate the approval process to take approximately three months from submission. A tender process for selecting a builder is now underway. Our aim is to engage a builder and begin construction work as soon as feasible. We anticipate the project to be completed, and Gandangara Local Aboriginal Land Council be relocated to 103 Moore Street, Liverpool in 2021.



Unit: Property Management (Residential)

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.

105

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

The management of our residential accommodation is 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.

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	435,230
Expense	Value (\$)
Depreciation	125,610
Repairs & Maintenance	97,227
Council Rates	38,733
Water Rates	20,536
Agent Fees	23,691
Insurance	21,972
Salary + Oncosts	58,915
Admin Costs	35,905
Total Expenses	\$422,589
Operating Surplus/Loss	\$12,641

Schedule of Tenant Forums		
Date:	Time:	Meeting:
30/11/2019	10.00 am – 12.00 pm	Completed
14/03/2020	10.00 am – 12.00 pm	Completed
12/06/2020	10.00 am – 12.00 pm	Postponed due to COVID-19

Unit: Finance



Christine Hbous Accountant

We're always inspired and motivated by the need to provide for families – this is how we plan to do it:

- Our financial reporting is getting stronger with increased sophistication being expressed in comprehensive reports to the Board as well as relevant Sub-Committees dealing with specific lines of business such as the Housing Sub-Committee
- Our financial reporting enables us to progressively track income and expenses against our budget
- Our annual budgeting exercise is currently being supplemented by costing our Community, Land and Business Plan (CLBP) for 2020 – 2024 and this will also feed into a Long Term Financial Plan (LTFP) which we hope will set up the organisation not just to achieve the objectives of the CLBP but also

look towards the aim of creating intergenerational wealth.

As per Section 153(5) of the *ALRA* – Audited Financial Statements to NSWALC Gandangara LALC provided:

- The Audited Financial Statements 2019 were received by NSWALC 4 November, 2019 (Gandangara Local Aboriginal Land Council and Controlled Entities, Gandangara Health Services Ltd, Gandangara Transport Services Ltd & Marumali Ltd
- Auditor's Management letter, response, service agreement and all invoices for the certified audit were received by NSWALC
- Copy of all current insurance policies were provided in accordance with the *ALRA*.

As per Section 161 of the *ALRA* – Annual Report to NSWALC Gandangara LALC provided:

- The Annual Report 2019 was received by NSWALC 4 November, 2019. Allocation 2019/2020 NSWALC Aboriginal Land Council Grant Funds:
- 4 November 2019 NSWALC released the allocation of GLALC funds October – December 2019 \$41,289.88 (plus GST)
- NSWALC 3rd Quarter allocation (Jan-Mar 2020) \$41,289.88 (plus GST)
- NSWALC 4th Quarter allocation (Apr-Jun 2020) \$41,289.88 (plus GST)
- NSWALC received the Budget Report 2019-20 and updated the Compliance and Funding Database 18th April 2019

- NSWALC received the Gandangara Land Council's 2nd Half Yearly Financial Report 2019-2020, and updated the Compliance and Funding Database 28th July 2020
- NSWALC received the Gandangara Land Council's 1st Half Yearly Financial Report 2019-2020, and updated the Council's compliance 28th January 2020.

I was pleased to be part of the Risk Assessment System (RAS) conducted at GLALC with the CEO and Staff on the 26 September, 2019. The purpose of the RAS was to gather information to provide both GLALC and NSWALC with a risk rating score out of 100% over five key areas of operations:

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

On 1 October 2019 we received the great news, our risk rating score of 100% presenting a low level of risk to the LALC.

Key inputs to receiving the risk score included the establishment of internal control procedures, establishment of practices that promote transparency, finalisation of the LALC's financial compliance requirements, and the independent work stream audit.

INCOME RECEIVED

During the 2020 financial year, GLALC and its Controlled Entities received the following income:

GLALC & Controlled Entities	Funding Source	\$
GLALC	NSWALC	150,145
GLALC	Rental Income	438,051
GLALC	Land Granted	9,213,000
GLALC	Rendering of Services	70,198
GLALC	Interest Received	655,314
GHS	South West Sydney Primary Health Network	90,000
GHS	Medicare	692,411
GTS	Transport for NSW	674,110
Marumali Ltd	Department of Health	886,117
Total		\$12,869,346

PAYMENT OF ACCOUNTS

107

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 where possible that all accounts are settled as and when they fall due.

Consultant	Value (\$) exclusive of GST	Service/Projects
Barrington Asset Consulting	9,526	Financial Advisor
BNS	81,678	Contracted IT Support
Centium	31,590	Auditors
Hayes Knight	35,513	Auditors
Iyengar Counselling	11,827	Coaching & Counselling
JB Were	7,187	Financial Advisor
PCC	216,167	Legal
PKF	4,428	Auditors
Roslyn Romanous	26,100	Counsellor
Sparke Helmore	6,310	Legal
Unity Accounting	218,646	Contracted Financial Accounting
Words & Thoughts	50,250	Advertising
Total	\$699,222	

BAD DEBTS

There were no bad debts (relating to external debtors) written off by the Council during the 2019-2020 Financial Year.

FINANCIAL REPORTS FOR THE PERIOD ENDED 30 JUNE 2020

The *ALRA 1983* (NSW) and related NSWALC policy and the Funding Agreements require that LALCs lodge their Annual Reports with NSWALC by 1 November. The requirement to have these Reports received by the members at the Annual Meeting will not apply this year due to COVID-19 meeting restrictions, as per the joint Network Message from NSWALC and the Office of the Registrar dated 13 July 2020 on LALC Meetings and Compliance.

LAND ACQUISITION AND DISPOSAL

There were no land acquisitions by direct purchase and no land disposals during the 2019-2020 Financial Year.

There were two successful Aboriginal Land Claims (ALCs 6431 and 6614) awarded to Gandangara Local Aboriginal Land Council in the financial year. The newly acquired land is vested in GLALC by freehold title (subject to s 42 *ALRA*) and is valued at a total of \$9,213,000.00.

RISK MANAGEMENT AND INSURANCE

The Council continued to use the services of Corporate and Commercial Insurance Brokers for the placement of insurance policies and related advice during the 2019-2020 Financial year.



108

Division: Policy, Research and Communications

109 The Units:
Community Development,
Events, Media and Publications
Culture, Heritage and
Land Management



Division: Policy, Research and Communication, GLALC



111 **Dr Ruth Sheridan**
Group Manager

My role at Gandangara Local Aboriginal Land Council is Group Manager of Policies, Research and Communication. My responsibilities regarding Policies cover all aspects of the legislation that applies to Our organisation, Our Members and Our employees, and to ensure our compliance with them. There is also a strong focus on policy reform and the progressive revision of the rights of Aboriginal people.

The Research we do involves regular community needs analysis and engagement with Our Members. This ensures we apply evidence-based, culturally sensitive

practices to meet our community's needs. Our engagement and gatherings have been limited recently, due to the restrictions put in place because of the COVID-19 pandemic, but we have been able to provide support for our people in other ways.

Our Communication activities include all forms of messaging and reports, both internal and external, in publications, the public and social media as well as public relations. Again, this has been particularly important during the COVID-19 pandemic, to keep our staff, Our Members and our community properly informed.

Reclaiming and Restoring Our Lands

Working on behalf of Aboriginal Culture and Heritage gives me the most joy, especially when it comes to matters of land. Gandangara is an Aboriginal Land Council so land claims and land management are the main concern and our core business. We exist, and can only offer services for Our Members because of the land we have, so it is very pleasing and satisfying to report that we have had significant successes regarding our lands, this past year.

In the past twelve months we have had three land claims decided in our favour. These are big wins for Gandangara for many reasons. The degree of difficulty with land claims is very high because the pace of determination is very slow. The process is highly politicised, claims are constantly contested and often refused, and very few parcels are successfully determined. In fact, less than 1% of Crown Land has been returned to Aboriginal people in New South Wales since the introduction of the *Land Rights Act in 1983*. So for us to have three successes in just twelve months is a huge achievement, with many benefits for Gandangara.

These successful land claims have increased our land holdings significantly, including an extension of Heathcote ridge, which in turn give us a higher level of assets at our disposal. We are able to expand our scope of development options and increase our opportunities to use

the land for the benefit of Our Members. We have also proven ourselves to be very adept at making and pursuing land claims successfully, and having them decided quicker than usual.

The other outstanding result has been at Heathcote Ridge where we own over 800 hectares of local, pristine bushland. As long as we can remember it has been used as a dumping ground for illegal rubbish and debris. This abuse of our land had been getting worse in recent years because the main offenders were making a profit from dumping other people's rubbish on it, as well as their own. Fortunately, the two main culprits were apprehended recently. The media exposure given to their crimes has given us a wider audience and stronger platform to advocate for the preservation of our land with the community and the Sutherland Shire Council. We are now working in collaboration with Sutherland Shire Council to produce an implementation plan, prepared by an ecologist, for how best to manage access to our land, as well as its' restoration – the remediation of damaged soil, the removal of the dumped landfill and the natural revegetation in restricted areas. We are also in conversation with the Environmental Protection Authority to resume a proper funding relationship with them.

Having restored good working relationship with both the Sutherland Shire Council and Environmental Protection Authority, we can now look forward to making real progress at

Heathcote Ridge, in clearing it up, preventing illegal dumping and funding rangers to monitor and protect it. This is really important because we have many historic and significant sites in Heathcote area such as caves with hand stencils and paintings, and we have an obligation to protect them from intrusion and damage by four-wheel driving and biking.

