



GANDANGARA

Local Aboriginal Land Council

COMMUNITY, LAND
& BUSINESS PLAN
2020-2024

Connect. Belong. Thrive.



COMMUNITY, LAND & BUSINESS PLAN 2020-2024



Table of Contents	PAGE NUMBERS
Acknowledgement to Country	3 – 4
Legislative Frameworks	5
Historical Context	6 – 8
Chairperson’s Message	9 – 10
CEO’s Message	11 – 14
About this Community, Land and Business Plan	15
About Our Land Council	16
GLALC Structure Chart	16
Location, Boundaries & Map	17 – 18
Market Analysis	19
Member Analysis	20 – 22
Closing the Gap: Progress against the Targets 2020	23
How Gandangara is helping to Close the Gap	24
Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis	25 – 26
Methodology in developing the CLBP	28
Information about the process of Plan Approval	29 – 30
Our Purpose	31
Our Vision	32
Our Mission	32
Connect	33 – 34
Belong	35 – 36
Thrive	37 – 38

Please note:

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain names, photographs and images of deceased persons.

Some material may contain terms that reflect authors’ views, or those of the period in which the items were written.



Find
us
on



www.gandangara.org.au

Table of Contents Cont'd	PAGE NUMBERS
Community, Land and Business Plan 2020-2024: Objectives and Strategies	39
Key Result Area 1: Engaging with Our Members & community	40
Key Result Area 2: The acquisition, management, & development of land & other assets	41
Key Result Area 3: The provision & management of Community Benefit Schemes (CBS)	42
Key Result Area 4: Business enterprises & investments	43 – 44
Key Result Area 5: Aboriginal culture & heritage	45
CLBP Consultations Sessions: Members & Community, Board & Staff	46 – 56
Our Values	57 – 58
UN Declaration of the Rights of First Peoples	59 – 60
Gandangara Partnership Principles	60
Governance Charter	61 – 62
Turning violence into kindness	63
Kindness raises us all up	64
Members Code of Conduct	65 – 66
Board Code of Conduct	67 – 68
Staff Code of Conduct	69 – 70
Connection to Country–Important to co-create to preserve our Culture & Heritage	72
Gandangara, Entities Location & Contact Details	73
Endnotes	78
References	78

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 is 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.

Acknowledgement to Country

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).

Gandangara Local Aboriginal Land Council Photograph: Badgery's Creek

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

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

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

Each Local Aboriginal Land Council must represent and protect the interests of the Aboriginal Owners in its jurisdiction. A Register of Aboriginal Owners is held

by the Office of the Registrar *ALRA 1983 (NSW)*, wherein the names of Aboriginal persons are entered who have identified upon the basis of their cultural association with particular land.

This concept is a kin to that of the Traditional Owners under the *Native Title Act 1993 (Cth)* but not the same. Under the *ALRA 1983 (NSW)*, any Aboriginal person can be a Member of the Land Council in the area that they reside but are usually voting Members of the Land Council within the area with which they identify their bloodlines and lineage as an Aboriginal person. Being entered on the Register of Aboriginal Owners does not mean that a person is a Traditional Owner, as such status can only be granted under the *Native Title Act 1993*.

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

Legislative Frameworks

These statutory Acts impact, guide and/or determine Gandangara Local Aboriginal Land Councils Operations

Act	Impact
Aboriginal Lands Right Act 1983 (NSW)	Constitutes Gandangara Local Aboriginal Land Council as an autonomous statutory entity with the objective “ 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”.
Anti-Discrimination Act 1977 (NSW)	Requires equality of opportunity, particularly in employment, irrespective of race, religion, sex, marital status, etc. Under the GLALC Aboriginal Employment Strategy, certain positions may be designated as Identified Aboriginal positions. Designated development programs which include vocational and professional development opportunities are available for Identified Aboriginal people to assist in increasing the participation of Aboriginal people at all levels of the organisation in accordance with the Anti-Discrimination Act 1977 (NSW) and the Racial Discrimination Act 1975 (Cth). Where a position provides a service specifically for Aboriginal and/ or Torres Strait Islander peoples, the organisation will identify such positions and include the following wording: “This position requires an applicant to be an Aboriginal and/ or Torres Strait Islander as a genuine occupational qualification as authorised by section 14 of the Anti-Discrimination Act 1977 (NSW).”
Biodiversity Conservation Act 2016 (NSW)	Biodiversity Conservation Act 2016 (NSW) - introduces new mandatory requirements for biodiversity assessment and reporting and requires proponents to offset biodiversity impacts by retiring biodiversity credits through the Biodiversity Offset Scheme.
Commonwealth and State Taxation Legislation	Gandangara Local Aboriginal Land Council is exempt from a range of State and Commonwealth taxes, rates and charges, including: <ul style="list-style-type: none"> ● Stamp duty and vendors duty on property transactions ● Land tax ● Income tax (endorsed by the ATO); and ● Fringe benefits tax (endorsed by ATO up to threshold limits).
Environmental Planning and Assessment Act 1973 (NSW)	Establishes the framework under which land is managed and used in NSW. Sets out the framework of planning instruments used by the State/Local Government’s including: <ul style="list-style-type: none"> ● State Environmental Planning Policies ● Regional Environmental Plans ● Local Environment Plans; and ● Development Control Plans. Each of these items (plus rules established by Government agencies) must be complied with if GLALC wants to use land granted or acquired. This could be establishing a business, developing or selling land or reserving land for cultural purposes.
Forestry Act 2012 (NSW)	Forestry Act 2012 (NSW) – Restricts lands that can be claimed by the Land Council if dedicated or reserved as State forest, timber reserve or flora.
Local Government Act 1993 (NSW)	Establishes roles, functions and constraints on local government in NSW. Impacted upon GLALC in terms of payment of rates, provision of services (parks, libraries, childcare facilities) and approving applications for land development.
National Parks and Wildlife Act 1974 (NSW)	Establishment, preservation and management of national parks, historic sites and certain other areas to assist in the protection of specific fauna, native plants and Aboriginal objects. Key impact for Gandangara Local Aboriginal Land Council is the provisions relating to the identification, assessment and management of areas of Aboriginal cultural heritage. This Act sets rules under which Gandangara Local Aboriginal Land Council undertakes site inspections and prepares reports recommending preservation or consent to destroy.
Residential Tenancies Act 2010 (NSW)	Establishes rights and obligations of landlords and tenants. Governs in conjunction with the <i>ALRA 1983 (NSW)</i> the Gandangara Local Aboriginal Land Council rental housing operations.

Historical Context

Boundaries:

The jurisdictional boundaries of Gandangara Local Aboriginal Land Council (GLALC) span (in whole or in part), six Local Government Areas in the South Western Sydney region. These include Liverpool, Fairfield, Canterbury-Bankstown, Parramatta, Cumberland, and the Sutherland Shire. As a Local Aboriginal Land Council, Gandangara was established in 1984 after the passing of the *Aboriginal Land Rights Act 1983* (NSW), when Minister Walker apportioned land for the Aboriginal peoples in the South Western Sydney region.

Traditional Custodians:

The name 'Gandangara' does not refer to the traditional custodians of the area within this jurisdiction.

Definitively identifying the traditional owners' custodians of the land of our region is fraught with difficulty, from the perspective of historical sources and the contemporary perspective of identity politics and language revivalism.

Previous GLALC company documents and external publications assert:

'The original owners of the land of our region are the Darug Nation and particularly the Cabrogal Clan, whom we acknowledge and to whose Elders and ancestors we pay deep respect.' (Board tenure 2011-2015).

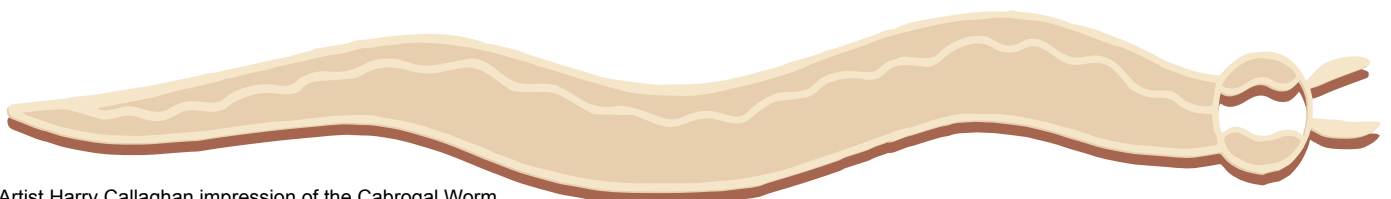
Information and historical records about the Traditional Owners have come from early colonists and ethnographers observing Aboriginal people. Historical records are based on the lens of settler colonialism as found in the records of the early colonists (especially Watkin Tench, William Dawes and David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

Academic scholarship on the topic of traditional owners in the South Western Sydney area is scant; frequently cited sources include Kohen (1993 – although his work is controversial and not based on consensus), Attenbrow (2003), Dreher (2006) and Gapps (2010).

Most of these acknowledge the traditional Country and language as being 'Darug' and the clan of the Cabramatta region as being 'Cabrogal' (or Gabrogal). Because of contemporary politics of representation around the history (and the current revivalism) of the Darug language, we tend to focus on recognising the families within the Cabrogal clan as the traditional custodians of the land.

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

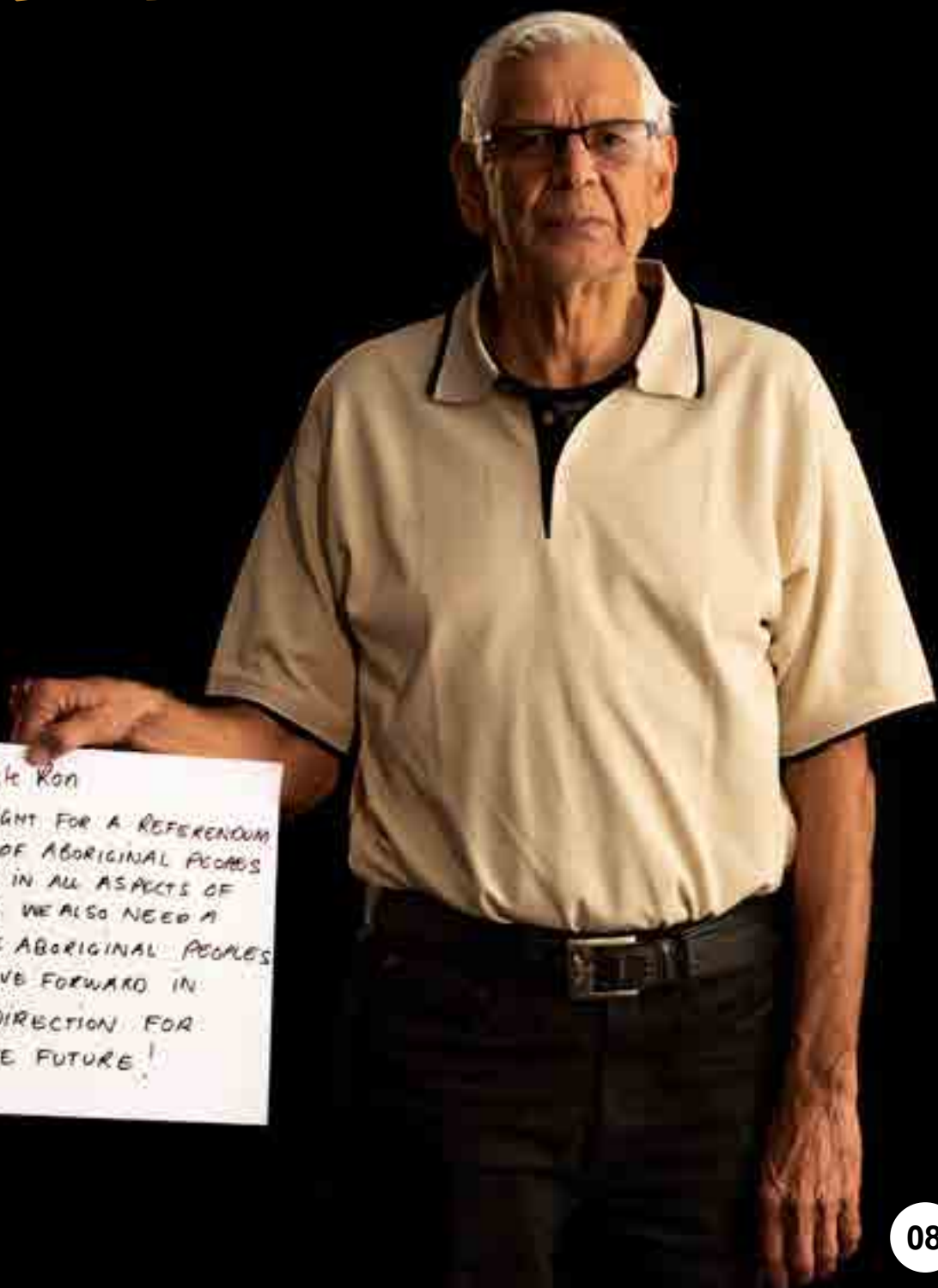
No descendants of this historical clan are recorded on the Register of Aboriginal Owners for the Gandangara Local Aboriginal Land Council area and its membership under the Office of the Registrar, *ALRA 1983* (NSW). As such, Gandangara Local Aboriginal Land Council community today is a multicultural collection of Aboriginal persons from many different families, clans, tribal and nation groups from many different countries. We acknowledge the Cabrogal clan as the Traditional Custodians of this land. We act as the statutory custodians of the Aboriginal persons living in this land. We honour our Elders past, present and emerging. More research needs to be conducted incorporating the Local Aboriginal perspectives in the construction of this history.



Artist Harry Callaghan impression of the Cabrogal Worm



Why has it
taken so long?
Voice, Treaty, Truth!!!
Aunty Dot Webb
7 July 2019



7/7/2019 Uncle Ron
THE TIME IS RIGHT FOR A REFERENDUM
ON RECOGNITION OF ABORIGINAL PEOPLES
TO BE INCLUDED IN ALL ASPECTS OF
THE CONSTITUTION. WE ALSO NEED A
TREATY TO GIVE ABORIGINAL PEOPLES
A VOICE TO MOVE FORWARD IN
THEIR OWN DIRECTION FOR
NOW AND THE FUTURE!

Message from our Chairperson



Anthony Scholes Chairperson

Our Community, Land and Business Plan (CLBP) is Our Bible

Everybody has a constitution or body of laws they abide by, and I view the Community, Land and Business Plan as our bible. It is the book of directions and decisions that we, as an organisation, abide by and follow. It is our authoritative guide for our activities. We follow it and cannot deviate from it. We provide the support and services to deliver on that Plan.

Our Community, Land and Business Plan is driven by the needs of Our Members and is developed and drafted by the Board, Management and Staff in consultation with Our Members and community. It is then presented to Our Members for review and approval. Once it is approved by Our Members, it becomes a living document of intent that is distributed to all Our Members, Board, Management and Staff.

It is a mandatory requirement, under the *Aboriginal Land Rights Act 1983* (NSW), for every newly elected Local Aboriginal Land Council Board of Directors to produce a Community, Land and Business Plan (within nine months of their election) to be implemented over the following four years of their tenure. This document is our Plan, our bible for the next four years. However, due to the COVID-19 Pandemic, we have been granted an extension until 31 December 2020.

We Are Now Performing At Our Best And Playing To Our Strengths

Coming to the end of the previous four years, we are now functioning properly as a Land Council. We have restored our integrity and rebuilt community trust and implemented rigid, accountable governance, hired a new CEO, Management team and Professional Staff. As a Council, we have also been able to engage more effectively, and more often, with Our Members and community stakeholders – councils, environmentalists and businesses in our local area and beyond. Just as importantly, our enhanced Management team has been able to secure approved projects as well as the funding needed for them to go ahead with the support of the Board and Members.

Four years ago, we had only just come out of Administration, and our past has been following us these past four years because of the stringent restrictions imposed on us. We have had to justify everything we do and clean up issues of the past which have taken enormous effort and resilience to do so by Management. We are now emerging from under that long shadow and coming into the strong positive light of improved practices, skilled people and more appropriate investment. Our Management and staff can follow through effectively, and we can complete a project and assess it on its own merits.

