



**GANDANGARA**  
Local Aboriginal Land Council

Marumali  
Health Services  
Transport Services

# Trainee Ranger Guide

## First Peoples Rapid Response Unit Project

*"Proudly supported by Aboriginal Affairs NSW"*



Aboriginal  
Affairs

Connect. Belong. Thrive





# Welcome to Gandangara Local Aboriginal Land Council (GLALC)

Congratulations on your appointment as a trainee with the GLALC (GLALC). We are excited to have you as part of our team and look forward to supporting your growth and development throughout your traineeship.

This guide is designed to help you navigate your journey with us, providing essential information, tips, and resources to ensure your success.

## Acknowledgement of Funding

GLALC would like to sincerely acknowledge and thank **Aboriginal Affairs NSW (AANSW)** for their support through the **Community & Place Grant 2023-2024**, which has made this program possible.. The **Our First Peoples**

**Rapid Response Trainee Program** is proudly funded by AANSW and is designed to provide hands-on experience, mentorship, and professional development for our trainee rangers in land management and Caring for Country.

# Welcome to the Team (from the CEO)

Dear Trainee,

Welcome to GLALC. We are honoured to have you join our team as part of this transformative trainee program in the First Peoples Rapid Response Unit project. At GLALC, we are committed to preserving our rich cultural heritage and empowering First Peoples to shape their own futures. This program is more than just an opportunity to gain skills and experience; it is a pathway to contribute to our community's growth and resilience while connecting deeply with Country and culture.

As you embark on this journey, know that you have the full support of our team. We encourage you to embrace every learning opportunity, collaborate with your peers and mentors, and immerse yourself in the diverse experiences this trainee program offers. Your growth is our priority, and together, we



**CEO**

Dr. Melissa Williams

will make a positive and lasting impact. Welcome aboard. Let's achieve great things together.

Warm regards,

Dr Melissa Williams  
Chief Executive Officer  
GLALC

## Purpose of this document

The purpose of this guide is to provide you, our new trainee, with all the information you need to succeed in your role at GLALC. This document outlines our values, expectations, and support systems to ensure that you feel confident and equipped to navigate your traineeship. It serves as a roadmap for your journey with us, highlighting key policies, resources, and opportunities available to you.

We encourage you to refer to this guide whenever you have questions or need clarification about your role, responsibilities, or the broader objectives of the GLALC Trainee Program. Remember, this is a collaborative journey, and we are here to support you every step of the way.





# Mission

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

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

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

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

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



# Vision

**“GLALC 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.”**

GLALC’s vision for the next four years is to continue to enable Our Members to Connect, Belong and Thrive together. GLALC serves as a nurturing centre where local Aboriginal and Torres Strait Islander peoples and the wider community unite to Connect, Belong, and Thrive. Our commitment to Protecting Country, fostering Connection, and embracing

Belonging cultivates an inclusive community. Here, every individual, from newcomers to respected Elders, discovers acceptance, identity, and purpose.

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



# Purpose

Our main objective, for each of our Members, is 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). The best interests and wellbeing of Aboriginal peoples can only be

determined by Aboriginal peoples. That is why GLALC is a Member-driven, community-controlled Aboriginal organisation that actively listens to its Members' needs and the ways in which it can improve, protect and foster those needs.

# Aims

## **One Team. One Plan. One Dream.**

- One Team. We work together through unity and cooperation – one Member at a time
- One Plan. We create a connected, cohesive, & healthier community – one Member at a time

- One Dream. We become stronger and progress our community's future – one Member at a time.

# Values

Our spirit and character are embodied in the core values of the Gandangara Group. We are loving, caring, ethical, respectful, patient, and responsible. Our staff uphold our core values, individually and collectively.

## **Respect and Understanding**

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

## **Diversity and Inclusion Through Unity**

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

## **Care for Family and Country**

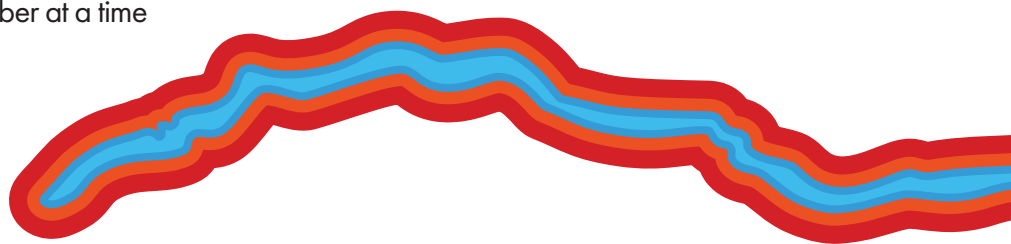
Committed to nurturing our families and cherishing our loved ones, in unity with our lands. By nourishing the heart of our community through our connection to Country, we foster a thriving environment for all.