Gandangara Is Becoming A Key Player In The Region

Even though Aboriginal people see themselves as belonging to the land, it is also very important for others to understand and respect the basic truth that the land does, indeed, also belong to them. It is a matter of both historical fact and current law, regardless of what others may think or prefer to believe.

Gandangara's improved management and successful expansion of our land is putting us on the map as a primary land stakeholder in the region. It is establishing our position as a key player in all future decisions on, and developments of, our land.

We are now starting to be recognised as such. We are not just a local land council with a claim on the land, with some money in the bank, who might be consulted at the last minute. We are a leading player at the highest level, sitting at the top table from the get go. We will be increasingly involved in all levels of planning and development such as town-

planning, cultural tourism and environmental conservation.

We are also playing a leading role in reforming legislation around Aboriginal land claims. Much, much more needs to be done to improve the protection of those land rights, and eradicate the loopholes that are continually used to undermine our ability to manage our land and protect our interests.

Our successes with land claims and land protection, along with our more effective working partnerships with local councils and stakeholders, give us a lot of confidence for even more successes in the future.







Tracey Fitzgibbon Community & Development Manager

I am a proud Bundajulung Women on my Mother's side of the family from Casino, Grafton area. I went to Casula Primary and then onto St Mary's Girls High School. When I left school, I worked for the Commonwealth Bank, & have worked for Qantas, Several Mainstream & Aboriginal Organisations throughout my professional career. I previously worked with Link-up NSW for eight years, working with Stolen Generation Peoples as a Caseworker in the Reunification Team and as a Researcher in the Family Link Team. I became the Team Leader of the Reunification Team consisting of Caseworkers and Counsellors, and also The Family Link Team, and Hidden Careers. Later in 2018, I was seconded into the role of Events Coordinator and worked on the first-ever Cooee Festival in Western Sydney held at Penrith 2018. Like Yarburin in the City only Cooee in Western Sydney. I have a Diploma in Business & Management, Diploma in Community Services, Auditing, & have just completed a Project Management Course with Sydney University.



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 receiving an award of excellence from The Society of Newspaper Design in New York for artwork and then to receive the award in Barcelona, Spain and to have my artwork projected onto the William Jolly Bridge in Brisbane for the duration of the Brisbane festival. After gaining my Doctorate in Visual Arts recently, I decided I would like to seek work in an organisation that is vibrant, diverse and with historical significance. The opportunity to join with GLALC has all these attributes, and the experience has been enriching, where I enjoy the challenge of illuminating and assisting bringing to life visually compelling stories while broadening my knowledge culturally of First Peoples.



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, continually upgrading my knowledge working alongside archaeologists on the sites. I then moved to work directly with archaeologists and signed up as a Registered Aboriginal Party that allowed me to do work of specific Aboriginal importance. I joined GLALC in early 2019 as the Cultural Heritage and Land Management Officer, and my responsibilities include doing site surveys and archaeological digs. 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 can manage, protect and preserve our precious cultural heritage.

Unit: Community Development

Keeping Our Community Happy

My role as the Community Development Manager at Gandangara Local Aboriginal Land Council is to keep Our Members & Community happy. Our team holds several events throughout the year for the community to encourage them to engage with us, but especially to grow our Membership and bring back those Members who have drifted away. Over the past few years, many Members lost interest in attending Land Council meetings and distanced themselves from the previous management. However, there have been significant changes to the management team and the organisation recently, and our Community have noticed.

Leading up to last year's NAIDOC event word of mouth had become really strong and positive, and there were lots of requests for invitations to attend our Voice, Treaty, Truth Annual Lecture featuring Gail Mabo as our guest speaker. At the event, we had people showing up who had not attended anything in over ten years. I saw people there who I hadn't seen in years. There was a real buzz amongst everyone. As a new management team, we were really pleased to see that our first important event had such a big and positive reaction.



Another success was last year's End of year gathering. We had well over 300 Members, and their children attend. All the Children were entertained by Captain America, Spider-Man and Princess Elsa from Frozen. There was a photo booth and a huge jumping castle. Presents were given to all the children when Santa arrived. Parents and grandparents got to see their children and grandchildren playing and having fun. The day was a huge success.

Sadly, because of the COVID-19 pandemic restrictions, we have had to cancel a lot of the larger events we had planned for this year – NAIDOC Week, Sorry Day, Closing the Gap, Members meetings, etc. – however we are already planning next year's events in anticipation of them being allowed to go ahead.

Keeping Our Community Safe

During the pandemic lockdown our parent company Gandangara Local Aboriginal Land Council, Gandangara Health Services, Marumali and Gandangara Transport Services held regular COVID-19 meetings on zoom every afternoon to discuss how best to keep Our Members and Community safe, and the best ways in which we could assist with their social, emotional wellbeing as well as their mental health. During COVID-19 the team put together 300 care packages which included hand sanitisers, masks, fruit and veggies, pasta, toilet rolls and bread. We wanted Our Members and Community to know that we were still thinking of them and that they were not alone at this stressful time. When the packages arrived, Our Members knew that we were there for them.

One uncle was feeling very lonely and abandoned before our transport arrived with his care box. It really cheered him up and made him realise he was not alone.

We did all this while staying well within all the health and transport restrictions and complying with all the government requirements such as wearing masks and gloves, to ensure the safety of our workers and Our Members. Gandangara also had parallel teams working in the office and at home, to make sure that if one team was affected, we could carry on and maintain day to day operations.

We also took the opportunity to help Our Members update their membership details, and we conducted surveys to get feedback from the community on what they needed, how they were feeling and what they were expecting. We also did many mailouts and flyers to provide Our Members with important and up to date health information. We are pleased to report that, so far, there have been minimal cases of Aboriginal people catching Coronavirus in our region. Our efforts in keeping our people safe have been officially recognised and applauded by our regional health authorities.

When lockdown restrictions were eased many in the community came to express their gratitude by visiting us and bringing in chocolates and cakes. I think that regardless of what we do for our community in the future, they will never forget the care boxes delivered to them during the pandemic. I also hope that as a result of our efforts any Members who have drifted away from us have been encouraged to come back and be part of their land council again.

Things Are Getting Better, And So Are We

The current situation is better, but we are reviewing how we managed the pandemic conditions, and evaluating what we did that worked and what could be improved. We have already begun forward planning in the event it re-occurs, or gets worse in the future, to make sure we are on top of it and ahead of the crisis. We are thinking about what may be needed in the next care boxes, and what we can do to keep people busy, entertained and active to ensure their mental and emotional wellbeing.

We are also meeting regularly to discuss how to get information out to Our Members and community more effectively. We are using Facebook, telephone messaging, and telephone counselling, to check in with people, having conversations with them and encouraging everyone to call our Gandanagara or Marumali teams.

Our Facebook page is providing an important means of connection and engagement for isolated people in our community. Our page is constantly being updated. For example, our staff made a video promoting the flu shots using the hit song 'Hit me with your best shot' as an entertaining way of encouraging people to look after their health and get their flu vaccinations.

There's No Stopping Us

Despite all the dramas, and the many obstacles we have faced over the past year or so, Gandangara is making wonderful progress and doing great things for its' Members. We are working on new, highly visible branding for Gandangara, and will also be launching a new website, to make our community more aware of who we are and the many services we provide for them. We will be able to use our website to inform and educate the community about our culture and history, do business and sell merchandise online, and promote tourism. We can also look forward to resuming Our Members meetings, our social gatherings and our indoor and outdoor events.

However, the biggest, most exciting development for our community is the upcoming refurbishment of 103 Moore Street, Liverpool. It will be a fully functioning Aboriginal culture and heritage centre where we can proudly display exhibits, artefacts & paintings, a place for business, governance, community, education and research, shopping and a meeting place. It will also have a lift, which will please many of Our Members. 103 Moore Street, Liverpool will be everything Our Members have ever wanted, and more. It is going to happen. We've got the evidence to prove it. When I think about it, I get emotional because we have never had anything like this before. And now we will.

Now is the time, in our History, as a Community, and as an Organisation, for the future to move forward together to Connect, Belong and Thrive.

Community Engagements





Unit: Events, Media & Publications

The Media, Events & Publications Unit focuses on producing events and publications for GLALC and its entities (see examples below) to address Our Members needs. We have also introduced a planning process to deliver the creative from concept to the final product starting with a clear client brief. This unit collaborates with the entire business, i.e. GLALC and its controlled entities.

In this last year, we have been very productive in supporting the development of our brand identity. This includes but not limited to a brand mix of multiple media platforms for Gandangara messaging. Examples: Signage, Collateral, Bus Wraps and Event promotional material.

COVID-19 has also demanded many daily visual forms of communication in

safety and hygiene to best assist Our Members in this unprecedented time of living within a pandemic, in particular, the delivery of our Care boxes. In the crisis, zoom (video communications technology) helped our business and organisation bring the team of Gandangara together online to discuss how best to convey information and react to emerging situations in the pandemic.

119

COVID-19 PANDEMIC RESPONSE: GLALC DELIVERS CARE BOXES

GLALC are glad to provide you with this Care Box.

We appreciate that some people may not be able to lift this Care Box. If you can't, please take individual items from the box into your home. Drivers cannot enter homes at this time.