We are producing results because we now have the team we need to address issues more effectively and challenge ourselves with our projects. Over the years, we weren't always able to deliver on our projects, but now we have a strong monitoring process and the resources in place to complete our projects.

With strong committed Management, we can retain the team, work harder and better for Our Members. We didn't always have that, but now we do, and we all are benefiting. We have higher completion rates, which encourage us all to do even more for each other. Stronger together!

Our Risk Assessment System rating has gone from a low 67% in 2017 to 100% in 2019 for the first time in my tenure. That means we have been able to complete our governance, equipment, administration, financial and cost processes in a timely manner. Local Aboriginal Land

Councils with low ratings are required to do more frequent reporting with more stringent controls that are, ultimately accountable to the Minister. Our 100% rating has enabled us to report annually, rather than quarterly, which is a reflection of the trust we have built up with the NSWALC.

We have the confidence to function properly and strongly as a Land Council. We have the confidence to deliver more aspects of the new Community, Land and Business Plan, to complete our projects within the timelines and enjoy better outcomes, especially for the most important people at Gandangara Local Aboriginal Land Council, Our Members.

I've Never Felt More Positive About The Future Of Gandangara Local Aboriginal Land Council

Our membership is increasing because we now have a better membership management process in place and is also getting through the backlog of those wanting to become Members. This is very encouraging because more and more of our community have the opportunity to engage with their Land Council.

This has strengthened the morale amongst both our staff and Members, because everybody is working as one, giving more support to our projects and our staff. All Members who attend meetings are guided

by a code of conduct, and when they attend our meetings, they get to hear and understand what their Council has to say and is doing, in a mutually respectful way.

As an Aboriginal organisation only Aboriginal people, who are Members or becoming Members (only those Aboriginal people, who are full Members with voting rights, can vote on issues presented at meetings) are invited to participate directly. As a result, more Aboriginal people know what's going on, and this brings us all closer together.

After serving for many years, on Boards at Gandangara Local Aboriginal Land Council, I've never felt more positive about the outcomes and future for Gandangara. In my time, there's been a real roller coaster ride of changes in staff and attitudes. Our direction has changed dramatically for the better, for many really positive reasons.

We are only going to get better, stronger, happier and more proud of who we are and what we've achieved for ourselves.



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

Message from the Chief Executive Officer



Melissa Williams Chief Executive Officer

Building the foundations for stability and growth

Dear Members,

The abiding vision of the Board is to protect the interests of Our Members. This demands the creation of effective Management that's capable of delivering on the vision, priorities and strategies approved by the Board and Our Members. My role in this is to take on what the Board approves and then to implement it.

To do that effectively, I have, in my tenure as Chief Executive Officer, set up the Divisions within the Entities to implement and manage all our Entities, namely the Land Council itself, Gandangara Health Services, Marumali and Gandangara Transport Services. These Entities are successfully building the strong foundations needed for our business to be stable and to grow.

The four leading priorities for growth and improved performance set out in the previous Community, Land and Business Plan (now in its final year) are the protection and promotion of Aboriginal culture and heritage; the provision of community benefit schemes; the acquisition, management and development of land and other assets, and; the development of business enterprises and investments. I am pleased to report that we have successfully delivered, and in many cases, exceeded these required outcomes.

1: Aboriginal culture and heritage

The essential requirements for protecting our land, our sacred sites and our artefacts – that are literally embedded in our land – are to define and find our sites, and to manage them in ways that protect and conserve them. We are doing this in many important ways, and continue to work hard at doing even more:

- We have architectural plans submitted to council for development approval, for the refurbishment of 103 Moore Street, Liverpool part of which will become a Keeping Place for our artefacts
- We have begun compiling a cultural map of our land and procured the licence for a Geographical Information System to enable us to have an accurate view of our land claims and current status
- We are developing a first-in-class land management strategy to protect our sites of significance
- We have begun providing Aboriginal dance, art and performance classes for Our Members, partners and broader community
- We are constantly working with our stakeholders to effectively engage in the protection of our culture and heritage in our area
- We have employed a Culture and Heritage Officer to locate, monitor, evaluate and manage all our important sites and artefacts, and make sure we upload them all into our mapping tool
- We are actively helping schools and local governments to learn about Aboriginal cultural knowledge and be more aware of our protocols
- We perform regular Welcome/Acknowledgement to Country ceremonies throughout our jurisdiction
- We are training businesses and their staff in cultural sensitivities to Aboriginal culture, and conducting cultural competency and capability programs throughout our region
- We are evaluating opportunities for developing and implementing cultural tourism
- We are designing and building a soon-to-be-launched website that will provide cultural news and information for Our Members and wider community.

2: The provision of community benefit schemes

We are developing and delivering a wide range of initiatives that provide an increasing level of social benefits for Our Members and community, including:

- Making available quality, affordable housing for Our Members, which is a high priority need.
- Submitted refurbishment plans for 103 Moore Street, Liverpool to serve as a Keeping Place & Cultural Education Centre for our whole community. By this we will be able to keep our emotional and historical connection to the site given it was once home to the NSW Local Aboriginal Council
- Providing a safe and welcoming place for Our Members at our current head office in 64 Macquarie Street, Liverpool.
- We are organising regular cultural events which help our Aboriginal community feel good about their own culture, while also attracting and educating others about our culture. As a result, more and more schools, local businesses and councils are now wanting to know and experience more of our culture
- We are organising regular community events such as the NAIDOC Week and community BBQ's which attract a wide cross-section of people from our community and from around the country, to engage with us and share our stories
- We are currently applying for NDIS accreditation for our Transport and Health services which will enable us to provide hands-on help to more of the most vulnerable people in our community.

3: The acquisition, management and development of land and other assets

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 LGA. These claims were:

- ALC 6431
- ALC 6614

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 800ha.

Our land is our natural heritage, our home, and our most valuable asset, so we are making sure that it is managed and developed very carefully. This ensures that it provides a sustainable source of income for Our Members now, but is also protected and maintained for the benefit of future generations that follow us. Our achievements include:

- We have a mapping tool that allows us to analyse our current claimable lands, and those land claims that are undetermined
- We are developing an effective strategy for current and future land claims
- We have renewed our land leases to retain control over them
- We are looking into the feasibility of how to use some of our land to meet important community needs such as increasing our housing stock
- We are assessing and developing opportunities to maximise the return on our land.

4: The development of business enterprises and investments

We have considerable financial assets and we have made sure our capital investment fund is now properly managed. As such we have:

- Hired leading financial consultants JB Were to develop and implement effective strategies that will get the maximum performance out of our funds and make sure they are kept safe. This has already been tested and proven to work, putting Gandangara Local Aboriginal Land Council in a much more solid position in this tumultuous period of the COVID-19 pandemic year 2020
- A priority was to make sure that there is an increase in Aboriginal employment at Gandangara Local Aboriginal Land Council which is currently at 65% Aboriginal employment
- 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
- We have worked hard to turn around the service levels and financial performances of our Gandangara Health Services.

A Genuine Community Plan for Even Better Results



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



Staff: Left to right, back row: Fay Daniels, Tracey Fitzgibbon, Dianne Davis, Wyanita Tranter, Harry Callaghan, Uncle Darcy West, Dr Viet Duc Dang Ho, Mark Spithill, Janey Bown, Dr Robert Kennedy, Dr Justin Garnsworthy, Dr Ruth Sheridan, Charmaine Tupou, Melissa Sonter.
Left to right, Middle row: Christine Smith, Deborah Munro, Katrina Rorison, Jessica Filipe, Emma Guan, Darren Duncan, Kelly Nichols, Rachael Ingrey, Kim Borg.
Left to right, Front row: Jasna Morales, Dr Sheila Knowlden, Dr Jacinthe Roy, Dr Prudence Kirby, Melissa Williams (CEO), Ann Kenny, Roslyn Romanous, Fiona Hardy, Renee Smith.

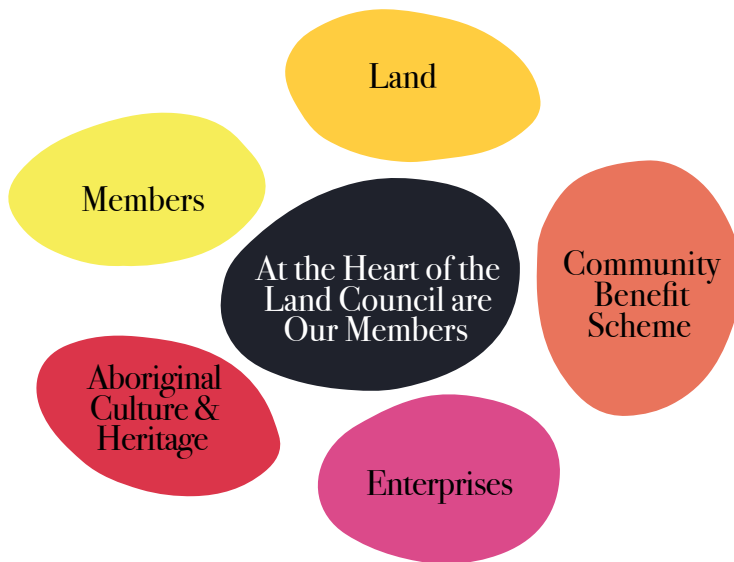
THE WAY FORWARD CEO Message Cont'

This is not just a plan.

*It is an absolute certainty of belief in who we are,
what we stand for and what we're capable of achieving together.*

Having welcomed a new Board, we also look forward to implementing the new Community, Land and Business Plan (CLBP) that is approved by Our Members. This latest Plan is the result of many consultations (far more than was done in the past) with Our Members, the Board, our Staff and Community stakeholders. We also conducted needs-based surveys with Our Members, to get a more accurate picture of their priorities so that we are better able to plan our business around Members' needs.

This is a genuine CLBP because it has been developed through real cooperation and consultation with our community. We have also recognised and responded to emerging themes led by the need for a proper Keeping Place, increased education of the community about Aboriginal culture and protocols, developing Aboriginal cultural tourism and increasing Aboriginal employment. All of this incremental knowledge raised standards, and improved services give us the means and momentum to build upon the last CLBP so we can all look forward to even better results in the future.



I want to conclude with something that was never planned for and could never have been predicted – the COVID-19 Pandemic. This disaster has created more problems, stress and confusion than any of us may have yet experienced. It has created uncertainty and fear for many. Nobody has been untouched in these worst of times. However, it has also brought out the very best in us: our love and care for our communities and our passion and dedication to helping, especially the most vulnerable among us. Our resilience has shone through all of the darkest moments. We have kept Our Members, our people and our staff safe through it all. It's not over yet, but we will get through it together.



About this Community, Land and Business Plan

Introduction

Gandangara Local Aboriginal Land Council (GLALC) is incorporated under the New South Wales' *Aboriginal Land Rights Act 1983* hereafter, *ALRA 1983* (NSW). The 2006 amendments to the *ALRA 1983* (NSW) require Local Aboriginal Land Councils (LALC's) to develop a Community, Land and Business Plan (CLBP), which functions as the overall strategic Plan for the Land Council, and which must be adopted and implemented nine months after the election of a new Board of Directors.¹

The CLBP identifies the main objectives of Gandangara Local Aboriginal Land Council and the strategies that will assist our Land Council to achieve these objectives. Every CLBP must contain objectives and strategies guiding the Land Council in matters pertaining to:

- **Aboriginal culture & heritage**
- **The provision & management of Community Benefits Schemes (CBS)**
- **The acquisition, management & development of land & other assets**
- **Business enterprises & investments**
- **Any other matter required to be included in the community, land & business plan by any applicable policy of the NSWALC**
- **Any other matter prescribed by the regulations.**²

We also include strategies and objectives about engaging with Our Members and community.

This CLBP is a vital tool in the effective Management of Gandangara Local Aboriginal Land Council as it provides clear direction to ensure the success of Gandangara Local Aboriginal Land Council over the coming four years and beyond, in areas of business that essentially act "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."³

Consultations for this CLBP were held with Our Members and other stakeholders between November 2019 to May 2020 to ensure that Gandangara Local Aboriginal Land Council complied with the requirements in the *ALRA 1983* (NSW), and to gain the breadth and depth of community feedback needed to make this Plan a success.⁴

In preparing this CLBP, the Members & Community, Board & Staff of Gandangara Local Aboriginal Land Council have provided a benchmark to measure Gandangara Local Aboriginal Land Council's success in achieving the strategies identified. This CLBP will future-proof Gandangara Local Aboriginal Land Council's position in the market and support partnerships with, and funding applications from, third parties in the years ahead. Our Members have contributed their vision and voices to this document through extensive community consultations; the aspirations and needs of Our Members have guided the objectives and strategies outlined in this CLBP to ensure that Gandangara Local Aboriginal Land Council achieves its purpose of nurturing the resilience of Our Members by fostering a spirit of belonging, unity and cooperation in us all.

Included herein are objectives centred on these needs and aspirations, along with strategic actions, projects, personnel and resources that are in place to achieve these objectives.⁵ An Implementation report is provided in each annual report to provide a status update. The Gandangara Local Aboriginal Land Council Annual Budget to be receipted by Members over the life of this Plan. On matters relating to land dealings, final approval must always be sought from the Members.⁶ Other approvals will take the form of the Board's specific delegation of authority to the CEO, and the duties defined and responsibilities of the Board and CEO within the statutory requirements of the *ALRA 1983* (NSW).

Matters that are not outlined within this CLBP cannot proceed without Members' agreeing to alter this Plan for their inclusion.⁷ Any alterations to this CLBP will not occur without the CEO seeking the approval and endorsement by the Membership. This CLBP takes effect when it is approved by the Gandangara Local Aboriginal Land Council Members at a meeting called for the purpose of accepting the CLBP, by a resolution of at least 80% of the voting Members.⁸

About Our Land Council

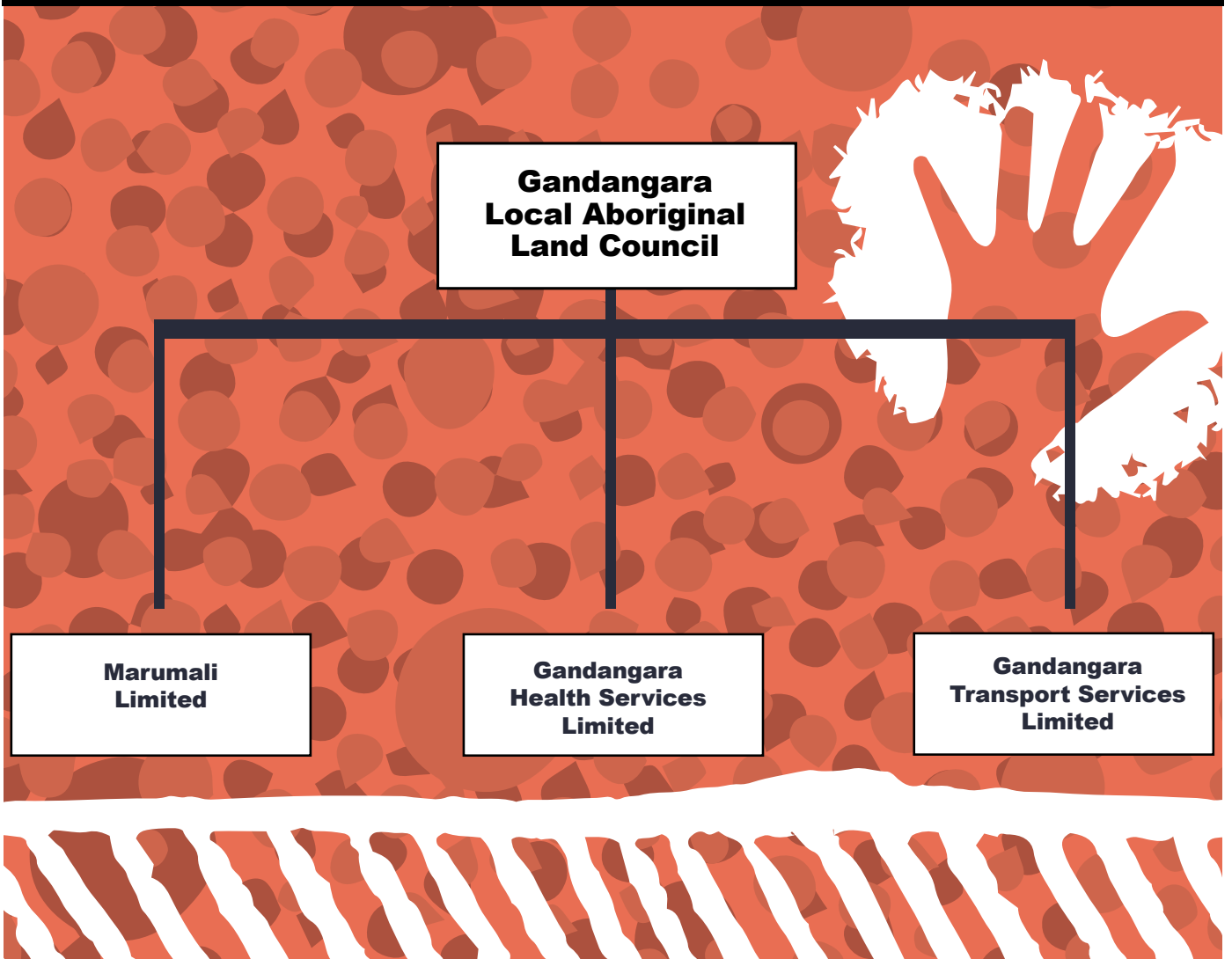
Gandangara Local Aboriginal Land Council is a statutory entity, established in 1984, operating as a not-for-profit Land Council. We are constituted under the *Aboriginal Land Rights Act 1983* (NSW) to “improve, foster and protect the best interests of Aboriginal people” in the Council’s areas and to provide the best social services to Our Members, which currently number over 723 people.