As the COVID-19 pandemic affects more aspects of our daily lives, our aim is clear: To provide practical, timely assistance to all Members, ensuring specific support to our most vulnerable Elders.

We are now delivering Care Boxes to Our Elders over 70 years of age. Providing Care Boxes to Our Community over 50 years of age is our next priority.

In your Care Box, you will find the following:

- a box of fresh fruit and vegetables
- food staples such as bread and pasta
- other staples such as toilet paper

Hygiene supplies such as hand sanitiser and masks

Our traditional Owners from Gandangara Transport Services (GTS) are now doing Care Box drop-offs. For GLALC to continue delivering to those in need until the roads and routes ahead, we need to ensure our Drivers follow all NSW Health guidelines. Drivers will:

1. Call the recipient of the Care Box before delivery
2. Use gloves to handle the Care Box
3. Drop off the Care Box outside the person's front door

This is an incredible response to presenting need within our community.

We're being beyond Care Boxes. We'll send out more information on the measures we're adopting shortly.

For our responses to meet your needs, we need to hear from you about issues the Community is facing by you and your household. We encourage you to call 9602 5280 or email us at reception@galac.org.au

To keep up to date, like us on Facebook and click 'Follow' on our page.

COVID-19 PRECAUTIONARY MEASURES: DRIVER WORK HEALTH AND SAFETY FOR MANDATORY DISPLAY IN ALL GANDANGARA LALC, GTS, GHS & MARUMALI VEHICLES

CARE BOX PICK UP INSTRUCTIONS

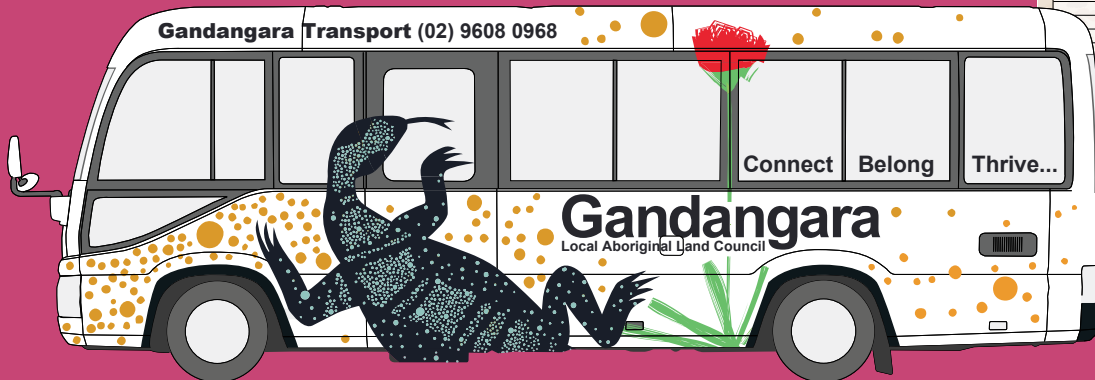
1. Thank you for picking up your Care Box from GLALC today.
2. Please stay in your vehicle if at all possible.
3. Please place your car in "Park".
4. Drivers, please wind down your window.
5. Please open your boot – ideally from inside your vehicle.
6. A GLALC/GTS staff member will be wearing gloves and place your Care Box in your boot.
7. The staff member will hand the Driver a pen and 2 forms to complete so we have your updated details.
8. Please complete both forms and place it in the cardboard box the staff member holds up to the Driver's side window.
9. Please proceed to the exit.
10. THANK YOU and GO WELL. We'll stay in touch.

Gandangara Local Aboriginal Land Council
64 Macquarie Street, Liverpool NSW 2170
reception@galac.org.au
Ph: (02) 9602 5280

PASSENGER RULES (BUSES)
Current As at: 1 April 2020

To help stop the spread of COVID-19, we ask for your cooperation with these new rules:

1. Please do not touch the door. The driver will open and shut the door for you.
2. Please ensure you are seated in a row by yourself and with an empty row in front of and behind you.
3. We are equipped with masks and/or tissues. Please wear a mask during the trip. If this is not possible, cover your mouth and nose with tissues for the entire duration of your trip.
4. Please do not talk with the Driver during your trip.
5. Do not lean forward during your trip.
6. Please keep your window up at all times.
7. Please use contactless payment.
8. The Driver sanitises this bus after transporting passenger groups.



Gandangara

Local Aboriginal Land Council

Volume 3 March 2020

INSIDE

Cover Page	01
Message from our Chairperson	02
Message from our CEO	03
Stronger Membership	04
Policy, Research & Membership	05
Project Management Office	06
Gandangara Health Services	07
Marumali	08
Gandangara Transport Services	09
Staff Office News	10
	11
	12
	13
	14
	15
	16
	17
	18
	19
	20
	21
	22
	23
	24
	25
	26
	27
	28
	29
	30
	31
	32

Gandangara Health Services (GHS) Bulk Bill

Come and have your free health check!

Book in for your 715 health check at GHS. This will enable you to access a personalised Care Plan to achieve your health and wellbeing goals. You will also be able to register with Marumali to access a range of social and community events, as well as health services.

Community Land & Business Plan Consultation schedule

Make a difference

What legacy do you want to leave for our mobs future generations?

Please come to our Community Land & Business Plan workshop on March 3, 2020 1pm-3pm and 6-8pm at 103 Moore Street and have your final say.

GANDANGARA
Local Aboriginal Land Council
Gandangara Transport Services
Gandangara Health Services
Marumali

ANNUAL STAFF CONFERENCE REPORT 2019
Key Focus COMMUNITY LAND & BUSINESS PLAN

OUR PEOPLE OUR PURPOSE OUR PASSION OUR PLANS OUR PERFORMANCE OUR PERFORMANCE

BUILDING FOR SUCCESS

Unit: Culture, Heritage & Land Management

Protecting Our Land. Protecting Our History

My role at Gandangara Local Aboriginal Land Council is their Culture, Heritage and Land Management Officer. It is my responsibility to look after and maintain our land and all our heritage sites, both on our land and elsewhere in the region. Our land and all our historical and cultural sites are inseparable. By preserving one, we preserve the other.

In regards to our land, my priority is to make sure that all of it is in good condition and retains its' natural beauty and appeal. Over the years, things have a tendency to deteriorate through natural erosion caused by wind and rain, and also by humans walking and driving around. My job is to monitor these activities and try to, where possible, reduce or stop this kind of impact occurring. In some places, we are trying to fence areas to protect them.

Our land holds many important historical sites, so we are making sure that they are protected from damage, either accidental or deliberate, caused by people visiting or entering them. We're working hard at making sure people are doing the right thing because we don't want to fence them off, but if people don't respect them, we'll have to protect them. In some cases, where damage has been inflicted, we have fenced them off. Over time, we hope to educate people about the importance and worth of our sites, which will develop their appreciation and respect of them. We're proud of our sites and their cultural importance, not just to Aboriginal people but to all Australians, so we need to make sure they're protected now to preserve them for future generations.

While walking and driving around our land, to inspect it, I am constantly looking for surface

artefacts. These are ancient objects that are visible to the eye, such as silcrete stone which has been shaped into spearheads, blades and scrapers, or larger implements such as hammerstones and millstones.

Another part of my role is doing surveys of possible sites whenever infrastructure or development is planned in an area. In these cases, I get permission from the landowner to survey the property, to see if the infrastructure or development is likely to damage or destroy any existing sites. If a significant site is found we make a request to do a dig, to salvage identified artefacts. In some cases, we're also able to negotiate a change or modification in the infrastructure position to avoid likely destruction. Once a dig is completed, we add site monitors to protect important sites, to ensure that the right processes are completed before any further work is resumed.



Unit: Culture, Heritage & Land Management

A dig is similar to a survey in that it's one of the processes we undertake to ensure nothing of value is lost, or that there is no Aboriginal site there. For example, if a housing estate is being considered, we contact all the stakeholders and we do due diligence to make sure there is nothing of importance in there. Some sites, such as a napping station where groups of Aboriginal people came to make stone tools, may have thousands of artefacts or historical remnants, while others have just remnants of things that are of little interest. Over the past year I have done around twenty surveys and digs covering thousands of hectares of our land in the suburbs and the bushland.

As a Cultural Heritage Officer, I do Welcome to Country, which acknowledges the people who were here before us and those coming through. I am also learning how to prepare and perform Smoking ceremonies which are done to cleanse the soul and are a healing process.

We, Will, Teach People How To Look After The Land

When the refurbishment of 103 Moore Street, Liverpool is completed we will have a proper Keeping Place to showcase our history, culture and our artefacts. It will be far more than just a place where people can come to look at things, it will be a place where they can learn about us, understand and appreciate us.

It will be a place where I'll be able to present our artefacts and tell people about them. I will be able to teach them how they were made and who made them. I will be teaching people about our culture and heritage with real examples they can see and touch for themselves.

However, the most important thing we can teach people is how we used and looked after the land and didn't destroy it. We can teach them how to protect the things we've got rather than wanting always to build new things. We

can teach people how we can sustain things and keep things going. We know how to do it because we've got a proven track record going back thousands of years. We know things that others never learned. Simple but important things like the fact that water is not meant to be dammed, it's meant to flow. There are lots of creeks and tributaries that used to run through our region, but they no longer exist. Uninformed, uncontrolled farming and unsustainable practices have destroyed our river systems in just a few decades, while Aboriginal people kept them clean and flowing for thousands of years.

As Aboriginal people, we are working hard to keep hold of what we've got. We're trying hard to build a better relationship between our culture and the general community. We're working hard to change their perceptions of who we are, what we know and what we can do. We're getting people to understand how things went and how they're meant to be.



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

Gandangara Local Aboriginal Land Council is working tirelessly to ensure that the land it holds at West Menai ('Heathcote Ridge') is remediated, cleaned and protected. This objective is a major priority for the Land Council and is only increasing in its urgency.

Earlier this year, Channel 9's A Current Affair aired a segment about the illegal actions of recidivist dumpers on Gandangara's land at Heathcote Ridge. The media segment showcased the work of the Regional Illegal Dumping Squad (RIDS) in working together with Gandangara to catch these dumpers, who had been using fake profiles on Airtasker to exponentially increase the volume of waste dumped at Heathcote Ridge. While the apprehending of these individuals is welcome news to Gandangara, Our Members, community, and the wider public have come to us to express their concern about the problem and their support in assisting us in fixing it.

Gandangara has been deeply involved in the last four years in making progress on matters relating to Heathcote Ridge. The matter of the illegal dumping has been an issue since before the land was granted to GLALC in 1999. In 2015, GLALC applied to the Environmental Protection Authority of NSW to clean up and prevent further waste dumped on the land. However, in 2016, the Sutherland Shire Council placed a Stop Work Order on GLALC due to the way in which the excavated soil was placed on the land to smother bush vegetation and without soil and erosion controls. As a result, the EPA grant was suspended, and clean-up work ceased. This matter was left in a stalemate while the dumping became worse. It was only in 2018 that the new CEO and

management escalated and fast-tracked the matter to comply with Sutherland Shire Council and address the problem head-on.

In the last financial year, GLALC has:

- Obtained from certified ecologists a Bushland Restoration Plan & an Access Management Strategy for the long-term management of the problems at Heathcote Ridge, which was adopted by Sutherland Shire Council in July 2019
- Obtained an Implementation Plan with costings to synthesise the key actions arising from those Plans for action beginning in the second-half of 2020
- Held important meetings with Sutherland Shire Council to accept and adopt the Implementation Plan for bush remediation and clean-up
- Acquitted the 2016 EPA grant that was suspended for the clean-up of Heathcote Ridge so that works can continue
- Repaired relationships with the EPA, Sutherland Shire Council, the NSW Environmental Trust, 4x4 Drive Club representatives and many more, so that cooperative action can be taken once more

- Engaged with our legal representatives to ensure that GLALC's interests are not compromised in the requirement to comply with the Council's draft notice of intention to give an Order (not in force), and to discuss alternative mechanisms for the accomplishment of the remediation & access restriction works under Agreements
- Held meetings with teams from RIDS involved in the operation which caught the recidivist dumpers exposed on A Current Affair
- Submitted a budget variation & project monitoring plan to the EPA so that the 2016 grant funds remaining can be released to GLALC to continue clean-up works
- Applied for a grant from the NSW Environmental Trust for the bushland restoration of the area
- Planned for the removal & reuse of the 'bund' running adjacent to Heathcote Road to block access trails as an interim measure while other access management strategies are costed & planned.

As we progress with our work on Heathcote Ridge, we will be working on getting Our Members and staff involved at every stage so that we can protect our land, our sacred sites & our environment. Once the compliance aspects of the work are completed, we will be able to send out more public messages to everyone to keep them across our progress, which you will see in our newsletters & at our meetings.

Division: Program Management Office

Entities:

123

**Gandangara Health Services
Limited**

**Gandangara Transport Services
Limited**

Marumali Limited

Program Management Office GLALC



Deborah Munro Group Program Manager

My role at Gandangara Local Aboriginal Land Council is the Administration of the Program Management Office. Simply put, we are here to provide a 360 degree view of our organisation's collective efforts, by being a consistent communication channel between our various units, management and the CEO. This enables all of us to share our collective experience and knowledge, promote unity, co-operation and reduce misunderstandings. Just as importantly, we organise and provide whatever resources are needed for all of us to do our jobs better, in line with our leadership's vision, strategic goals and objectives for Gandangara Local Aboriginal Land Council.

Throughout 2019-2020 the Program Management Office's responsibilities have expanded to also include the portfolio of the self-controlled entities of Gandangara Health Services, Marumali, and Gandangara Transport Services. We are able to provide oversight of a multiplicity of on-going projects, ensuring that all these teams have what is required for them to meet the deadlines, and deliver the agreed priorities and outcomes set out by the CEO centred around Our Members and the Community, Land and Business Plan.

In broader terms, The Program Management's role is organisational development, that assists

Gandangara Local Aboriginal Land Council in adapting itself to the changes that are constantly taking place. This was particularly important to us coming out of Administration. Implementing such a role clearly demonstrates to our legislative authorities, regulators, Members, our wider community, and our critics, that our CEO and Board are fully committed to improved governance and transparency. It also demonstrates our ability to perform as a lead practice and provide a genuine model for other, similar services and organisations to aspire to.

Day to day, the Program Manager's role has a dual focus. The first focus is overseeing and organising projects within our business as usual projects activities. The second, larger focus of the role is to oversee the long term transformational and enterprising building plans for our future. This involves the development of new and innovative programs, to support the evolving strategic direction of Gandangara Local Aboriginal Land Council.

Raising Our Game

Central to all of these activities is the requirement for the Program Management Office to monitor and maintain quality of performance and implementation, to ensure we are delivering at the highest standards possible, at all levels. We are also constantly striving to standardise processes and introduce economies of scale in the delivery of all our programs. We all benefit by raising our collective game and the positive results, for Our Members and us, are coming through regularly.

Improvement Through Transformation

Gandangara is a people business so we need good people, with good people skills, to be successful. So we have had to do a lot of work, and make a lot of much needed changes, over the past year, to improve our skills & performance.

To develop and implement the necessary transformational processes, we were starting far behind others in the health services sector. Our Members wanted us to be more like other Aboriginal medical services, who had more diverse service models and a wider reach of medical and allied health services. They offered more than just doctors, they also focused on prevention and early intervention and provided a wide range of social and emotional wellbeing services.

The challenge for us was to get all our staff and Members to understand the extent of the required organisational change to deliver a new service model. Once we understand it we're all required to own it, and invest in ourselves and each other, to deliver the required outcomes. Along with that they had to define our own personal learning ambitions and goals. Teams had to honestly appraise their motivations. Were they driven by excellence or other reasons?

We're Now Motivated By Passion

Our staff and community have responded really well to the need for change and improvement and they are now starting to embrace and own the Gandangara vision across each entity. Everyone is now motivated by passion and

working hard to upskill themselves, because they recognised the deficit in our services and they genuinely want to remedy that.

As a result, our staff are positive and more self-motivated for the future. They are now looking for ideas on how to improve and grow themselves and our services. They feel they have more to offer, and see that their role is broader. They appreciate that what they do encompasses a wider range of information and health knowledge that will ultimately change and improve the lives of the people they serve.

We have really improved our processes and systems, by building in strong governance, implementing better recordkeeping, using better research, and by being more current and more accountable.

We are now united in our customer service approach. We have a workforce that is now working as a stronger team, for the improvement of the community. Everybody comes to the table to help make sure we meet the deadlines, and agreed goals as an organisation.

Just as importantly, our staff are now caring about themselves, and see themselves as a part of a whole. There is a real commitment now. They feel heard, they have a voice within the organisation. They now know that if they need resources and support, they'll get it.

Grace Under Pressure

True courage was once described as acting with grace under pressure. This is such an

appropriate description of how all our staff, but especially those working in our health clinics, have behaved during the pandemic.

All of us have been put under enormous pressure, emotionally, physically and mentally because of all the restrictions. Many of Our Members and community have felt frightened for their health, they've been isolated from the families and friends, worried and confused about what they can and can't do. Our staff have shown a great deal of kindness and patience in handling everyone who has come to us, but especially towards our elderly and most vulnerable ones. They have understood the many anxieties our community have felt and taken the time to console and counsel them. In return, most of our patients and visitors truly appreciated and were grateful for the care they were given, and they responded in kind.

We warmly commend everybody for showing mutual respect, understanding and fellow feeling towards each other during this most stressful of times. The threat of the pandemic and the many problems it created are far from over. They have tested us in all sorts of ways but they have also brought out the very best in us too. This adversity has really shown us that we are connected, we do Belong and we can Thrive.

Keeping Current. Keeping Ahead

We are working hard at keeping current in our thinking, providing the latest levels of service and applying the latest knowledge to them. In the future, I am looking forward to helping realise all Our Members ambitions

for an even better standard of service, in all our units.

The community feedback we've been getting is that they've never been looked after this well before, or anywhere else. They appreciate the time taken to care for them, to listen to them, to understand them. In keeping with our desire to provide ever better health care, we have recently introduced a new health promotion strategy to encourage all Aboriginal people to come to the practice and get a 715 health check – Aboriginal Health Plan – which includes a comprehensive assessment to identify their current and future health requirements. We are also looking at better ways of triaging patients when they arrive,

so our doctors can maximise their time with our patients, to provide the right health information to them, and to improve their health literacy.

In the near future, Gandangara will be operating as a holistic and comprehensive health service, which is able to respond effectively to most of the health needs of Our Members and our local community.