Gandangara Local Aboriginal Land Council is the parent company and controlled entities providing essential services to Our Members and the broader community.

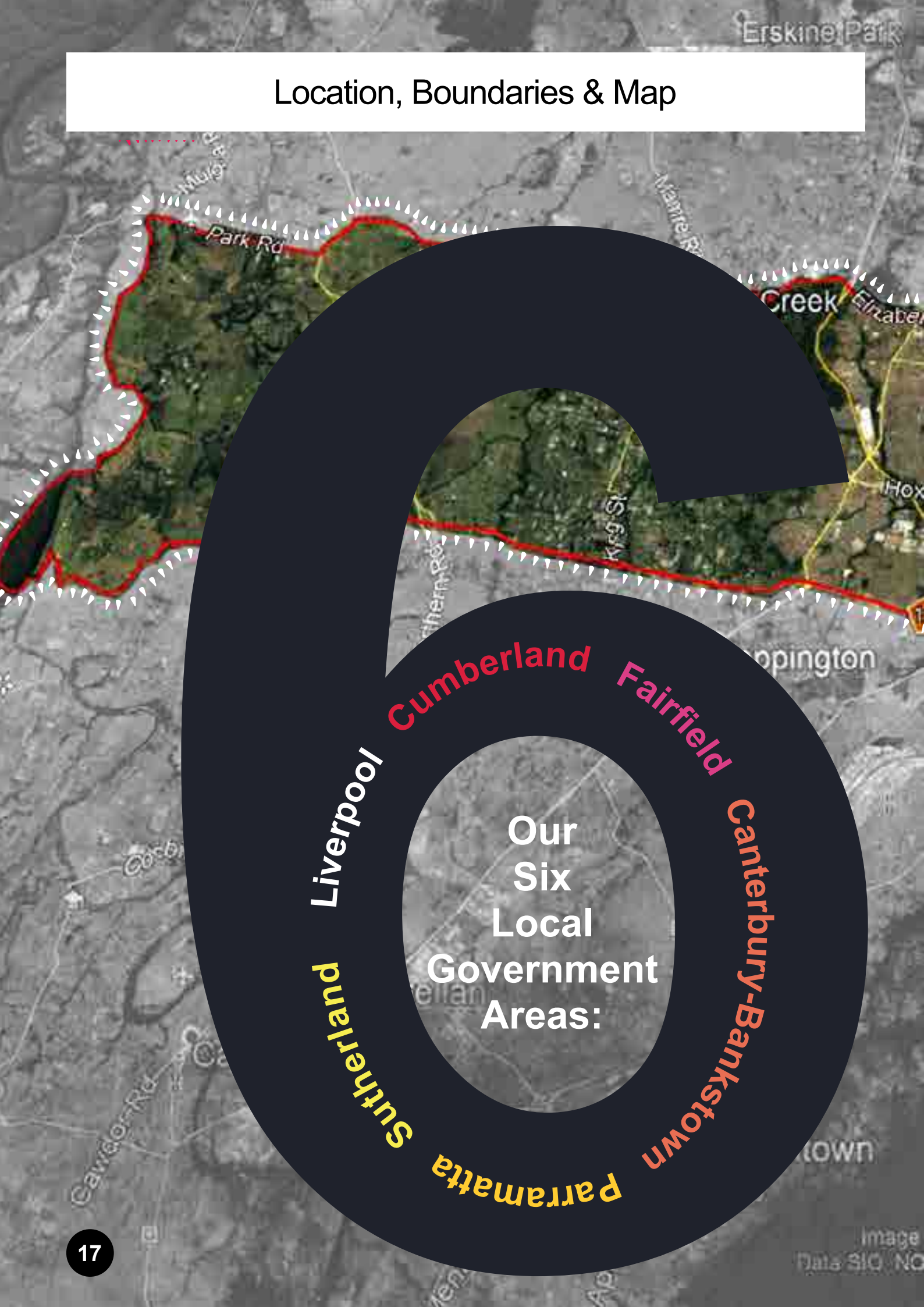
We have multiple commercial locations within our boundaries including our current (GLALC HQ) 64 Macquarie Street, Liverpool (Gandangara Health Services & Marumali), 103 Moore St, Liverpool (GLALC HQ) and 14 Weld St, Prestons (Gandangara Transport Services). Although our geographic remit spans six Local Government Areas.

In accordance with Section 51 of the *ALRA*. 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.

GLALC Structure Chart



Location, Boundaries & Map



Cumberland **Fairfield**
Canterbury-Bankstown
Sutherland **Liverpool**
Parramatta

Our
 Six
 Local
 Government
 Areas:



Market Analysis

These suburb statistics are taken from 2016 ABS Census for Aboriginal & Torres Strait Islander People and are current to date

Age	Fairfield (C)	%	Canterbury-Bankstown	%
Median age	23		25	
0-4 years	181	12.2	264	10.4
5-14 years	314	21.2	525	20.6
15-24 years	297	20.0	466	18.3
25-34 years	184	12.4	329	12.9
35-44 years	142	9.6	270	10.6
45-54 years	154	10.4	299	11.7
55-64 Years	109	7.3	216	8.5
65 years and over	102	6.9	176	6.9
Age	Sutherland Shire	%	Parramatta	%
Median age	25		28	
0-4 years	264	10.8	123	7.3
5-14 years	517	21.2	225	13.3
15-24 years	410	16.8	350	20.7
25-34 years	335	13.7	365	21.6
35-44 years	289	11.9	252	14.9
45-54 years	263	10.8	192	11.3
55-64 Years	204	8.4	104	6.1
65 years and over	155	6.4	81	4.8
Age	Cumberland	%	Liverpool	%
Median age	27		23	
0-4 years	150	10.7	354	11.7
5-14 years	248	17.7	713	23.6
15-24 years	247	17.6	597	19.8
25-34 years	194	13.8	366	12.1
35-44 years	157	11.2	325	10.8
45-54 years	178	12.7	305	10.1
55-64 Years	128	9.1	201	6.7
65 years and over	99	7.1	161	5.3

Aboriginal and Torres Strait Islander Population: ABS Census 2016

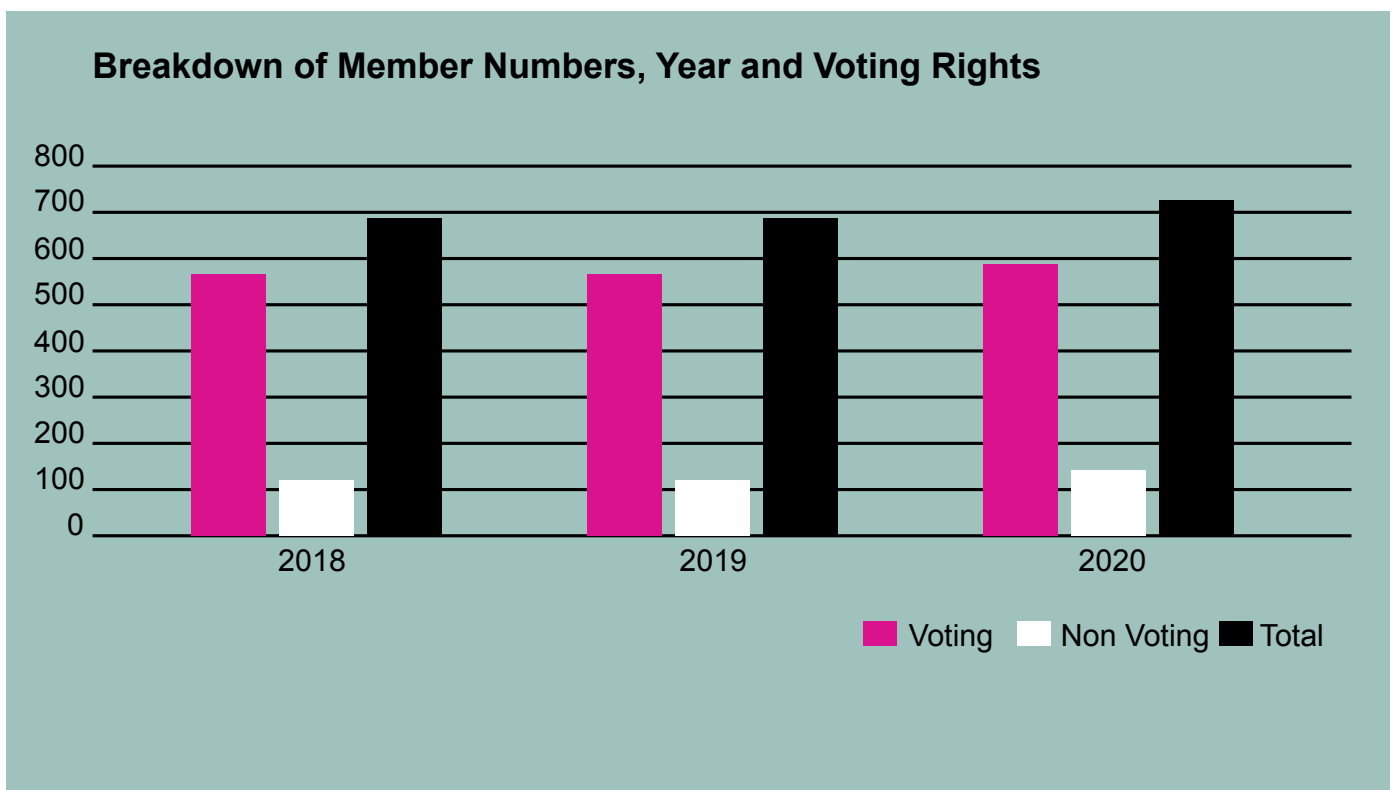
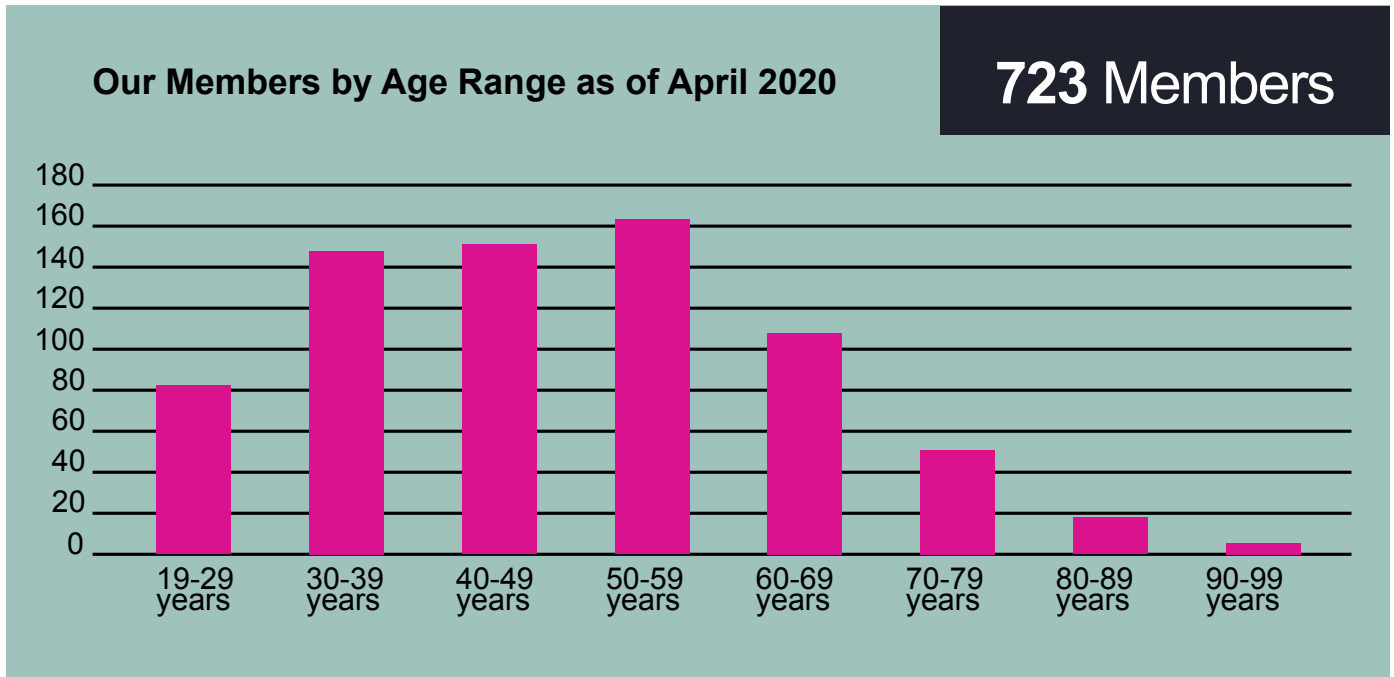
Age	New South Wales	%	Australia	%
Median age	22		23	
0-4 years	24,956	11.5	73,265	11.3
5-14 years	49,311	22.8	147,134	22.7
15-24 years	41,327	19.1	123,719	19.1
25-34 years	27,767	12.8	88,861	13.7
35-44 years	22,886	10.6	72,394	11.2
45-54 years	22,421	10.4	67,415	10.4
55-64 Years	15,934	7.4	45,433	7.0
65 years and over	11,576	5.4	30,952	4.8

Members Analysis

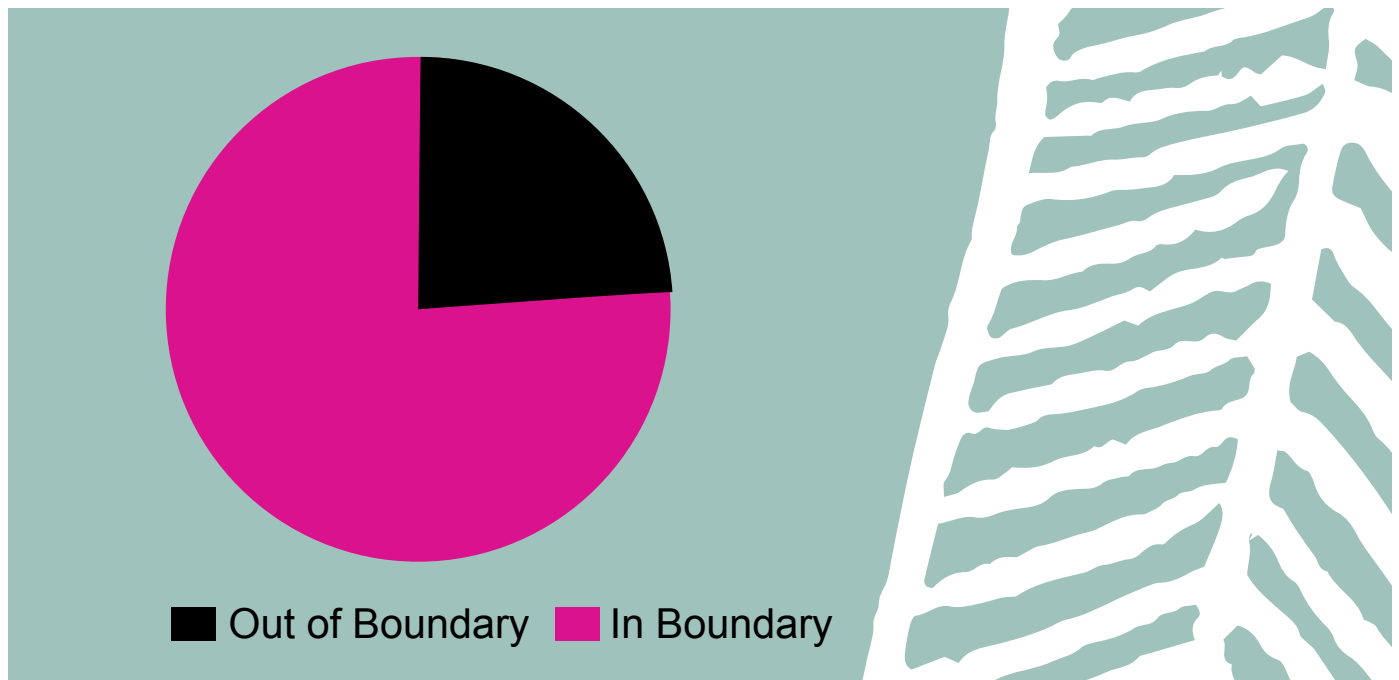
Our Members:

The total number of Our Members is increasing year-on-year. In the past three years, our Membership base has grown from 683 Members in 2018 to 723 Members in 2020. Our previous CLBP (2016-2020) stated that in 2016, there were just over 400 Members of Gandangara Local Aboriginal Land Council.