We've built a strong foundation on which to move into the next year, as we look to expand all our wellbeing programs, help our people deal with chronic health problems, raise prevention awareness, help them with adjusting their lifestyles to improve their

health and life prospects. All of which help us close the gap in Aboriginal health.

Over the past year, I have had the pleasure of working alongside dedicated team members who demonstrate their commitment to the broader Gandangara vision every day. The teams have made it possible for Gandangara to celebrate many successes throughout this past year, many of which you will find highlighted within this Annual Report. I would like to thank all our staff for their passion and commitment to providing quality care for Our Members and community, particularly throughout the COVID crisis.





Jessica Filipe

Project Support Officer

127

I am Jessica Filipe. I have over ten years' experience in Office Management, Human Resources and Administration.

I am a people person, passionate about getting to know each individual's story and being inspired. I enjoy reading, mostly biographies. I am passionate about baking and love researching new recipes and testing them out on the weekend, which makes my family very happy. My husband and I have a little boy, Tiago, and they are both my pride and joy.

I am very proud to work at the Gandangara Local Aboriginal Land Council and feel privileged to be alongside such a beautiful team with a wonderful Chief Executive Officer.

I look forward to learning more each day about the role I can play to help the community.



Wyanita Tranter

Project Support Officer

I am Wyanita Tranter, and I was born in Sydney with parental roots from Ait Koedal, Saibai Island in the Torres Strait and Kamilroi from Central NSW. I am pleased to join the Gandangara Local Aboriginal Land Council. Before joining, I was with the Australia Council for the Arts as well as completing a certificate in Business Administration with AFL Sports Ready. Some of the initiatives I worked with include logistics, tasks such as organising travel and accommodation for Board members, finding arts events for the Board to attend whilst in a state for the meeting, as well as organising travel allowance. I managed the RSVP lists for several events at the Australia Council. As well as assisting with the facilities and building team in organising meetings customer service and handling daily inquiries and issues management throughout the building.

I enjoy working within a team and look forward to working with our community.



Charmaine Tupou Project Support Officer

I am Charmaine Tupou (Smith). I was born and raised in Armidale NSW, and am from the Dunghutti and Anaiwan tribe. I am fortunate to have recently joined the amazing team at Gandangara. I relocated to Sydney at the age of 15 with my family, and have been here ever since. I have two little girls and my husband, who are my WHY.

Since my working career began after high school in 2010, I have worked in a few different sectors such as Community Housing, Home Care Service and Aboriginal health and medical research. This has given me the opportunity to engage with our communities. It has also led me to find my passion for Aboriginal health, Mental Health & Alcohol and other drugs.

I look forward to the future and being a part of great things at Gandangara.



Dianne Davis Cleaner

I am a proud descendant of the Yuin Nation from the South Coast (NSW) with cultural ties to Liverpool and the Sydney region. Throughout my working career I have worked at NSW Aboriginal Land Council, firstly trained in administration and then later in 1992-2000 I worked in the Accounts and Clerical section for 8 years. I have also been employed with Gandangara Local Aboriginal Land Council throughout the years working in the Community Development Employment Project (CDEP) doing the following: Administration, Driver, and Supervisor. Also working with Gandangara Transport Services doing the cleaning. I am currently employed as a cleaner at Gandangara Local Aboriginal Land Council maintaining a healthy workplace. I deliver healthy and hygienic solutions to ensure a clean and safe work environment. Maintaining Hygiene is a crucial priority of mine within the organisation. My consistent, reliable, engaging and dependable service makes for a happier and more productive workplace ensuring the Health and Wellbeing of all Gandangara Employees.

Marumali Limited
Mental Wellbeing

Gandangara Transport Services Limited

Gandangara Health Services Limited



Entity: Gandangara Health Services Limited



Entity: Gandangara Health Services Limited



131

Kelly Nichols Manager Health Services

My role is to manage the Medical Centre at Gandangara Health Services and the Marumali health brokerage business, their medical professionals and support teams.

I came from a corporate environment, so working in a community organisation was an exciting prospect for me. My motive for joining Gandangara is that I've always had an interest in Aboriginal culture and history. I have a strong empathy with how Aboriginal culture connects to the land and water. I love caring for country and walking together with the oldest surviving culture in the world.

I can apply my experience in implementing new systems, change management, process improvement and data analysis that are translatable skills that could be put to good use at Gandangara. It has been refreshing to meet leadership thinking differently about what I can contribute, so the opportunity to work with and for Aboriginal people was just too good to pass up.

Battle Stations

I had a real baptism of fire in this job as I had only joined Gandangara six weeks before the COVID-19 pandemic hit. Overnight, it was

battle stations as we had to adapt drastically and very quickly to the sudden government and health organisation restrictions placed on us, and the changes we had to implement in our medical practices.

I had to hit the ground running. Suddenly we were on the frontline being essential services. While other colleagues of ours at Gandangara were able to do their work from home, we had to stay here in the clinics to treat patients every day. What had been simple, routine treatments the week before, such as wound management, were now potentially dangerous, so we had to keep the environment safe as well as perform these medical procedures. We had to continually analyse everything we were doing to make sure we maintained a safe workplace.

We had to organise split teams working on alternate days, so if one group was contaminated, the other could continue treating patients. It was a very challenging and demanding time, with continually changing restrictions, so we had to adapt our plans regularly. For example, we had to set up tents to do triage outside of the clinic, and screen patients for symptoms, before allowing them into the clinics. I'm very proud of how well all our people worked through this stressful period.

We Found New Ways To Treat Our People

Many of our older Gandangara patients were isolated and confused, and not sure how to get their medication. So our doctors had to develop ways of effectively treating them over

the telephone (we had never been able to do that before) to give them the medical support they needed (telehealth). Our doctors consult with our patients over the telephone, write the scripts they required, and our team would send the scripts to pharmacies of their choice, then the patients could collect their medication. So our patients didn't need to come into our clinic to see a doctor to get proper treatment personally.

A lot of our Community Members, and others coming in for treatment, were frightened, stressed and annoyed because of restrictions, so our team had to be particularly patient when dealing with them. They even counselled many of them, to help them cope with a highly emotional situation. Our teams showed real dedication and resilience to keep our people safe.

We Kept Everybody Safe

My priority throughout was to keep our teams and our community safe, so I am delighted to report that not one of our staff got infected. Our doctors said they felt safe working here even though many other clinics around the region had closed. That's my job. The doctors are the experts, and I had to collaborate with them and the nurses before we made any changes to processes and practices. They were fantastic in coming up with ideas on how to quickly deal with problems, helping us to identify each new situation and how to best address it.

I am proud of being a part of the overall Gandangara Team which encompasses the Gandangara Health Service and Marumali teams because they listen and they pitch in. I

was new and trying to find my feet, I had no time to settle in, but I found myself in the middle of a great, hard-working, dedicated team.

It Was Business, But Not As Usual

In my first month here we had been discussing how to make Gandangara Health Services more profitable, but because of the pandemic restrictions, we had to cancel a lot of our close contact services such as counsellors, podiatrists and pediatricians and find other ways to provide services using telehealth. This meant we were looking at the prospect of a reduction in our bulk billing revenue and losing money. Still, we continued to maintain our income because we were able to bulk bill for teleconsulting patients. All because we looked at different ways of keeping to care for our people's health.

Pure Motivation And Passion

What I see in our people is pure motivation. Everyone at Gandangara is passionate about helping the Aboriginal community. It's clear to me every day. I learned that quickly. They're always asking themselves and each other how they can help to improve the health and lives of our Aboriginal people.

The Lessons Learned From Our Trial By Fire

Working through the pandemic allowed me and our team to think and act differently. For example, our Reception team now triage people over the phone before they visit us, then when they arrive at the clinic, the Nurses can ask other questions like whether they need a flu shot or other treatments and checks.

This now means our doctors don't have to do it, freeing them up to have more quality time consulting with our patients.

Everyone in our team now has an identified role in the process so that we can deliver a high-quality customer care experience through all our touch points with them - from the first contact on the telephone to coming into our building, being cared for and then leaving us.

Many Aboriginal people have more than one health or medical problem due to somatic trauma, so they need more quality time spent with them, to help make a difference in their lives. That's why we don't churn through our patients as many other clinics do. Often an Aboriginal person won't come in to see us until he or she is sick, so we're going to take the time to consult with them thoroughly. Our doctors and nurses are dedicated to their work, and they won't rush their time with their patients.

By working successfully through the COVID-19 pandemic, we have improved our systems and processes and put programs in place that have set us up for growth. We will have more doctors and specialist services for patients so that we can treat more patients and they won't need to wait long for an appointment. The more doctors we have, the more patients we have, the more re-investable revenue we generate to put back into our services, and so the virtuous circle grows. We will be able to offer a more holistic service for Aboriginal and Torres Strait Islander people.

Entity: Gandangara Health Services Limited

Our General Practitioners service patients from a wide range of cultural backgrounds, but have a particular focus on Aboriginal and Torres Strait Islander health and wellbeing.



Dr Prue Kirby
GHS General Practitioner

133 I have been working at Gandangara Health Services for eight years now, and have been a practising GP for 40 years. I graduated from Sydney University with an MBBS and I then worked in England for two years. Working now part-time at GHS I enjoy 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 practised 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. Before coming to 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 Sheila 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.



Dr Jacinthe Roy
GHS General Practitioner

Dr Jacinthe Roy began working for GHS back in 2017 as a locum GP where she grew great respect for both the patients and the team of people working at Gandangara. She is now an integral part of the GHS team signing on in 2019 as a General Practitioner after spending time in Melbourne practising at the North Yarra Community Health, Aboriginal Health in the community of Fitzroy. Jacinthe graduated from UNSW in 2006 obtaining a Bachelor of Medicine/ Bachelor of Surgery. Jacinthe is honoured to be part of the team at Gandangara Health, to provide patient-centred care to Aboriginal patients, to be part of providing community health, and of working with a group of people who share common goals. We are very honoured to have Jacinthe as part of the GHS team, sharing her wealth of knowledge in Medicine and Mental Health.



Dr Robert Kennedy
GHS General Practitioner

My name is Robert Kennedy, and I recently joined Gandangara Health Services as one of the GPs at 64 Macquarie Street. I'm a graduate of Medicine at Sydney University and a Fellow of the Royal Australian College of General Practitioners. I have previous qualifications in other areas from Sydney University, Liverpool University (England) and National Institute of Dramatic Art (NIDA). Part of my practical medical training was conducted at 114 Family Practice, at the old premises. My aim in working for GHS is to provide the most comprehensive, up-to-date and appropriate general medical service that I can in the interests of our patients' overall well-being. I hope to further develop my skills and knowledge while working here and to foster improved health literacy and cooperation around health in the networks and communities served by GHS.

Entity: GHS Continued – Our Nurses



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 2013 Emma graduated from UWS with a bachelor of nursing degree and gained employment at GHS. She is happily married with a 16 year old son. Her interests outside of work include baseball where she is a scorer for her husband's team and the mighty South Sydney Rabbitohs!



Kim Borg
GHS Registered Nurse

When Kim graduated high school, she went straight into studying a Bachelor of Nursing (Advanced) minoring in Management and Leadership, graduating in 2016. Kim understands and deeply respects the link between physical, social, emotional, cultural and spiritual wellbeing, which is why after graduating this degree she went on to complete, with Distinction, a Diploma of Mindfulness. Kim worked as an assistant in nursing at a private surgical hospital while studying. She then worked in clinical trials, which allowed her to develop a passion for research and education. She was employed by GHS in October 2019, where her main role was cancer screening awareness to ensure our community members live long and healthy lives. Kim has two young children and a loving fiancé who she has been with since she was 15 years old. She is passionate about being able to support new parents through the early years when parenting can be a real challenge for the individual, the couple, and the family.



Melissa Sonter
GHS Registered Nurse

My name is Melissa Sonter, and I am a proud Darug woman, from the BOOROOBORONGAL CLAN in Richmond. I was successful in gaining employment at Gandangara Health services in October 2019, having newly graduated from the University of Western Sydney with a Bachelor of Nursing degree. Before obtaining my degree, I worked as an assistant nurse working in aged care for 15 years. My first caring job was working in an Aboriginal respite centre in Mt Druitt, Western Sydney. I am happily engaged to my partner Richard, and I am the proud step mum to Cameron, who is 17 years old. In our spare time, we love going to the speedway and catching up with our friends. Throughout 2019-2020, I have enjoyed working at Gandangara Health Service as I have been able to build my clinical skills. There is a new triage process we have implemented in the clinic over the last year to ensure all of our patients' medical needs are assessed. I look forward to working with all Members of our community.

Entity: GHS Continued – Our Practice Team



Rachael 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 and due to an injury, she had to stop working as a Carer, which brought her to GHS. Racheal started as a Receptionist in 2016, she 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. She has four children, two 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.



Jasna Morales
GHS Receptionist

Hi, my name is Jasna and have always worked in medical administration, which I thoroughly enjoy. I have been happily married for 20 years to Paul and we have a 15 year old daughter named Hannah. I have also always loved netball and have played for a number of years. I am no longer playing, but have been managing my daughter's team. My family is of Spanish heritage, so I am also fluent in Spanish and have travelled extensively. Sadly during my schooling life, Aboriginal studies were not offered and my knowledge of this amazing culture was very limited, but it gives me such confidence that this culture is not to be forgotten, with it being implemented as part of the school curriculum. Since commencing employment at Gandangara Health Services in 2019-2020 it has given me such an insight and understanding of Aboriginal culture and life. 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.



Entity: Gandangara Health Services Limited

137

Gandangara Health Service opened in June 2010 as a response to the growing community need to access high quality health care within a Culturally Safe & Responsive environment. As we approach our ten year anniversary, it remains critical that all health initiatives offered through the Gandangara Health Service Model of Care, are underpinned by the culture and beliefs of Aboriginal People.

Individual wellbeing cannot be separated from the social, emotional and cultural wellbeing of the whole community, reflecting a social system that is based on interrelationships between people and land, people and creator beings, and people and community. Gandangara Health Service initiatives draw upon elements of Aboriginal cultures that include and underpin the values and concepts that embed the essence of what it means to live a 'good' life – in order to help people in their healing journey to move towards maintainable wellbeing.

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.

Service Model

Gandangara Health Service is a bulk billing medical practice providing health services to a diverse range of clients from all cultural backgrounds, including 68% Aboriginal and

Torres Strait Islander People and 32% non-Aboriginal. The age range of clients is similarly diverse, which is reflective of the broad community in the Liverpool Local Government Area. We are open from 8.00 am to 6.00 pm Monday to Friday.

The volume of active clients (anyone that has visited the clinic 3 or more times in the last 2 years) has continued to increase by 15.6% this year and 15,249 appointments have been completed as at 30 June 2020. There was a noticeable increase in October 2019 when two new Registered Nurses were employed and a new triage process was introduced, where a nurse completes a consultation and then the Doctor completes a consultation, which improved the client's journey and increased the count of appointments over a shorter period of time.

Our gender distribution is 56% female and 44% male and 27% of our clients are over 50, with 48% between the ages of 20 and 49. We completed 423 Aboriginal Health Assessments resulting \$91,468 in revenue.

From March 2020 the COVID-19 pandemic impacted all health services and all non-essential services were cancelled based on NSW Government Health advice. Gandangara Health Service quickly adjusted to the government restrictions and introduced a split team roster to provide a safe workplace for our employees and to help reduce the spread of COVID-19 and keep our community safe.

A COVID-19 business continuity plan was implemented to reduce any potential risks by following the controls below:

- Social distancing is supported
- Promoting good hand hygiene
- Providing hand sanitiser
- Undertaking frequent cleaning of work spaces
- Providing education to staff about early signs and symptoms and the need to stay home if unwell
- Holding only essential meetings and doing so via video conferencing, phone or outdoors if possible
- Checking staff temperate and completing triage questionnaire on arrival to the workplace and recording information.

With the introduction of billable telephone consults in February 2020, the number of client appointments per month remained stable with only a small decrease.

Our dedicated and committed health services team adapted and responded quickly to the change and continued to provide excellent customer service and medical support to our community during these trying times.

Flu Vaccinations

GHS has given 419 vaccinations in 2020, of which 315 were Aboriginal. This equates to the billings revenue below:

- Nurse billings \$8,095
- GP's billings \$8,022

Allied Health and Specialist Services

Gandangara Health Service also provided the following health services:

Pediatrician

Counsellor

Podiatrist

Dokotela psychology/psychiatry

Massage therapy

We also focus on providing cancer screening awareness for breast, bowel and cervical cancer among Aboriginal and/or Torres Strait Islander people in SWSLHD. South Western PHN.

We are constantly looking for ways to expand our services to be able to offer a complete holistic, culturally appropriate service model that meets and exceeds our client's expectations and commence a Gastroenterology and Liver outreach clinic once a month in August 2020 in partnership with SWSLHD and we will also introduce a dentist in the near future.

The Team

We currently have six General Practitioners: Dr Fiona Gifford, Dr Prue Kirby, Dr Sheila



Knowlden, Dr Jacinthe Roy, Dr Viet Duc Ho and Dr Robert Kennedy. Our dedicated GP's have an important role in ensuring our clients have the right care at the right time and by developing trusted relationships and a deep understanding of the whole person they have the ability to manage complex conditions and develop early interventions for those at risk within our community.

We also have a team of three Registered Nurses that work collaboratively with the

GP's and are the first point on contact for our clients. They deliver coordinated care, triage and screen clients, treat minor ailments and provide cancer screening awareness to help prevent chronic disease.

Our medical team is supported by our friendly and supportive Practice Coordinator and Receptionist that provide exceptional customer service in a caring and helpful way to meet the needs of our clients.

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 & 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 collaboratively towards progressing the MoU objectives, GHS developed in the Action Plan. The Action Plan identifies priority issues, specific strategies to address them, each organisation'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.