Of the current 723 Members, 580 are voting Members, and 143 are non-voting Members.



Our Members within and out of our Boundaries:



Demographic Information:

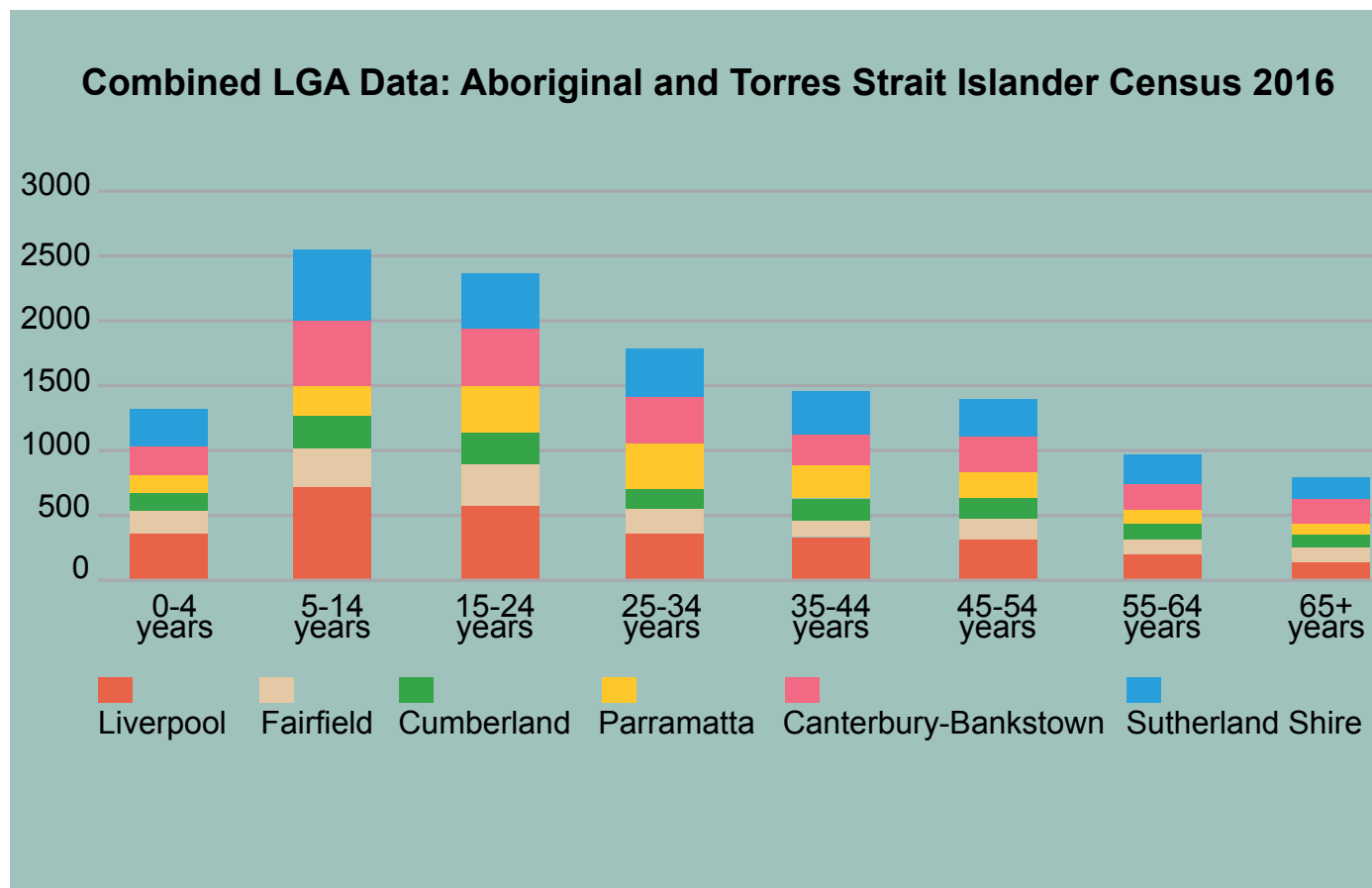
The population data below is taken from the Australian Bureau of Statistics (ABS) 2016 Census Data:

Local Government Area (LGA) data covering Gandangara Local Aboriginal Land Council's jurisdiction from the 2016 census*			
Suburb	Total Aboriginal Population (People who identify as Aboriginal and/or Torres Strait Islanders)	Total Non-Aboriginal Population	%
Canterbury-Bankstown	2,552	346,302	0.70%
Cumberland	1,394	216,079	0.60%
Fairfield	1,483	198,817	0.70%
Liverpool	3,012	204,326	1.50%
Parramatta	1,694	226,149	0.70%
Sutherland Shire	2,435	218,464	1.10%
Total	12,570	1,410,137	

* Note: Many Aboriginal people may not self-identify in the Census, therefore the data should be read cautiously.

Note that the total suburban geographical areas above are not completely covered by Gandangara Local Aboriginal Land Council's jurisdiction. Our boundaries cover more than half of the Liverpool LGA, and most of Fairfield and the Sutherland Shire. However, our boundaries only cover less than a third of the Parramatta LGA on the northern border of our boundary, approximately a third of the Canterbury-Bankstown LGA, and most of the Cumberland City LGA. Therefore, the population numbers above are considerably larger than the demographic covered strictly by our Land Council borders.

Aboriginal Population within our six local government areas (LGA's):



The Aboriginal population of our six LGA's is a small percentage of the total mainstream population. Liverpool and Canterbury-Bankstown are the LGA's with the highest proportion of Aboriginal people relative to the wider population. The ABS Census Data (2016), by LGA, provides demographic data on the total Aboriginal population, by age groups and gender:

The total Aboriginal population of the combined LGA's is 12,570 persons, with slightly more females than males (6,340 females and 6,230 males). The Aboriginal population is a young population, with a median age of 25. Servicing our young people is, therefore, one of the vital needs identified by Our Members in this Community, Land and Business Plan consultation sessions.

Age Range	Combined LGA Data: Aboriginal Population	% of Total NSW Population
0 - 4 years	1336	5.40%
5 - 14 years	2542	5.10%
15 - 24 years	2367	5.72%
25 - 34 years	1773	6.38%
35 - 44 years	1435	6.27%
45 - 54 years	1391	6.20%
55 - 64 years	962	6.00%
65 years +	774	6.68%

Aboriginal and Torres Strait Islander persons 2016 Census Statistics	
Local Government Area	Median Age
Liverpool	21
Fairfield	23
Cumberland	27
Parramatta	28
Canterbury-Bankstown	25
Sutherland Shire	25

Closing the Gap: Progress against the Targets 2020

Closing the Gap began in response to a call for governments to commit to achieving equality for Aboriginal and Torres Strait Islander people in health and life expectancy within a generation. It is the story of a collective journey—a shared commitment to empowering Aboriginal and Torres Strait Islander people to live healthy and prosperous lives. In 2020, there is a greater focus on the partnership between governments and Aboriginal and Torres Strait Islander people. At the centre of this new way of working is local action, and a determination to make a difference and to achieve change. This Closing the Gap report, points to the future, a new path where Aboriginal & Torres Strait Islander people share ownership to improve life outcomes for current and future generations. It closes off on an era of reporting against targets set by governments. In partnership with Aboriginal and Torres Strait Islander people, we are moving towards a new National Agreement on Closing the Gap setting out priorities for the next ten years.

In 2020, there is a greater focus on the partnership between governments & Aboriginal & Torres Strait Islander people. At the centre of this new way of working is local action, & a determination to make a difference & to achieve change. This Closing the Gap report, points to the future, a new path for current & future generations.

Progress against the Closing the Gap targets has been mixed over the past decade:

- The target to halve the gap in child mortality rates (by 2018) has seen progress in maternal and child health, although improvements in mortality rates have not been strong enough to meet the target
- The target to halve the gap for First Peoples children in reading, writing and numeracy within a decade (by 2018) has driven improvements in these foundational skills, but more progress is required
- There has not been an improvement in school attendance rates to close the gap between First Peoples and non-First Peoples school attendance within five years (by 2018)
- The national First Peoples employment rate has remained stable against the target to halve the gap in employment outcomes between First Peoples and non-First Peoples within a decade (by 2018)
- However, the target to close the gap in life expectancy (by 2031) is not on track.

Two of the continuing targets are on track.

- The target to have 95 per cent of First Peoples four year-olds enrolled in early childhood education (by 2025)
- The target to halve the gap for First Peoples aged 20–24 in Year 12 attainment or equivalent (by 2020)

Target	NSW	VIC	QLD	SA	WA	TAS	NT	ACT	AUS/Total
Child mortality	*	*	*	*	*	*	*	*	✓
Early childhood education	✓	✓	✓	✓	✓	✓		✓	✓
School attendance									
Reading and numeracy						✓		✓	
Year 12 or equivalent attainment				✓	✓		✓	✓	✓
Employment	✓								
Life expectancy (proxy: mortality)		*			*	*		*	

(A) A tick ✓ indicates on track. An asterisk * indicates the data is either not published or there is no agreed trajectory remaining targets are not on track.

How Gandangara is helping to Close the Gap

The truth is you, we, together, will provide the solution by looking out for the welfare and safety of our own families and community. It's here in our own front and backyards that we can make real progress. We can do it by working together, for each other, for ourselves and for our families. At Gandangara we are committed to protecting and improving the lives of Our Members and our wider community. This involves providing greater access to health services, education, mentorship and work life opportunities for them, and especially their children, who often face discrimination and other obstacles to their personal progress. We are here to help you future-proof yourself and your family – **Connect. Belong. Thrive.**

Member Benefits:

Our community is being looked after by people who care about their health & wellbeing. Our Community has a meeting place where they can **Connect. Belong. Thrive.**

We are closing the gap for ourselves by:

- Preserving & honouring our songlines
- Education across cultures
- Creating new tracks
- Community Member elected board
- Cultural Mentoring
- Financially independent
- Legally empowered to serve Our Members
- Largest landholder in the Sutherland Shire

- Landholdings across 6 LGA's
- 723+ Members
- Medical Practice
- Health Brokerage Service
- Portfolio of 28 houses & commercial properties
- Community & Patient Transport service
- Community Benefit Schemes
- Scholarship provider to families
- Expertise in Culture, Heritage & Land Management
- Strong experience & Leadership
- Caring for Country Custodians
- Consultancy Services
- First Peoples workplace relations advisors
- Cultural Tourism

Gandangara's Community, Land and Business Plan addresses how we are working to close the gap for our people. The new National Agreement on Closing the Gap came into effect 30 July 2020, upon signature by the First Ministers of all Australian Governments, the Lead convenor of the Coalition of Peaks, and the President of the Australian Local Government Association. At the heart of the National Agreement, there are (4) priority reforms that commit governments to change the way they work with Aboriginal and Torres Strait Islander people. These reforms will embed **joint-decision making; build the Aboriginal and Torres Strait Islander community-controlled service sector; transform mainstream government services, and improve data to support informed decision-making.** The new Agreement builds on the draft targets endorsed by the Council of Australian Governments in 2018. It establishes 16 targets in areas such as education, employment, health and wellbeing, justice, safety, housing, land and waters, and languages. All governments, together with Aboriginal and Torres Strait Islander organisations, share responsibility for achieving targets and significantly more reporting will increase accountability for all parties. This acknowledges that all parties have a role to play in improving outcomes for First Peoples.



Strengths, Weaknesses, Opportunities & Threats

STRENGTHS

- Active community Elders
- Community elected Board
- Our expertise and commitment to Our Members & community
- Passionate community including, Members, Board & Staff
- Resilience in the organisation
- Financial Independence
- We have a self-funded community controlled medical centre & health services precinct
- Largest Land Holder in Sutherland Shire
- Strong community engagement
- We are a gathering place
- We care for our land, our culture & our people
- Strong community ties
- Strong partnerships & engagement with organisations.

OPPORTUNITIES

- Our location spans the largest urban population of Aboriginal People in Australia
- Infrastructure boom in South Western Sydney can provide site work, partnerships, employment opportunities
- Western Sydney Airport
- Press media coverage
- Underserved markets for specific products
- Western Sydney Parklands
- Cultural Tourism Opportunities
- Expansion of our enterprises & health precinct
- Development of our assets & land holdings to increase future housing stock & meet the growing needs of Our Members
- Strengthening cultural awareness & knowledge capabilities within our boundaries.



SW



WEAKNESSES

- Inactive Members
- Clean up of historical operations following ICAC 2017
- ICAC disclosure on funding applications
- Resource limitations
- Lack of diversified services & specialists in Allied Health
- Lack of housing stock to meet future Member needs.

THREATS

- Competition for market share
- The pace of development of Greater Western Sydney such as the airport
- Organisations working outside their boundaries/remit
- The length of time to determine a land claim
- Change in government legislation & policies
- Illegal dumping & contamination on our land holdings
- Competing legislations
- Susceptibility to changes in grants & funding
- Compliance requirements
- Land developments from Government & private organisations are a risk to our sacred sites, fauna & flora.

Methodology in developing the CLBP

Initially the results of the consultations were written up into three reports for each stakeholder group:

1. Members & Community Consultation Report
2. Board of Directors Consultation Report
3. Management & Staff Consultation Report.

From these reports, objectives and strategies were synthesised into the four mandatory categories of the CLBP plus one additional category. The interpretive method of thematic analysis was used to draw out themes that were repeated. The resulting documents were written as draft CLBP's:

1. Members & Community CLBP – draft synthesis
2. Board of Directors CLBP – draft synthesis
3. Management & Staff CLBP – draft synthesis.

The three draft syntheses were then analysed to assess repetitions in the strategies and objectives across all three stakeholder groups to determine the themes of prominent importance. The preference was for alignment and cross-over of common themes to be extracted and foregrounded in the final, complete CLBP. Ancillary themes, or those without a high volume of repetition across the stakeholder groups were eliminated. This led to the first draft of the final collated CLBP:

- CLBP 2020-2024 Draft v1

Version 1 themes were presented to Members for approval at the 22 January 2020 GLALC Ordinary Members Meeting.