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

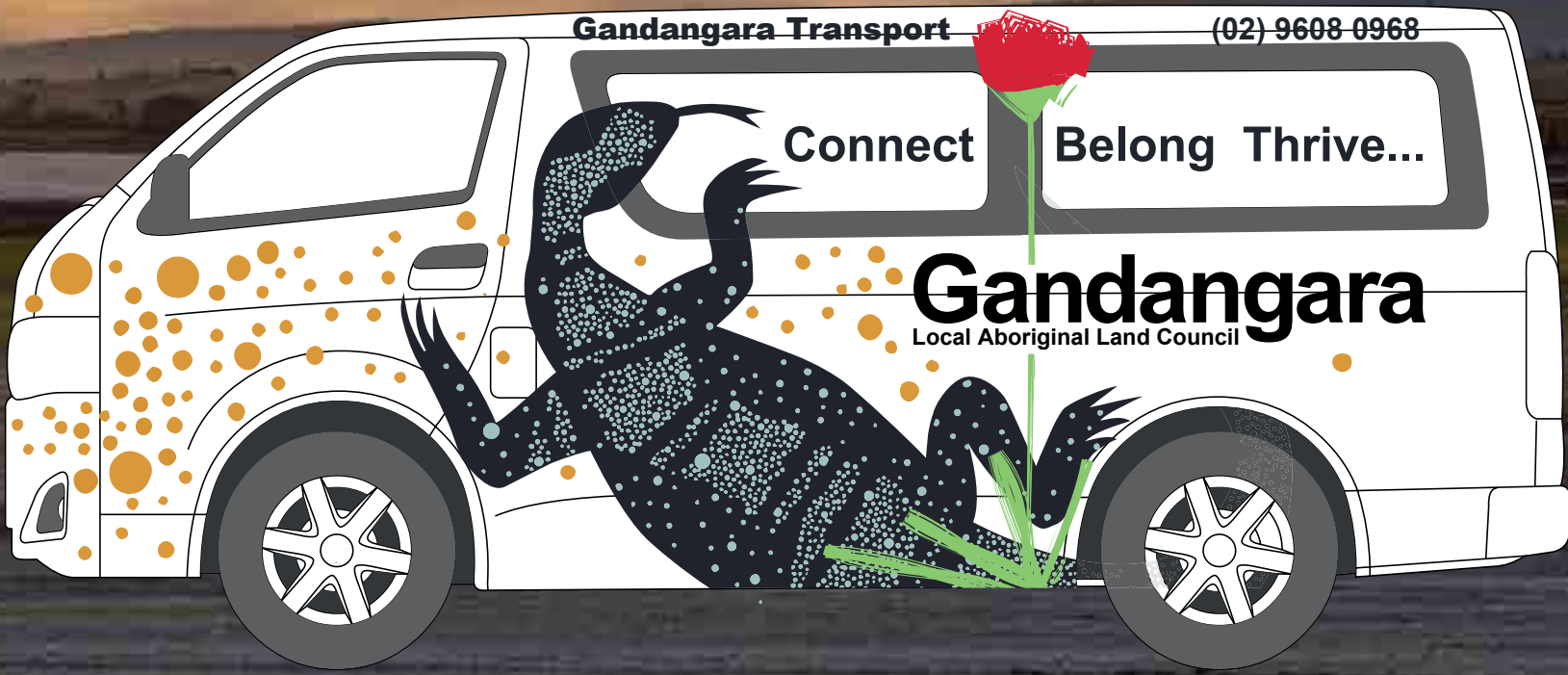
The agreement will expire in 2022. After this period, the agreement will be reviewed and if required amended. During the review period, the agreement will remain in effect until either a new agreement has been negotiated or the agreement has been terminated by both parties.

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: Gandangara Transport Services Limited



Entity: Gandangara Transport Services Limited



141

Ann Kenny
Transport Services Manager

I'm a proud Kamilaroi woman of the Wailwan People, from Coonamble in the Central Western plains of New South Wales, and my father was an Australian of European background. I was born and raised in Coonamble, which is a predominantly Aboriginal community. I have three grown-up children with children of their own and am a proud grandmother. I have one stepdaughter and one adopted son who is three that has been with myself and my husband since birth. Throughout my life, I've had numerous roles within the workforce from the Hospital, Warehousing. I have currently been with GLALC for 9.5 years. My position is the Transport Manager which I run from both GTS depot and GLALC office. We have five

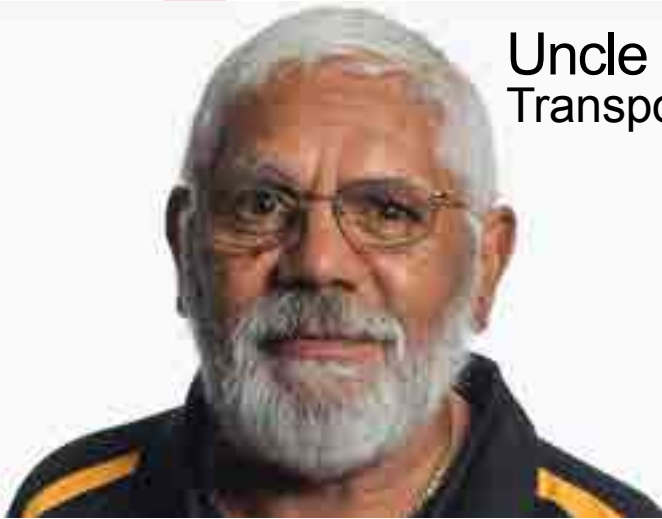
staff members, including me at GTS my hobby's include spending time with my husband and family watching rugby league (Tigers) going to the beach and attending community events. I'm very passionate about our local Indigenous community and their well being. I have been the Transport Manager for the past four years. I run the day to day business looking after drivers' scheduling and making sure all our vehicles are safe, serviced and in good clean running order. I work closely with the Programs Manager, and I also liaise with GLALC staff, Members and the wider community. I want Aboriginal people to feel they are supported and proud of GLALC and their community. I want them to think that they can

freely approach the staff and Council Members with any concerns, or positive feedback they may have. I would also like to see more community events. Aboriginal people love every opportunity to get together and support each other. A lot of Aboriginal people need this as a kind of push to leave the house because it's for their wellbeing. Social events help them stay connected. Even just a yarn with an old friend while out and about helps them stay connected, and these kinds of activities are the perfect opportunity for them to do this.



Renee Smith
Booking and Assessment Officer

Currently, I am employed at GTS as the booking and Assessment officer. I have been with GLALC going on five years before 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. I hope to have many more years to come. I have two teenage daughters who keep me very busy with them. I enjoy going to the beach, watching them play netball and movie nights at home.



Uncle Darcy West
Transport 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 two children, a daughter and a son and three grandchildren that I am very proud of. In 1965 I moved from Wellington to Sydney to start a new journey. I worked in the Transport and warehousing industry for 40 years. I have been a driver at GTS for just over three years in which I have great pleasure in taking the clients to social outings, Doctors appointments and 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
Transport Driver

Christine was born in Charleville QLD. She grew up in Birdsville and settled in Bedourie until moving to Mount Druitt in 1979. Christine has two sons and seven grandchildren. She worked for Muri-Mittigar Cultural services transporting tourist clients before working at GTS as a transport driver. She has been with GTS for four years and has bonded forming a close relationship with the local community her hobbies are spending time with family, gardening and going fishing.



Janey Bown
Transport Driver

Janey Bown has been a transport driver for one year before starting with GTS. Janey worked in the disability sector and aged care. Janey has one daughter her hobbies include spending time with friends, family, going to the beach, shopping and motorbike riding. Since starting at GTS, she has made a strong connection with the community and GTS clients.



Brett Miller
Transport Driver

Brett is a new Transport Driver to the GTS team he was initially a professional photographer and at one stage in his life was a part-owner in a photography company until he had a break due to health reasons. Brett learnt the art of listening to people. With his newly developed listening and communication skills, he decided to become an aged care bus driver to help the elderly residents to get out and about. Eventually, it led him to GTS. He puts his heart and soul into maintaining and caring for the sick, disabled and older adults within our community and has bonded well with our clients.

Entity: Gandangara Transport Services Limited

At Gandangara Transport Services we provide transport for eligible and disadvantaged people in our community, who are either living a long way from available public transportation or prefer to use our service. Passengers are mainly Aboriginal people 50 years of age and over, but we also serve non-Aboriginal clients who are 65 years of age and over. Over the past year the Transport Services team have given of themselves far beyond the call of their day to day duties, but in particular throughout our ongoing COVID pandemic. Their commitment to staying operational, these past few months, ensured health appointments were maintained for our clients and community Members.

Small Mercies Deliver Big Smiles

143

They also made it possible for the Gandangara Land Council to deliver well over 300 essential care packs to Our Members, Aboriginal people over 50, and families in need. It was very tiring but so rewarding to see their happy faces at the door because they had fresh food and necessities like toilet paper and hand sanitisers. You wouldn't think something so small as a care package would make them so happy but it showed how hard their lives had become because they couldn't get out, and were trapped and isolated from family and friends.

Growing The Business In New Directions

During the year we successfully retained an ongoing grant from Transport NSW which has allowed us to hire an additional driver and continue to look for ways to expand our services. An excellent example of this is our trialling of transport services, for chronic

care patients of South Western Local Health Department in the Liverpool area. They need regular visits to clinics and health care services. By replacing their reliance on local taxis, the SWLHD can save money while still helping their most needy patients. It has also allowed us to grow our Transport business significantly, with over 250 extra regular clients. After this initial probationary period, we can confidently look forward to getting more Local Government Areas to service, and enormous potential for future growth.

Just as significantly, we have also applied for NDIS accreditation which will allow us to expand our operations even further, to help even more people in need. When Gandangara Transport does obtain NDIS accreditation (We are confident because we fit criteria) all our other divisions of operation - the Gandangara Local Aboriginal Land Council, Gandagara Health Services and Marumali - will all benefit by being included under our accreditation. We currently provide transport for people in wheelchairs. Still, accreditation will mean all our divisions will be able to pick up the high need and disability clients, as well as others needing transport. We have notified Transport NSW of our application for NDIS accreditation, and they will begin telling people who are on the NDIS recipients list in our area.

NDIS Accreditation gives us a lot of opportunities to expand our services, to help more people in our community because NDIS clients can fall into the home care sector. This means we can do home visits for wellbeing checks, and we can offer assistance within the home and outside, like mowing lawns, all of which Gandangara can assist us in doing.

Growing The Community Spirit

We have also been increasing the number of activities and outings we provide for our community members. I'm pleased to say that more and more people have been coming to our depot to play bingo, have a yarn up and a healthy lunch, and join us for our trips to the Jenolan Caves, to see the Christmas lights and our Christmas parties in July and December.

Growing Awareness Of Our Brand

We will also be working hard to raise the awareness of all our services by getting our vehicles wrapped with highly visible Gandangara branding. We will become very noticeable and attractive, moving billboards for our organisation and its' services. By always travelling all around the region, we'll be making all people (and not just Aboriginal people) far more aware of who we are, what we offer and how to contact us.

We've Come A Long Way Together

Summing up the past year I'd have to say we've come a long way. We're running as a professional service. We are increasing our knowledge and expertise. We're expanding and growing the business. Our people are stepping up, becoming multi-skilled and improving their performance. They've been allowed to do more for, and around, Gandangara and they feel good about themselves because of it. There's a real team spirit, that we're all in it together, doing it for each other, Our Members and our community.



Connect Belong Thrive...

Gandangara Transport (02) 9608 0968

Gandangara
Local Aboriginal Land Council



At the conclusion of the reporting period

GTS Total Transported	Aboriginal and Torres Strait Islander	Mainstream
6,449	2,407	4,042
Total Current Active eligible Clients GTS service regularly	Aboriginal and Torres Strait Islander people	Mainstream
784	436	348
New Clients 251	183	68

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 Vale
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					

These are the areas covered by GTS

Entity: Marumali Limited *Aboriginal Health Brokerage*



Fay Daniels
Marumali Health
Practitioner

I am a proud Wiradjuri woman and I have lived and worked on Darug land my whole working life. I am an Aboriginal Health Practitioner and one of the first to be registered in NSW and I am also an Assistant in Nursing. I've worked at Marumali Limited for 11 and a half years, where 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'm a panel member for the 'Family and Carer's Forum', which is a forum for carer's and families concerned about elder abuse. I'm also a member of the Elder's Olympics Committee, which is a crucial health and wellbeing event in our community. My role at Marumali is very rewarding and I'm proud to go above and beyond to help the most vulnerable Members of our community.



Harry Callaghan
Aboriginal Health Promotion
Worker

My name is Harry Callaghan and I claim Dunghutti country as my home. I moved to Sydney in 2010 to find meaningful employment. Since moving here, I have had many jobs, but decided to follow a path of helping my people live healthy lives, after working at Youthblock Youth Health Services in Camperdown. Other vocational ventures included a 4-year tenure with the Department of Juvenile Justice as Aboriginal Team Advisor for the Intensive Supervision Program, Life Without Barriers as a Cultural Support Worker. Prior to taking on the position with Marumali, I spent about two years with the South Western Sydney Local Health District as a health promotion worker.

My current position as the Aboriginal Health Promotion Worker enables me to be more "hands-on" approach with community and focus my efforts on sharing my knowledge and life lessons with others and promoting healthy lifestyle choices.



Katrina Rorison
Aboriginal Health Promotion
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 lifetime. 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:	453
Gap Payments /Request for Billing:	449
Follow up GP/Specialist Consults: Follow up service by a practice nurse or Aboriginal Health Practitioner	2089
Chronic Disease clients supported: Service provided to an aboriginal and/or Torres Strait Islander person with a chronic disease	353
Total number of clients	845
Allied Health engagement: Dieticians, exercise physiologists, radiologists, pharmacies, physio, chiro, OT, speech pathologist, podiatry, audiologist, dental technicians/orthodontists, community access	525

148

COME & BRING YOUR
FAMILY TO GET YOUR
715 HEALTH CHECK-UP
& RECEIVE THIS T- SHIRT
IN RED OR YELLOW

Entity: Marumali Limited

Aboriginal Health Brokerage

149

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 complicated and intimidating primary, secondary, and the tertiary healthcare system. This is delivered through services informed by the life course paradigm; community engagement and promotion; mental health and Social Emotional and WellBeing strategies and capacity building workshops. All of the 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 and 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 equipped to provide culturally appropriate patient care. Our network of partner GP's is spread across a very large geographical area of South Western Sydney.

Marumali Team

Health Services Manager

Kelly Nichols

Aboriginal Health Practitioner

Fay Daniels

Health Promotion & Outreach Worker

Harry Callaghan

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 and wellbeing
- Providing 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
- Provide support in consulting with your GP and or Specialists to ensure all clients understand diagnosis to decide what needs to happen next
- Supporting and ensuring all services are bulk-billed through Medicare where possible
- Attending appointments to support client's (upon request)
- 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.

Feedback from Clients

“Look what has finally come! Indi getting fitted for her wheelchair. It’s been a long time coming that’s for sure five years it would of never of happened if it wasn’t for you Fay Daniels we appreciate you more then you’ll ever know.”

“Hope you’re well Katrina, only a few more weeks until my baby is here, thank you for all the support you have given me throughout my pregnancy.”

Health Promotion in the Community

Marumali has been involved in many community events providing Health Promotion messages and awareness.

NAIDOC events across several locations:
Liverpool, Campbelltown, Tharawal and Bankstown

Elders groups: Condell Park, Hoxton, Park, Fairfield & Liverpool, Minto & Wingecarribee

Elders Olympics – Liverpool & Blacktown
Weaving, kickboxing, Didge & Dance, Art & Culture programs

715 Health Assessment promotion

COVID-19 care packages

COVID-19 client wellbeing phone calls

Facebook communication and awareness

Liverpool Hospital

ACCP shared client review meetings

Koori Interagency meetings

AECG education review meetings

SWSLHD Sexual Health program



Artwork: Harry Callaghan

THE ANNUAL ELDERS OLYMPICS

The Annual Elders Olympics was held at Whitlam Leisure Centre on March 13th, 2020.

For the first time ever our GLALC had two teams participating with the Blue team winning 3rd place and securing a bronze medal.

Divided between the Wingecarribee and Liverpool districts, the annual Elders Olympics selects teams of Aboriginal and/or Torres Strait Islander seniors from the greater South-West region.

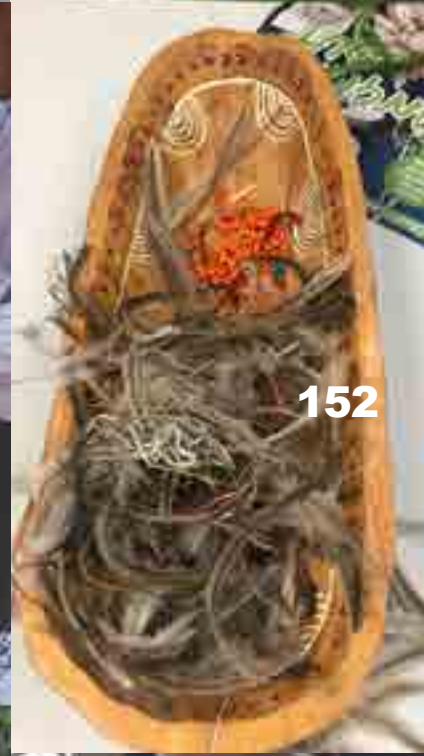
The focus of the day is to provide health promotion and nutrition. Hearing checks and eye screening tests are undertaken by health professionals. Teams play 'Traditional Indigenous Games' (TIG) and enjoy a yarn with each other.

Macarthur Disability Services hosted the Annual Elders Olympics this year, with sponsorship from Seniors Rights Services and Marumali, supported by Gandangara Transport Services managed the event.

"The team was really happy and excited—many of our participants are already following up asking about when next year's training will be taking place."

Marumali also participated in the Blacktown Elders Olympics for the 1st time. There were teams from all over the state, even Dubbo. Medals were given out after each event, and our team came home with a few.





Front Cover Image: Gandangara

© Gandangara Local Aboriginal Land Council

This work is copyright. Apart from any use as permitted under the Copyright Act 1968, no part may be reproduced by any process without written permission from Gandangara Local Aboriginal Land Council and enquiries concerning reproduction should be addressed to:

Office of the CEO

Gandangara Local Aboriginal Land Council

PO Box 1038, Liverpool BC NSW 1871

This publication will be available online at www.gandangara.org.au

Every reasonable effort has been made to contact copyright owners of materials reproduced in this publication.

Gandangara Local Aboriginal Land Council welcomes communication from any copyright owner from whom permission was inadvertently not obtained.

Publication Year 2020

Catalogue Number AR 0002 GLALC2 2020





Gandangara Local Aboriginal Land Council
Head Office 103 Moore Street, Liverpool 2170
Current Office 64 Macquarie Street, Liverpool 2170
PO Box 1038, Liverpool BC, NSW 1871

Phone: 02 9602 5280
Fax: 02 9602 2741
Email: reception@glalc.org.au
www.gandangara.org.au
ABN: 5947 685 149