Resolution 3:

The Members resolve to accept the CEO report and the Community, Land and Business Plan presentation (themes presented based on consultation sessions)

Result: **Motion Carried unanimously**

Our methodology for consultation is the most robust and comprehensive it has ever been. We are reaching out to the community in a variety of forums and means, excluding no one. Beginning the planning process early ensured that we held the following CLBP consultation sessions:

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

Simultaneously we distributed two (2) surveys to our membership base (723) which informed the Plan. Newsletter and updates were provided to Members & Community, Board & Staff.

This is approximately five times the volume of consultation in the past two Community, Land and Business Plan consultation periods (2009-2019). The breadth and depth of our consultation ensure that we capture accurately all the views and aspirations of those who participated, checking them against the contributions made from each category of participants.



Yarn-ups

Beginning with the tenure of Melissa Williams' as CEO (August 2018 –) Gandangara Local Aboriginal Land Council, through the office of the CEO, arranged 'Yarn-Ups' for Members of our Council.

The Yarn-Up program was developed in response to the first pillar of our old Community, Land and Business Plan (2016-2020) to 'Open the Doors of our Land Council to Our Members and Community.' The content of the yarning touched upon many topics contained in the Community, Land and Business Plan, such as the protection of our Aboriginal Culture and Heritage, our Community Benefit Schemes and our social programs.

These Yarn-Ups were held once a month, on the first Monday of every month. A regular group of 8-10 Members came to the Land Council to meet over a cuppa and some lunch to meet with the GLALC CEO and staff to capture priorities.

The Yarn-Up sessions provided a ready-made model of consultation for our new CLBP. We appreciate the involvement of Our Members who contributed their time and thoughts.



Information about the process of the Plan Approval

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

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

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

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



Our Purpose

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

GLALC’s **purpose** is manifold, defined by various objectives that enable us to realise our vision and mission. The *ALRA 1983 (NSW)* states that:

The objectives of each Local Aboriginal 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.⁹

The principle of ‘best interest’ is not defined objectively under Australian law but encompasses the protection of the rights and wellbeing of the persons concerned. The ‘best interests’ of persons, at the very least, implies due respect according to their values; they care for their physical, spiritual and economic wellbeing and; the preference attended to their rights and interests above others.¹⁰

The best interests and wellbeing of Aboriginal peoples can only be determined by Aboriginal peoples. That is why Gandangara Local Aboriginal Land Council is a Member-driven, community-controlled Aboriginal organisation that actively listens to its Members’ needs and the ways in which Gandangara Local Aboriginal Land Council can improve, protect and foster those needs.

Policy reform in the areas of Aboriginal and Torres Strait Islander health has evolved to understand that for our People, health and wellbeing are holistic concepts – our best interests encompass our physical wellbeing, but also extend to the social, emotional and cultural wellbeing of ourselves, our families and our whole communities. This holistic understanding of health and wellbeing includes broad issues like social justice, equity, and rights, as well as traditional knowledge, traditional healing, and connection to Country.¹¹

The *ALRA 1983 (NSW)* acknowledges that the Land and Country are vital aspects of Aboriginal wellbeing, without which we cannot thrive. Land ‘is of spiritual, social, cultural and economic importance’ to Aboriginal people, and ‘past Government decisions’ have ‘progressively reduced without compensation’ the ‘amount of land set aside’ for our People.¹²



Our Vision

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

Gandangara Local Aboriginal Land Council's vision for the next four years is to enable Our Members to **Connect, Belong** and **Thrive** together. Our vision statement builds upon that of our previous CLBP's (2016-2020) vision statement by expanding our sense of thriving to include our relationships with the wider community around us and acknowledging our connection to include the land on which we Thrive.

Our Mission

GLALC's mission statement details how the Gandangara Local Aboriginal Land Council will achieve its vision. The objective of the Mission Statement is to create a scenario whereby Members can 'Connect, Belong and Thrive'.

We will accomplish this through **unity and cohesion**, moving **forward** together towards a **stronger** future.

Connect. Belong. Thrive.

Gandangara exists to provide for the needs of its' Members and the local community.

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

Gandangara's services are solving its' community's problems – one Member at a time.

Gandangara's services are improving its' community's prospects – one Member at a time.

Gandangara cannot achieve anything lasting or worthwhile any other way.

We are all connected. Intentionally. For a purpose.

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

That's how....

We will **Connect. Belong. Thrive.**

Connect. **Belong.** Thrive.

Connect

What it Means to Connect

Bring together. Bring into contact. Create a link. Attach. Bridge. Bind. Join.

To Connect is not merely the act of bringing together, or making contact with, persons or organisations. To have a meaningful connection, we need to create a link that grows into a meaningful relationship through respect and understanding.

This quality of relationship becomes a mutual, personal attachment whose bonds get stronger and stronger with shared time and experiences. The respect and understanding underpinning such a relationship works to build bridges within families and organisations, and between individuals and communities, creating powerful bonds that make us all stronger. This quality of the relationship is noticeable by others and will draw them to us, to want to join us.

Through their relationship with us, many of Our Members make the most important connection of all.



They Connect with their Aboriginality, mobs, culture and protocols, history, sacred sites and art. They Connect to Country.

The community get back what has been missing or been taken from their lives - the truth. The Aboriginal truth. This truth restores our spirit and makes us whole.

Gandangara staff serve the Members of this Land Council. Our connection with Our Members begins with the first contact - the first phone call - the first visit to our services. The quality of our connection is developed by how the caller is answered, how the visitor is greeted.

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

Be

What it Means to Belong

Be a Member. Be a part. Be included. Have a place. Be accepted. Be safe. 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 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 people you don't know show more care and provide more help than many of those you do know.

You start to feel included when you're known by sight and by name. You begin to feel included when you don't have to wait to be invited. When you're asked your opinion, and it's heard.



ong

You start to feel you have a place, a good, respected place amongst others when you don't question why you are 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 are not judged, or when your motives are not questioned. You begin to feel accepted when you stop feeling self-conscious about who you are, where you come from and what you look like. You feel accepted when those around you are not conscious of them either.

Acceptance is the rock on which the real 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, lack of confidence, abuse, fear, resentment, or lack of confidence. Or simply because they have never known what it feels like to be accepted. We provide that rock for them.

Connect. Belong. Thrive.

Thrive

What it Means to Thrive

To prosper. To grow strong. To develop. To succeed. To advance.

“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.”⁹

This profoundly insightful expression of our personal responsibility is a call to realise our own potential. These insights inspire us in our hearts and raise our self-expectations of If we believe we can achieve our potential, we can develop our talents and live successful, happy lives.



ive

To Thrive, we have to be healthy physically, mentally and emotionally. We also need the imagination to see beyond our 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 takes personal commitment and much effort too because nothing of any lasting value comes easily.

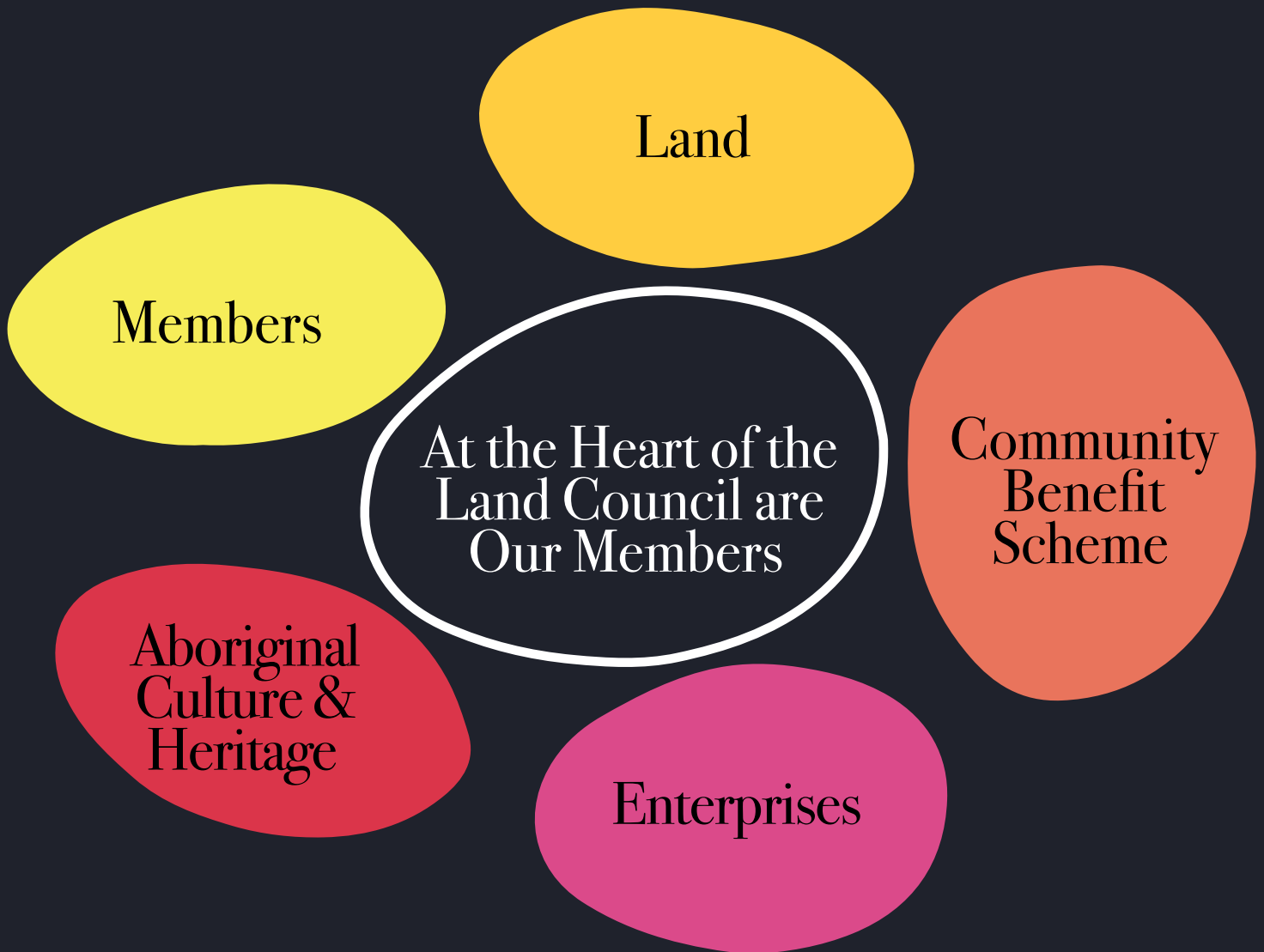
Gandangara is here to help Our Members raise their ambitions and realise their potential. We provide for Our Members in all of these areas, according to their individual needs and circumstances. And where we can't help directly, or to the extent needed, we refer to those who can. Just as importantly, 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.

Community, Land and Business Plan Objectives and Strategies

LEGEND

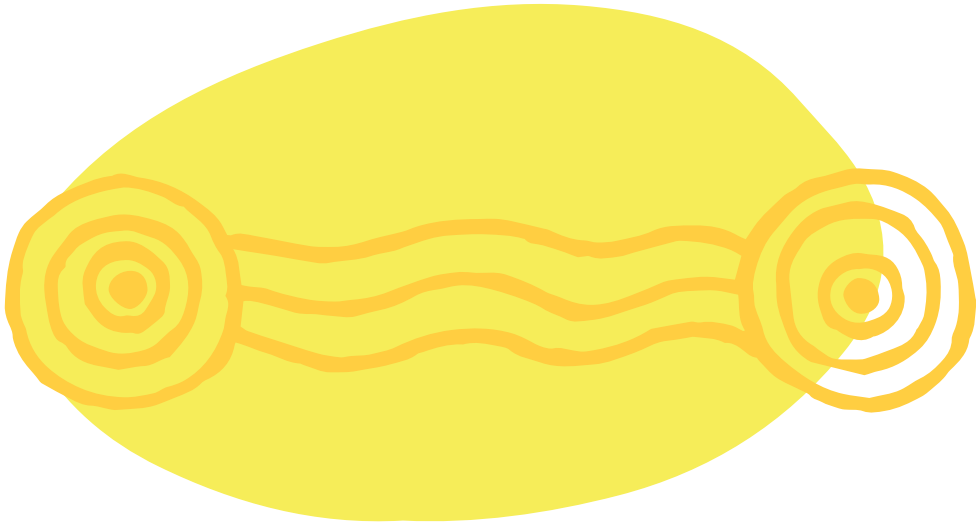
- Engaging with Our Members and community
- The acquisition, management and development of land and other assets

- The provision and management of Community Benefits Schemes (CBS)
- Business enterprises and investments
- Aboriginal culture and heritage



KEY RESULT AREA: 1

OUR OBJECTIVES & STRATEGIES: Engaging with Our Members & community

OBJECTIVE 1.1	STRATEGIES
<p>Create meaningful connections with the Members of Our Land Council, based on mutual respect & understanding, through:</p>	<ul style="list-style-type: none">1.1.1 Celebrating significant events for Aboriginal and Torres Strait Islander peoples in each calendar year1.1.2 Exploring opportunities for Our Members to demonstrate their talents1.1.3 Providing regular opportunities for engagement and connection with Our Members & the wider community to foster a sense of belonging with a focus on our youth & Elders1.1.4 Attracting new Members to the Land Council through personalised services & engagement
OBJECTIVE 1.2	STRATEGIES
<p>Build a closer, healthier & stronger community through a range of services, communications, information & resources by:</p>	<ul style="list-style-type: none">1.2.1 Developing regular & transparent communications for Our Members, through a variety of media platforms, to foster a sense of inclusion & participation in our Land Council1.2.2 Establishing targeted programs to provide healing, social connection & meaningful opportunities for our vulnerable groups in Our Membership, e.g. our Elders, families & youth
OBJECTIVE 1.3	STRATEGIES
<p>Provide a culturally safe place for Our Members to come together & gather by:</p>	<ul style="list-style-type: none">1.3.1 Working towards the establishment of a Keeping Place & Cultural Education Centre to celebrate our history & culture for our community1.3.2 Providing Cultural Education, resources & training facilities, for the benefit of Members & community 

KEY RESULT AREA: 2

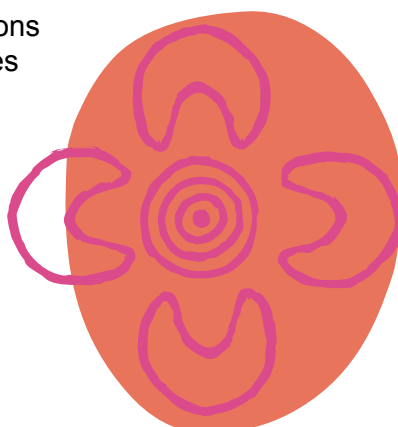
OUR OBJECTIVES & STRATEGIES: The acquisition, management & development of land & other assets

OBJECTIVE 2.1	STRATEGIES
The strategic acquisition of land & other assets by:	<ul style="list-style-type: none">2.1.1 Developing of a Land Claims Strategy which prioritises strategic opportunities & negotiation possibilities to advance the best interests of Our Members & Aboriginal community2.1.2 Developing of a Land Claims & Management Plan to map, analyse & advocate for claimable lands2.1.3 Negotiating binding land dealings and/or determinations of land claims that are equitable & beneficial to Aboriginal people within the Councils area
OBJECTIVE 2.2	STRATEGIES
The strategic management of land & other assets by:	<ul style="list-style-type: none">2.2.1 Developing a Land Management Plan to monitor, assess & evaluate our landholdings for their most appropriate use & development for the benefit of Our Members2.2.2 Implementing bushland regeneration & caring for country on our lands2.2.3 Implementing a Clean-Up Strategy & viable Access Management Plan for our lands affected by illegal dumping2.2.4 Developing a strategy for maintaining our claims portfolio with a focus on managing the status of our claims, whether undetermined, granted, or refused2.2.5 Developing a management plan of our Aboriginal cultural sites on Country
OBJECTIVE 2.3	STRATEGIES
The strategic development of land & other assets through:	<ul style="list-style-type: none">2.3.1 Assessing the viability of building a multi-purpose venue(s) for Our Members & our Elders in the community for social, cultural support, health & wellbeing services2.3.2 Integrating our services to operate as satellite sites to our hub & to integrate our cultural sites within our cultural tourism framework2.3.3 Considering options for the development of our lands to provide in come, services & opportunities for the community
OBJECTIVE 2.4	STRATEGIES
The strategic acquisition, management & development of other assets through:	<ul style="list-style-type: none">2.4.1 Caring & maintaining our assets including our residential properties2.4.2 Managing & growing our investment portfolio to support the future needs of Our Members, for example, educational & sporting scholarships & funeral funds

KEY RESULT AREA: 3

OUR OBJECTIVES & STRATEGIES:

The provision & management of Community Benefit Schemes (CBS)

OBJECTIVE 3.1	STRATEGIES
Develop sustainable, quality & innovative Community Benefit Schemes through a model of care that supports:	<ul style="list-style-type: none">3.1.1 Exploring the viability of delivering educational scholarships as a Community Benefit Scheme, in connection with developing an Aboriginal Employment Strategy3.1.2 Providing holistic health & wellbeing service responses to pandemics through Community Benefit Schemes3.1.3 Continuing to foster & implement community events & end of year gatherings for youth & community3.1.4 Exploring avenues for the implementation of future funds, funeral funds, scholarship funds, other trusts & so on for the benefit of Our Members
OBJECTIVE 3.2	STRATEGIES
Ensure the sustainability & viability of our Residential Housing scheme through:	<ul style="list-style-type: none">3.2.1 Implementing funding & other opportunities to increase & improve our housing stock to better meet community need3.2.2 Exploring alternative & viable business models in housing & service support for Our Members
OBJECTIVE 3.3	STRATEGIES
Deliver quality & accessible transport services for our community:	<ul style="list-style-type: none">3.3.1 Exploration of viable business solutions to expand transport services
OBJECTIVE 3.4	STRATEGIES
Deliver quality & accessible health services for our community:	<ul style="list-style-type: none">3.4.1 Exploration of viable business solutions to expand health & wellbeing services 

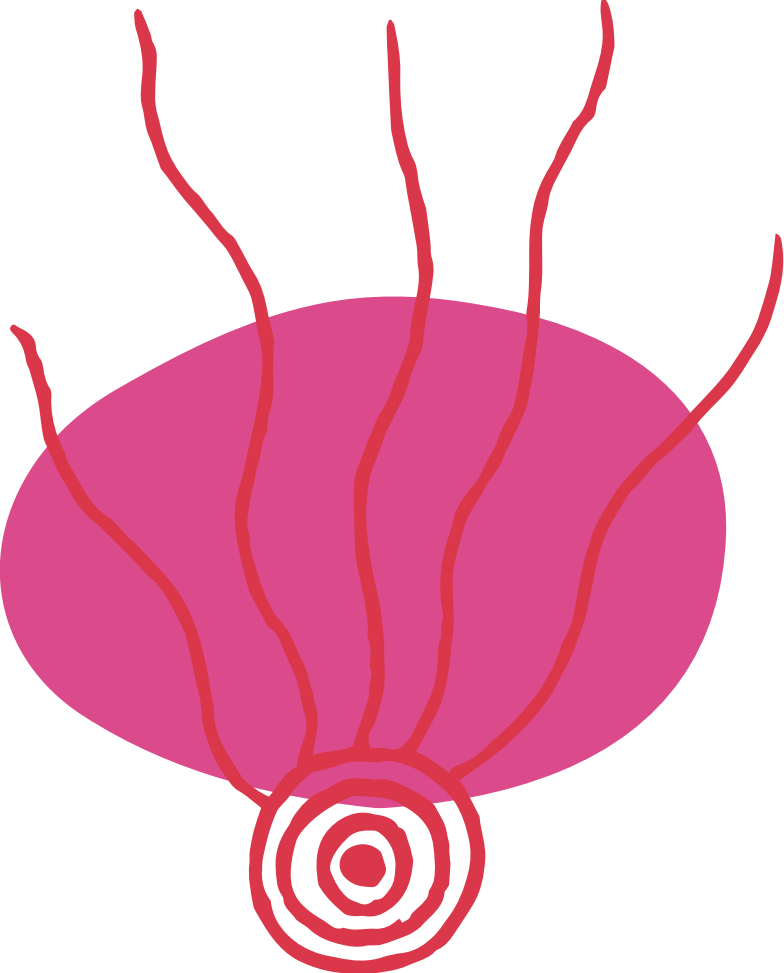
KEY RESULT AREA: 4

OUR OBJECTIVES & STRATEGIES: Business enterprises & investments

OBJECTIVE 4.1	STRATEGIES
<p>Develop & embed authoritative cultural protocols for partnership engagement & strategic stakeholder management to advance Gandangara Local Aboriginal Land Council's business enterprises within our jurisdiction, with a focus on local government, industry & new infrastructure projects by:</p>	<ul style="list-style-type: none">4.1.1 Develop an effective & mutually beneficial governance framework for partnership protocols, & implement this through public awareness & consultancy services to key stakeholders4.1.2 Exploring enterprise opportunities for involvement in the emerging cultural tourism industry in South Western Sydney with a focus on programs that preserve & promote our Aboriginal culture & heritage4.1.3 Undertaking stakeholder mapping & analysis to establish culturally-appropriate suppliers & to work with partners that abide by these principles
OBJECTIVE 4.2	STRATEGIES
<p>The provision of opportunities for the education & employment of our Aboriginal community, via partnerships or through the establishment of a Registered Training Organisation by:</p>	<ul style="list-style-type: none">4.2.1 Developing educational programs especially for young people4.2.2 Exploring employment & training opportunities for our community across a range of programs such as traineeships & cadetships4.2.3 Fostering opportunities for the culturally-safe mentoring of Aboriginal people through the education & employment lifecycle4.2.4 Fostering opportunities for the culturally-safe Developing & implementing an Aboriginal Employment Strategy
OBJECTIVE 4.3	STRATEGIES
<p>Maintain the sustainability & cultural appropriateness of Gandangara Health Services (GHS) to deliver lead practice, & encourage people to feel a sense of belonging, by:</p>	<ul style="list-style-type: none">4.3.1 Fostering opportunities for the culturally-safe Developing & enhancing enterprises focusing on programs for the holistic health, social & emotional wellbeing of Members, & the brokerage of cultural-competency training to the wider public4.3.2 Ensuring strong collaborations & partnerships are continually developed for seamless referral pathways to other health & wellbeing services4.3.3 Developing health, wellbeing & targeted social support for our community

KEY RESULT AREA: 4

OUR OBJECTIVES & STRATEGIES: Business enterprises & investments

OBJECTIVE 4.4	STRATEGIES
Enhance the efficiency, excellence & reach of Gandangara Transport Services (GTS) by:	<ul style="list-style-type: none">4.4.1 Integrating GTS into the value proposition of Gandangara Local Aboriginal Land Council's existing services (including health & wellbeing) to Members & the broader community4.4.2 Maintaining our existing accreditations & explore avenues of applying for new accreditation to respond to client growth & demand for GTS & Gandangara Local Aboriginal Land Council4.4.3 Exploring viable business options for GTS to become self-sufficient & thus responsive to community transport needs4.4.4 Exploring ethically commercial opportunities for GTS to participate in the tourism markets, e.g. cultural & environmental tourism
OBJECTIVE 4.5	STRATEGIES
Ensure the sustainability & self-sufficiency of our operations & services through:	<ul style="list-style-type: none">4.5.1 Continually monitoring of the investment portfolios4.5.2 Developing a long-term financial plan4.5.3 Exploring optimal & sustainable models of funding & business expansion opportunities for Gandangara Local Aboriginal Land Council & its Entities 

KEY RESULT AREA: 5

OUR OBJECTIVES & STRATEGIES: Aboriginal culture & heritage

OBJECTIVE 5.1	STRATEGIES
Celebrate & promote our unique Aboriginal Culture & Heritage by:	<ul style="list-style-type: none">5.1.1 Establishing protocols for Aboriginal cultural & intellectual property for internal & external stakeholders5.1.2 Engaging our local artists in programs, projects & displaying cultural arts in our jurisdiction5.1.3 Celebrating significant cultural events throughout the year5.1.4 Celebrating our history & culture through the exploration of opportunities to implement dual signage in Gandangara Local Aboriginal Land Council's area5.1.5 Planning & implementing a Keeping Place & Cultural Education Centre to preserve & celebrate culturally significant heritage artefacts & objects5.1.6 Developing promotional & educational resources with our cultural protocols, history, spiritual and Traditional Knowledge for the benefit of Our Members & community, with a focus on our youth
OBJECTIVE 5.2	STRATEGIES
Protect & preserve Aboriginal culture & heritage for the present and future generations by:	<ul style="list-style-type: none">5.2.1 Developing a plan for artefact repatriation for cultural heritage objects to be stored in our Keeping Place & Cultural Education Centre; performing a monitoring and advocacy role to protect cultural sites of significance5.2.2 Establishing mutually beneficial & legally binding partnerships with local, state & federal government agencies to protect, promote & preserve our land & cultural heritage5.2.3 Implementing strategies for the protection of our cultural heritage sites and other Aboriginal sites of significance in our jurisdiction as the foremost cultural authority in the region5.2.4 Protecting & preserving the traditional knowledge & wisdom of our Elders & exploring opportunities for Our Members to learn about culture on country5.2.5 Cultural mapping of our lands and all lands within the Land Council's area & development of a site register
OBJECTIVE 5.3	STRATEGIES
Build the cultural education capacity of Gandangara Local Aboriginal Land Council to offer opportunities for Our Members & the wider public	<ul style="list-style-type: none">5.3.1 Explore & develop opportunities for education, training, research, employment & public awareness promoting Aboriginal culture5.3.2 Building relationships & networks in the wider community including local schools5.3.3 Developing services for the provision of cultural capability, cultural safety training & resources, including research on family histories5.3.4 Growing the Culture, Heritage & Land Management business unit within Gandangara Local Aboriginal Land Council that includes expanded services in traditional environmental knowledge

CLBP Consultations Sessions: Members & Community, Board & Staff

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 Members & Community





CLBP Consultation Workshop Sessions: GLALC Members





CLBP Consultation Workshop Sessions: GLALC Members & Community





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
20/07/2020	8:00pm – 10:30pm





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





Our Values

Our values reflect our way of doing things, our way of being, and our connection to our cultural traditions. As driven by Our Members, Community, Board, Management & Staff. The following values have been expressed as paramount for all to Connect, Belong, and Thrive.



Principles and Values

Stewardship	We are committed to the protection & proper management of Our Member's land, assets & resources.
Self-determination	Empowering First Peoples to make all the important decisions in their lives for themselves.
Respect	Show respect for our Elders, our cultural protocols, for each other & ourselves. This includes hearing each other's perspectives & respecting our differences.
Champion our Knowledge	Sharing knowledge of our culture, pride in being First Peoples, our history & ourselves. Also appropriately attributing our knowledge holders/keepers of the knowledge and or sources (not limited to language, art, heritage symbol, artefacts, totems, dance and so on)
Stronger Partnerships	Mutual respect through co-creation, understanding & accountability to all agreements.
Advocacy & Ambassadorship	Being at the forefront of the advancement of the interests for our mobs – striving for fairness, for truth, justice & dignity.
Care & Protection	Committed to the protection of our land & cultural sites.
Honesty & Transparency	Being a trusted organisation acting with integrity & purpose.
Connection	Ensuring we all have a connection to our culture, to each other, & to the land so we all belong & feel safe.
Cultural Authenticity	Being true to our traditional protocols & lores.
Mutual Engagement	Collaborating with our partners for the mutual benefit of all.
Ethical Commercialisation	Protecting Aboriginal knowledge & Cultural property by appropriately attributing & ensuring that benefits of enterprise developments flow to Aboriginal People.
Local Lore	Our Members & the community will respect local cultural protocols.
Accountability & Responsibility	<p>Our Board is accountable & responsible to the Members through monitoring, & reporting back to Members about the implementation of the objectives and strategies established in the Community, Land and Business Plan.</p> <p>Our CEO is accountable & responsible to the Board for implementation of the Community, Land & Business Plan.</p>
Leadership	We insist on leadership within our community that is based on a shared vision and purpose.
Care	Our Land Council cares for our land, country, Members & Aboriginal community through the services we provide them.
Responsible Custodianship	Our role as representatives of the Local Aboriginal community is to serve as responsible custodians of country.
Active Membership	Our Members are active, informed & passionate. We encourage regular attendance at meetings & constructive participation in discussions & decision making.

UN Declaration of the Rights of First Peoples

This Declaration presents the essential steps into the future for the recognition, promotion and protection of the rights and freedoms of First Peoples. The Declaration was adopted by the General Assembly of the United Nations in September 2007 & supported by the Australian Government in 2009.

Foundational rights (articles 1–6)

- The right to enjoy all human rights that all other individuals and groups can enjoy
- The right to self-determination and to determine our political status and our development paths
- The right to have our own institutions and to have self-government
- The right to participate in Australian public life and be a citizen of Australia.

Life and security (articles 7–10)

- The right to life, security and liberty
- The right to be free from genocide, forced assimilation and the destruction of our culture
- The right to live as a collective in our groups
- The right to not be forcibly removed from our country without our consent.

Language, cultural and spiritual identity (articles 11–13)

- The right to practice and revitalise our cultures and to have our cultural property protected
- The right to our religious and spiritual traditions
- The right to our languages, histories and ways of thinking about the world.

Education, information and employment (articles 14–17)

- The right to access the same standards of education as all other Australians
- The right to culturally appropriate education in our own language
- The right to ensure that media and public information reflects our cultures and our diversity in a dignified way
- The right to the same employment rights as other Australians.

Participation, development and economic and social rights (articles 18–24)

- The right to participate in decisions that affect us. This should be guided by and include the principle of free, prior and informed consent
- The right to decide how we develop politically, economically and socially
- The right to improved economic and social conditions, with extra assistance for people who are additionally vulnerable, like Elders, women and children
- The right to the same standard of health as other Australians. We also have the right to use our traditional health practices.

Rights to country, resources and our knowledge (articles 25–32)

- Rights to maintain and strengthen our spiritual connection to country
- Rights to control, own and develop our country.
- The right to ensure that governments develop systems for the legal recognition and protection of our country
- Where we no longer possess our country, we have the right to have this addressed through some form of compensation
- Rights to the protection of the environment on our country
- The right to protection of our cultural heritage and traditional knowledge
- The right to determine how and if our country is developed.

Self-governance (articles 33-37)

- The right to determine our identities, the membership of our groups and our responsibilities to our groups
- The right to develop and maintain our own institutions, laws and customs
- The right to maintain relationships with people outside Australia
- The right to have treaties and agreements respected and recognised.

Implementing the Declaration (articles 38–42)

The Declaration is clear that action should be taken to make sure that Indigenous peoples can realise the rights in the Declaration.

- Governments should work with our peoples to achieve the goals of the Declaration. They should promote the Declaration and take action

to see that these rights are exercised in practice

- We have a right to assistance to ensure we can enjoy the rights in the Declaration
- We have a right to the establishment of a fair process to resolve disputes about our rights and provide remedies for violations
- The international community should promote respect for the Declaration and follow up on its implementation.

The rights in the Declaration are to be interpreted based on:

- justice
- democracy
- respect for human rights
- equality and non-discrimination
- good governance
- good faith.

Gandangara Partnership Principles

In the absence of a national or state treaty the UN Declaration on the Rights of First Peoples forms an important framework that influences our negotiating position with partners.

Gandangara Local Aboriginal Land Council is currently drafting co-created and binding Agreements with external stakeholders such as local government councils to achieve objectives that protect and promote the socio-economic advancement of our First Peoples.

These negotiations and Agreements will be unprecedented for our Land Council and will set the standards for how external stakeholders and government engage with us.

The following partnership principles guide our negotiations:

- The principle of a treaty that acknowledges and respects Aboriginal custodianship of the land and sovereignty over the land that has never been ceded
- The principle that consistent, responsive, constructive and creative interaction between us is the only way to interact

- The principle that open, honest communication where ideas are shared is the only way to communicate
- The principle that decisions are only made when they can deliver mutually beneficial outcomes
- The principle that we must see each other as co-creators and co-managers who willingly collaborate for the good of all our people
- The principle that people & organisations are treated respectfully & valued equally
- The principle that welcomes and recognises Gandangara Local Aboriginal Land Council as the statutory representative of the Traditional Custodians of the land we share, promoting the self-determination of Aboriginal peoples
- The principle that stakeholders interactions with Gandangara Local Aboriginal Land Council embraces and fully supports greater protection of our First Peoples' ancient and unique culture and heritage.

Governance Charter

The Charter of the Gandangara Local Aboriginal Land Council (the Council)

The Objective of the Board

1. The Board of Directors of the Council (the Board) is collectively responsible for the governance and strategic direction of the Council.
 2. The Board is responsible for developing and monitoring strategies, in conjunction with the CEO, that “improve, protect and foster the best interests of all Aboriginal persons within the Council’s area and other persons who are Members of the Council”.
 3. The authority of the Board is the collective position of multiple Directors together as one sum. Individual Directors do not have the authority to decide on behalf of the Board. This is contrary to the collective knowledge and position of the Board. Moreover, Board members share equal responsibility for Board resolutions.
 4. Decisions of the Board must always be made in the interest of all Aboriginal persons within the Council’s area.
10. Directors of the Gandangara Local Aboriginal Land Council are bound by the Australian Charities and Not-for-profit Commission Act 2012 (Cth). Gandangara Local Aboriginal Land Council’s directors are required to:
 - a. act with reasonable care and diligence
 - b. act honestly and fairly in the best interests of and for the objective of Gandangara Local Aboriginal Land Council
 - c. does not misuse their position or information they gain as a Responsible Person
 - d. disclose conflicts of interest
 - e. ensure that the financial affairs of the charity are managed responsibly; and
 - f. not allow the charity to operate while it is insolvent.
 11. Gandangara Local Aboriginal Land Council Directors remain bound by the criminal standard of section 184 of the Corporations Act 2001 (Cth), against reckless or intentionally dishonest conduct.

Board Decisions

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

Responsibilities of the Board

8. The Board is recognised as having wide responsibilities, including and applied to Gandangara Local Aboriginal Land Council as follows
 - a. developing the strategic direction and objectives - together with the CEO
 - b. ensuring Gandangara Local Aboriginal Land Council complies within its regulatory framework
 - c. delivering performance results for GLALC by improving, protecting and fostering the interests of all Aboriginal persons within the GLALC region
 - d. overseeing and evaluating the performance of the CEO
 - e. ensuring transparency and accountability.

Director Duties

9. The Director’s duties are imposed as obligations

The Chairperson

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

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

Role of the CEO

- 18. The CEO is responsible for the day-to-day management of the Gandangara Local Aboriginal Land Council .
- 19. This day-to-day management should be to further the GLALC’s strategic direction, as directed by the Board. This obligation is in accordance with section 78A(2)(e) of the *ALRA 1983* (NSW) that acknowledges the CEO will be bound by functions imposed elsewhere under the *ALRA 1983* (NSW) or any other Act.
- 20. The responsibilities of the CEO include:
 - a. Maintain a membership roll for the Council as required by the Act and the regulation
 - b. Maintain an official minute book of the Council containing the minutes taken by the minute secretary in respect of each meeting of the Board and each meeting of the Members of the Council
 - c. Maintain a file which contains all applications and letters asking for membership received by the Council
 - d. Call meetings and give proper notice for meetings, of the Council and the Board, in accordance with these rules
 - e. Maintain a file containing attendance lists for each meeting of the Council showing the names of all Members who attend the meeting together with the signature of each Member who is present
 - f. Prepare an agenda for meetings of the Council and the Board, in consultation with the Chairperson, prior to each meeting

- g. Maintain any correspondence to and from the Council and inform the Council of such correspondence
- h. Send the Registrar the following
 - i. A copy of the current Council membership roll and changes to the roll as required by section 59 of the Act
 - ii. The address of the Council’s office
 - iii. The particulars of all land held by the Council;
- i. Keep the Council’s common seal in safe custody; and
- j. Represent and act, subject to the instructions of a meeting of the Members of the Council and the instructions of meetings of the Board, on behalf of the Council in the interval between meetings of Members and meetings of the Board.

Interaction between the Board and Management

- 21. The relationship between the Board and the CEO and the executive leaders employed by the Council (the Management) is essential to the success of the Board. Whilst the Board is responsible for the strategic direction of the GLALC, Management is responsible for carrying out and implementing this strategy. This requires mutual trust between the Board and Management.
- 22. The Board is responsible for reviewing the performance of the Council in achieving its objectives. Section 78A(2)(a) of the *ALRA 1983* (NSW) states Management is responsible for the day-to-day management, this means there must be a relationship and trust between the Board and management. The provision suggests mutual trust as Management is to execute and the Board is to review and oversee. This also implies management should be expected to be free from undue influence.
- 23. By restricting undue influence and interference from the Board, a reasonable work environment will be encouraged, where Management is able to execute their duties.

Lines of communication

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

Turning violence into kindness

Violence in all of its forms - physical, emotional and mental is destructive, abhorrent behaviour. Even if it doesn't result in obvious injury or death, it still poses a substantial threat to individuals, their families, communities and health care systems.

Violence is a burden on them all because it divides people just as surely as wicked oppressors divide people around the world. The violence extends beyond those immediately affected to everyone who can make a difference to their lives, especially to everyone trying to improve the lives of marginalised and disadvantaged people.

There is no group of people in Australia who are more marginalised, more disadvantaged and who have experienced the effects of violence more often than First Peoples. Us. We have a long history of enduring violence and discrimination. Yet we continue to display an indomitable spirit and long-suffering strength of character.

Our Values Protect Us and Unite Us

Our spirit and character are embodied in the core values of Gandangara Local Aboriginal Land Council – we are loving, caring, ethical, respectful, patient and responsible. Our values are the only effective antidote to, and protection against, the damaging effects of violence within our community.

Aboriginal history has been scarred by racism, discrimination and injustice, but our values won't scar our spirit. Our values transcend history, they over-ride bad memories and cruel experiences, they are colour blind, and they speak in the common language that everybody understands. They are unchanging and immovable principles and standards of behaviour that, when practised, unite and bond us. They Connect us. They cause us to Belong. They help us Thrive.

Whatever mob we belong to, whichever country we come from, whether we are black, brown or white, we are all equal in this simple fact – we are in this world together and so we must work together to make it better. If we allow our differences and our prejudices to prevail, if we allow our anger to make our decisions, then we simply perpetuate all the negatives of past wrongs and our psychological and spiritual wounds will never heal.

Kindness raises us all up

As surely as violence diminishes us kindness has the power to lift us up. Kindness is a conscious choice. We can all decide to be kind instead of cruel. By practising kindness, we can raise each other up. Instead of being drawn into negative behaviour, kindness celebrates positive behaviour. And the more we practice kindness, the better we get at it and the more people we lift up. This is the driving motivation of our Community, Land and Business Plan – to do good for everybody in our community.

We All Have To Be Consciously Kind

As leaders of our community, we support kindness practices that create safe spaces and forums throughout our whole organisation and controlled entities. We can all take the lead because we have many opportunities to show kindness towards each other, in many ways.

- By taking an active role in setting a positive tone at the beginning of meetings, forums and in our workspaces. We should consider opening our meetings with cultural protocols including a Welcome, a spiritual ceremony, traditional song or dance
- By demonstrating our cultural value of respect by actively listening to our peers, and by not speaking over them or interrupting them
- By taking advantage of the knowledge and experience of our Elders and cultural people, using them as teachers of our cultural values, moral stories and our protocols at meetings, forums and workspaces
- By considering the use of talking or sharing circles and roundtable discussions as a fair and equitable approach to the sharing of speaking time wherever possible, and whenever time permits
- By collectively determining positive solutions that are built on consensus. Traditionally we had to rely upon each other, within our kinship systems, in order to survive and we continue to need one another in the present day
- By demonstrating mutual respect by sincerely apologising for any possible misunderstandings or unintentional disrespect, while also offering meaningful forgiveness to the one apologising
- By making use of our traditional dispute resolution protocols to address possible incidences of violence
- Clearly outlining how participants will treat one another at forums and meeting spaces based on our values of respect, compassion and kindness
- Expressing concerns in a concise and kind manner while offering up constructive solutions to issues that are raised in a diplomatic manner
- By participating throughout the duration of a meeting, by staying focused on those who are contributing to discussions, and by having a positive attitude and kind regard for your peers
- By paying respectful attention and being “present” in the moment, by actively listening to others
- By accepting varying opinions as a positive way to enrich conversations. And where there are differences, by always striving to develop constructive solutions
- By demonstrating our desire to seek clear vision through asking questions respectfully, in order to get clarification and understanding.

By applying and practising these expressions of kindness we are empowering each other, developing unity and confidence, building self-esteem, promoting creativity and innovation, celebrating best practices and encouraging all of us to be the better version of ourselves.

Members Code of Conduct

Scope

1. This Code of Conduct (the Code) applies to all Gandangara Local Aboriginal Land Council (GLALC) Members.

Purpose

2. The purpose of the Code is to ensure that the Members of the Gandangara Local Aboriginal Land Council observe the highest standards of conduct and ethical behaviour in all of their activities.
3. By maintaining such standards Members enhance their own, and the Gandangara Local Aboriginal Land Council's, standing as representatives of the Aboriginal community.

Obligations

4. As the conduct of an individual Member can reflect on the wider Aboriginal Land Council network as a whole, this Code sets out what are considered to be appropriate standards of conduct for Members.
5. Members are to acknowledge that this Code is to be adhered to both in spirit and to the letter, so that a Members' conduct is governed by the highest standards of personal and ethical behaviour.
6. Members must uphold the objectives of the Gandangara Local Aboriginal Land Council and abide by the *Aboriginal Land Rights Act 1983* (NSW) and associated legislation. In addition, Members must comply with the policies and procedures of the Gandangara Local Aboriginal Land Council as well as those established by

the New South Wales Aboriginal Land Council.

7. Members are to treat each other, Board members, employees, stakeholders and other people with dignity, respect, courtesy and fairness.
8. The actions, words and the behaviour of Members not only reflect on them, but can also reflect on the Gandangara Local Aboriginal Land Council. Members must therefore refrain from conduct or actions that detract from the reputation of the Gandangara Local Aboriginal Land Council.
9. Members must not use language or engage in behaviour that may reasonably be called discriminatory, abusive, threatening, violent, bullying, aggressive or intimidating, whether verbally, physically or emotionally.
10. Members of the Gandangara Local Aboriginal Land Council must not, at a meeting of the Council, do any of the following things:
 - (a) assault or threaten to assault a Board member, employee, Member or another person present at the meeting
 - (b) move or attempt to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Council, or address or attempt to address the Council or Board on such a motion
 - (c) insult or make personal reflections on or impute improper motives to a Board member, employee or other Member

- (d) say or do anything that is inconsistent with maintaining order at the meeting or is likely to bring the Council or Board into contempt.

Breach of the Code

11. If a person considers that a Member has engaged in conduct in breach of the Code, this should be reported to the CEO.
12. If the CEO has reason to believe that a member subject to the Code has failed to comply with it, then this will be investigated.
13. Depending on the outcome of the investigation, it may be necessary for the Gandangara Local Aboriginal Land Council to take disciplinary action against a member who fails to follow the Code. Disciplinary action will vary depending on the nature and circumstances of the breach of the Code.
14. Disciplinary action against Members may include (but is not limited to):
 - (a) Formal censure, counsel or reprimand
 - (b) In instances of a serious breach of the Code suspension from the Gandangara Local Aboriginal Land Council provided the correct procedure for the suspension of Members is followed (as set out in either the Model Rules in schedule 1 of the *Aboriginal Land Rights Regulations 2014* (NSW) or other applicable rules that may apply from time to time).

Memberships



Board Code of Conduct

Scope

1. This Code of Conduct (the Code) applies to all Gandangara Local Aboriginal Land Council (GLALC) Board members.

Purpose

2. The purpose of this Code is to ensure that the Board members of the Gandangara Local Aboriginal Land Council observe the highest standards of conduct and ethical behaviour in all of their activities.
3. By maintaining such standards Board members enhance their own, and the Gandangara Local Aboriginal Land Council's, standing as representatives of the Aboriginal community and increase the public confidence in the management and administration of the Gandangara Local Aboriginal Land Council.

Obligations

4. As the conduct of an individual Board member can reflect on the wider Aboriginal Land Council network as a whole, this Code sets out what are considered to be appropriate standards of conduct by Board members.
5. Board members are to acknowledge that this Code is to have adhered to both in spirit and to the letter, so that a Board member's conduct is governed by the highest standards of personal and ethical behaviour.
6. Board members must uphold the objectives of the Gandangara Local Aboriginal

Land Council by complying with the policies and procedures of the Gandangara Local Aboriginal Land Council (including the Gandangara Local Aboriginal Land Council Board Governance Charter) as well as those established by the New South Wales Aboriginal Land Council.

7. Gandangara Local Aboriginal Land Council is committed to ensuring the highest standards of ethical and professional behaviour. Board members are therefore required to exercise complete probity, honesty and diligence in carrying out their duties and responsibilities.
8. In addition, Board members must exercise due care and diligence in performing their duties and ensure that their knowledge, skills and technical competencies suffice to discharge their responsibilities.
9. Respect in the workplace is imperative. Board members must treat other Board members, their colleagues, customers, stakeholders, members and the community with respect and must not engage in any kind of discriminatory behaviour, harassment, bullying or violent conduct.
10. Board members must act with integrity at all times and must not abuse their authority.
11. Board members must at all times safeguard the interests of the Gandangara Local Aboriginal Land Council and its Members. This means that Board members must not

enter into any agreement or undertake any activity that maybe in conflict with the interests of the Gandangara Local Aboriginal Land Council, or that would prejudice the performance of their duties.

12. The actions, words and the behaviour of Board members not only reflect on them, but can also reflect on the Gandangara Local Aboriginal Land Council. Board members must refrain from conduct or actions that detracts from the reputation of the Gandangara Local Aboriginal Land Council.
13. Board members of the Gandangara Local Aboriginal Land Council must not, at a meeting of the Council or the Board or at any other time in the workplace, do any of the following things:
 - (a) assault or threaten to assault a Board member, employee, member or other person present at the meeting or in the workplace
 - (b) move or attempt to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Council, or address or attempt to address the Council or Board on such a motion
 - (c) insult or make personal reflections on or impute improper motives to Board members, employees and Members
 - (d) say or do anything that is inconsistent with maintaining order at a Council meeting or is likely to bring the Council or Board in to contempt.



14. Gandangara Local Aboriginal Land Council takes very seriously its responsibilities to comply with all legal obligations and prohibitions. It is essential that Board members must at all times comply with all relevant laws and regulations including but not limited to the requirements in the:
- (a) *Aboriginal Land Rights Act 1983* (NSW)
 - (b) *Aboriginal Land Rights Regulation 2014* (NSW)
 - (c) *Australian Charities and Not-for-profit Commission Act 2012* (Cth)
 - (d) Australian Charities and Non-for-profit Commission Governance Standards.
15. In the performance of their duties, Board members must not knowingly be a party to any illegal or unethical activity.
16. In the course of performing their duties, Board members may come across confidential information of the Gandangara Local Aboriginal Land Council. Board members must not use any confidential information gained in the performance of their duties for any personal gain or in a manner that could be detrimental to the Gandangara Local Aboriginal Land Council.
17. Board members must not use language or engage in behaviour that may reasonably be called discriminatory, abusive, threatening, violent, bullying, aggressive or intimidating, whether verbally, physically or emotionally.
- Breach of the Code**
18. If a person considers that a Board member has breached the Code, this should be reported to the Chairperson. If the report of the alleged breach is against the Chairperson, the report should be to the Deputy Chairperson.
19. If the Chairperson (or Deputy Chairperson if relevant) has reason to believe that a Board member subject to the Code has failed to comply with it, then this will be investigated.
20. Depending on the outcome of the investigation, it may be necessary for the Gandangara Local Aboriginal Land Council to take disciplinary action against a Board member who fails to follow the Code. Disciplinary action will vary depending on the nature and circumstances of the breach of the Code and whether the breach is of a Dismissal Provision.
21. A Dismissal Provision is a breach of any of the clauses 14, 15, 6 and/or 17 of the Code. In accordance with section 177 of the *Aboriginal Land Rights Act 1983* (NSW), the Council may by majority vote remove a Board member from office where that Board member has breached a Dismissal Provision.
22. Disciplinary action may include (but is not limited to):
- (a) Formal censure, counsel or reprimand
 - (b) For breach of a Dismissal Provision, removal of the Board member from office if a majority of the Council votes to do so.
23. The Registrar also has the power under section 181F of the *Aboriginal Land Rights Act 1983* (NSW) to take disciplinary action against a Board member in instances of misconduct.

Staff Code of Conduct

Scope

1. This Code of Conduct (the Code) applies to all Gandangara Local Aboriginal Land Council (GLALC) employees (including consultants).

Purpose

2. The purpose of this Code is to ensure that the employees of the Gandangara Local Aboriginal Land Council observe the highest standards of conduct and ethical behaviour in all of their activities.
3. By maintaining such standards employees enhance their own, and the Gandangara Local Aboriginal Land Council's, standing as representatives of the Aboriginal community and increase public confidence in the management and administration of the Gandangara Local Aboriginal Land Council.

Obligations

4. As the conduct of an individual employee can reflect on the wider Aboriginal Land Council network as a whole, this Code sets out what is considered to be appropriate standards of conduct by employees.
5. Employees are to acknowledge that this Code is to have adhered to both in spirit and to the letter, so that an employee's conduct is governed by the highest standards of personal and ethical behaviour.
6. Employees must uphold the objectives of the Gandangara

Local Aboriginal Land Council and must comply with the policies and procedures of the Gandangara Local Aboriginal Land Council as well as those established by the New South Wales Aboriginal Land Council.

7. Gandangara Local Aboriginal Land Council is committed to ensuring the highest standards of ethical and professional behaviour. Employees are therefore required to exercise complete probity, honesty and diligence in carrying out their duties and responsibilities.
8. In addition, employees must exercise due care and diligence in performing their duties and ensure that their knowledge, skills and technical competencies suffice to discharge their responsibilities.
9. Respect in the workplace is imperative. Employees must treat Board members, their colleagues, customers, stakeholders, Members and the community with respect and must not engage in any kind of discriminatory behaviour, harassment, bullying or violent conduct.
10. Employees must act with integrity at all times and must not abuse their authority.
11. Gandangara Local Aboriginal Land Council takes very seriously its responsibilities to comply with all legal obligations and prohibitions. It is essential that employees must at all times comply with all relevant laws and regulations including but not limited to the requirements in the *Aboriginal*

Land Rights Act 1983 (NSW) and the *Aboriginal Land Rights Regulation 2014 (NSW)*.

12. In the performance of their duties, employees must not knowingly be a party to any illegal or unethical activity.
13. Employees must at all times safeguard the interests of the Gandangara Local Aboriginal Land Council and its Members. This means that employees must not enter into any agreement or undertake any activity that may be in conflict with the interests of the Gandangara Local Aboriginal Land Council, or that would prejudice the performance of their duties.
14. In the course of performing their duties, employees may come across confidential information of the Gandangara Local Aboriginal Land Council. Employees must not use any confidential information



gained in the performance of their duties for any personal gain or in a manner that could be detrimental to the Gandangara Local Aboriginal Land Council.

15. The actions, words and the behaviour of employees not only reflect on them, but can also reflect on the Gandangara Local Aboriginal Land Council. Employees must refrain from conduct or actions that detract from the reputation of the Gandangara Local Aboriginal Land Council.
16. Employees must not use language or engage in behaviour that may reasonably be called discriminatory, abusive, threatening, violent, bullying, aggressive or intimidating, whether verbally, physically or emotionally.
17. Employees of the Gandangara Local Aboriginal Land Council must not, at a meeting of the Council or the Board or at any other time in the workplace, do any of the following things:

- (a) assault or threaten to assault a Board member, employee, Member or another person present at the meeting or in the workplace
- (b) move or attempt to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the Council, or address or attempt to address the Council or Board on such a motion
- (c) insult or make personal reflections on or impute improper motives to Board members, employees and Members
- (d) say or do anything that is inconsistent with maintaining order at a Council meeting or is likely to bring the Council or Board into contempt.

Breach of the Code

18. If a person considers that an employee has breached the Code, this should be reported to the CEO. If the report of the alleged breach is against the CEO, the report

- should be to the Chairperson.
19. If the CEO (or Chairperson if relevant) has reason to believe that an employee subject to the Code has failed to comply with it, then this will be investigated.
20. Depending on the outcome of the investigation, it may be necessary for the Gandangara Local Aboriginal Land Council to take disciplinary action against an employee who fails to follow the Code. Disciplinary action will vary depending on the nature and circumstances of the breach of the Code.
21. Disciplinary action may include (but is not limited to):
 - (a) Formal censure, counsel or reprimand
 - (b) Suspension
 - (c) Termination of employment.
22. The Registrar also has the power under section 181F of the *Aboriginal Land Rights Act 1983* (NSW) to take disciplinary action against an employee in instances of misconduct.





Connection to Country—Important to co-create to preserve our Culture & Heritage

Country is central to every aspect of Aboriginal culture - the land, the water, the air, all life, all elements, the sun, the moon, the stars and the sky, are connected to our Ancestral lands/special places/Creation spirits/Dreamtime. Lands may be referred to as 'my Mother' or 'my Country' or Our homelands/Tribal estates and hold our Lore, language, customs, cultural practices, protocols, beliefs, values, stories and cultural obligations. The living environment is fundamental to our identity as Aboriginal People.

Land is of great significance to First Peoples - but the connection we feel to country can be a difficult concept for non-First Peoples to understand. It is important that our partners acknowledge that First Peoples have obligations to Country. Country is central to First Peoples' lore and laws. The Elders of each Country know the boundaries of their land and have handed this knowledge down from generation to generation.

ALRA Section 52: Functions of the Local Aboriginal Land Council

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

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

The partnerships we forge with other agencies and authorities will be vital to how we manage and protect Aboriginal culture and heritage values in our jurisdiction. We thrive together, not alone. Our Traditional Knowledges enrich and enhance Western models of conservation and environmental management, which are both vital to protecting this beautiful Country.

Our Land Council is looking forward to engaging and working in partnership with government and industry to achieve the best outcomes in regards to preserving and maintaining all places of cultural significance on our lands.





Gandangara Local Aboriginal Land Council

Head Quarters:	103 Moore Street, Liverpool NSW 2170
Current Office:	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 5.00 pm Monday to Friday

Gandangara Health Services Limited

Office:	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

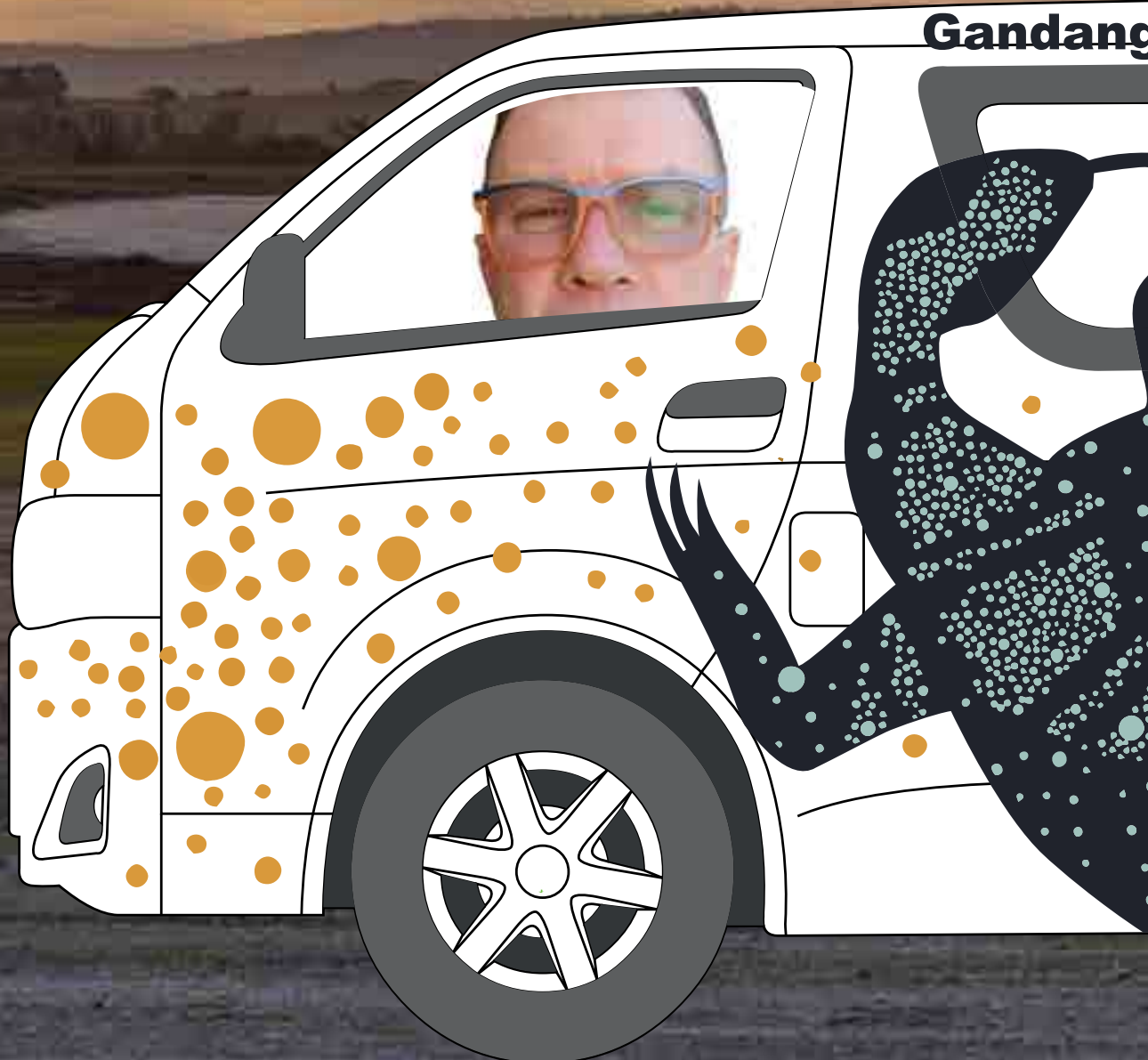
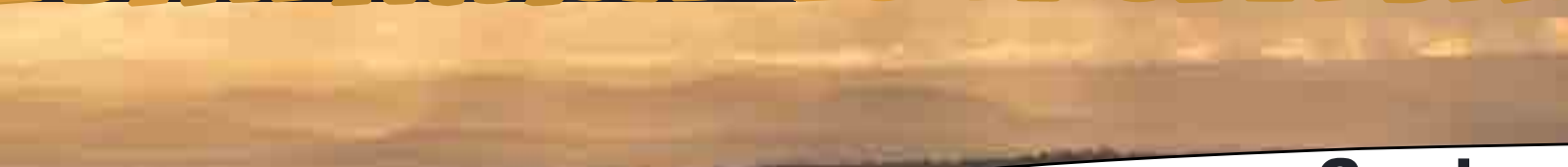
Office:	14 Weld Street, Prestons NSW 2170
Business address:	P.O. Box 1038 Liverpool Business Centre, 1871
Phone number:	(02) 9608 0968
Facsimile number:	F: (02) 8783 5053
Business hours:	8:30 am to 4.30 pm Monday to Friday

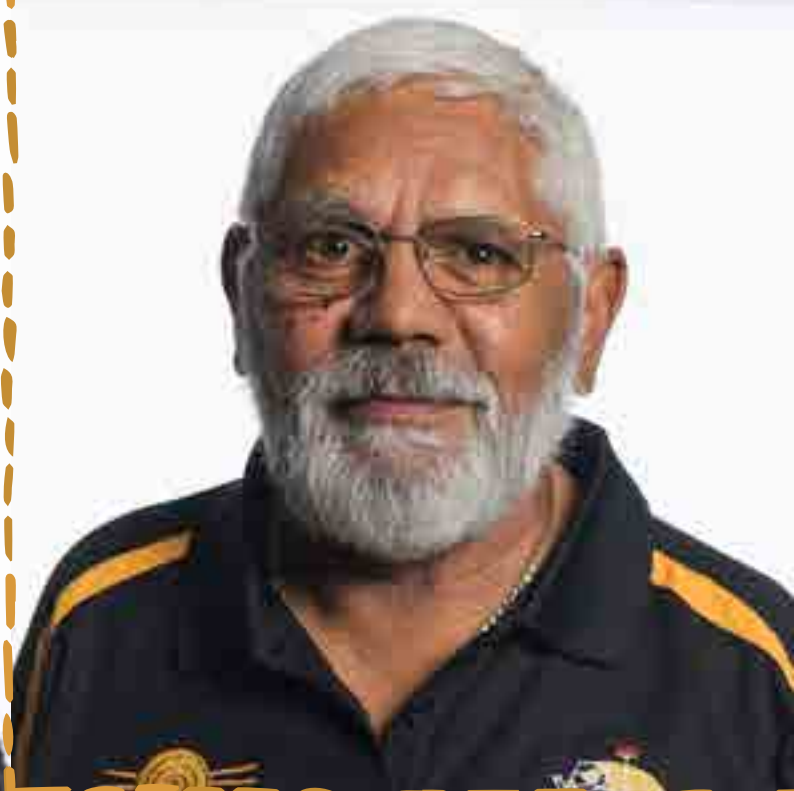
Marumali Limited

Office:	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

***Happy
to help!***







Gandangara Transport

(02) 9608 0968

Connect

Belong Thrive...

Gandangara

Local Aboriginal Land Council







Endnotes & References

- ¹ *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 6 s 82. Exemptions to this rule were supplied by the NSWALC Eastern Zone Compliance Office in 2020 due to the COVID-19 pandemic interrupting business as usual. As such, the submission for approval and adoption of the plan was extended (to all LALCs in NSW), pursuant to s 82(5) of the *ALRA 1983* (NSW).
- ² *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 6 s 83(1)(a–f).
- ³ *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 1 s 51.
- ⁴ *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 6 s 82(2).
- ⁵ *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 6 s 83(1)(f).
- ⁶ *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 6 s 82(3)–(4).
- ⁷ *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 6 s 82(3)–(4).
- ⁸ *Aboriginal Land Rights Act 1983* (NSW) pt 5 div 6 s 84(6); s 52G(1)(d1).
- ⁹ *ALRA 1983* (NSW) pt 5 div 1 s 51.
- ¹⁰ Cf Australian Law Reform Commission, ‘The Best Interests Principle,’ 29 July 2010.
- ¹¹ Australian Government Department of Health and Ageing, *National Aboriginal and Torres Strait Islander Health Plan 2013- 2023* (Canberra: Australian Government Department of Health and Ageing, 2013).
- ¹² *ALRA 1983* (NSW) (2)(4).

Primary Sources:

Aboriginal Land Rights Act 1983 (NSW)

Secondary Sources:

Melbourne University Law Review, *Australian Guide to Legal Citation*, 4th Edition. Melbourne, Vic.: Melbourne University Law Review Association Inc., 2019.
Attenbrow, Val, *Sydney’s Aboriginal Past Investigating the archaeological and historical records*. Sydney: NewSouth Publishing, 2010.
Dreher, Tanja, Paul Graham, *From Cobra Grubs to Dragons: Stories of Australia’s Most Culturally Diverse Suburbs*. Sydney: National Trust of Australia, 2002.
Gapps, Stephen, *Cabrogal to Fairfield City - A history of a multicultural community*. Sydney: Fairfield City Council, 2010.
Kohen, James L., *The Darug and Their Neighbours: The Traditional Aboriginal Owners of the Sydney Region*. Sydney: Darug Link, 1993.

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