## **LAW and LORE**

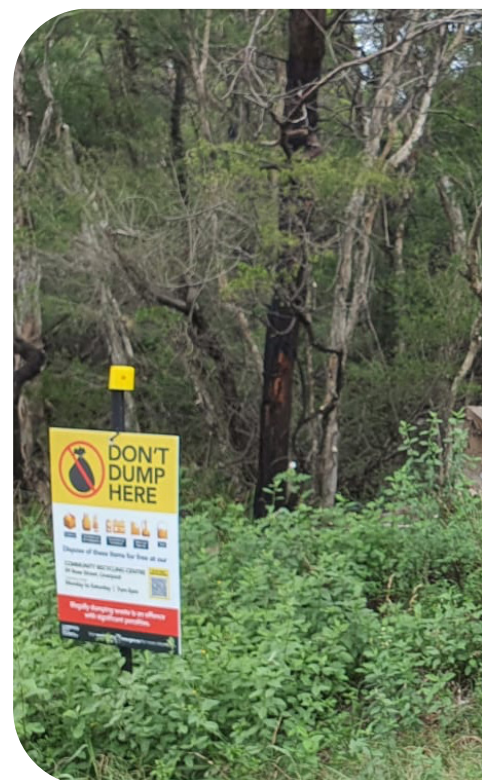
Our Members and the community actively honour local cultural protocols, including traditional ceremonies and stewardship practices. This commitment helps preserve our rich heritage, ensuring that our actions not only reflect but also sustain our ancestral values and strengthen our cultural identity for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

## **Accountability and Responsibility**

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



# Overview of the First Peoples Rapid Response Trainee Program





**Our First Peoples Rapid Response Trainee Program is designed to provide hands-on experience, mentorship, and professional development in land management and Caring for Country. It is funded by AANSW's Community & Place Grant 2023-2024.**

Key objectives:

- Build skills and competencies relevant to your role
- Provide real-world work experience within a supportive environment
- Foster cultural pride and connection
- Develop leadership and teamwork abilities
- Provide a potential career pathway into the NIAA Ranger Program commencing in July 2025.





# First Peoples Rapid Response Project Overview



The First Peoples' Ranger Response project, located on GLALC's Aboriginal-owned lands at Heathcote Ridge, is a key initiative under the GLALC First Peoples-led Caring for Country program. This project aims to restore and protect over 850 hectares of cultural heritage, operating from the GLALC Eco Depot. It provides Aboriginal employment and training opportunities for a Team Leader/Project Manager to develop and mentor two Trainee Rangers for the project duration. The project upholds traditional Caring for Country knowledge and practices, blended with ecological land restoration and management approaches.

Through structured training paired with On-Country skills development, the Trainee Rangers will work towards personalised learning goals in their Learning and Development (L&D) Plans (see the appendix for the template). Training is personalised and determined by each staff member in their L&D plan and includes equipping them with skills in site maintenance, pest management, cultural

burns, and Traditional Ecological Knowledge (TEK) documentation. They will also complete a 5-day Aboriginal Cultural Burning course to deepen their TEK-based skills.

This project is Stage 2 in GLALC's Heathcote Land Management program, following Stage 1, which established an eco-sustainable depot at Heathcote Ridge. Funded by AANSW, this project contributes to Close the Gap targets by providing meaningful employment and harnessing cultural practices to protect and restore Aboriginal lands, aligned with the Healthy Lands, Healthy People framework.

The project ends on 30 June 2025, as this is when the funding from AANSW Community & Place concludes. However, GLALC has secured funding for 4 years from the NIAA Indigenous Rangers Program. This means that any staff member recruited to the current First Peoples Rapid Response Team will be invited to apply for an ongoing position in the First Peoples Ranger Team at GLALC, funded by NIAA, to commence 1 July 2025.

## Meet the First Peoples Rapid Response Team

The First Peoples Rapid Response Unit will be led by a Team Leader who will support two Aboriginal Trainee Rangers. Aboriginal Trainee Rangers will engage in On-Country skills development and structured training. Their role will involve hands-on activities such as land management, ecological cleanup and restoration, and site maintenance. Following a personalised Learning and Development Plan, the Trainees will gain a comprehensive skill set

that combines traditional land care practices with modern ecological methods.

The HELM Program Manager, Strini Pillai, will oversee the grant. Archaeology and site mgt coaching will be provided by Bronwyn Partell, GLALC's Archaeologist, paired with mentoring provided by GLALC's Cultural Education & Tourism Officer.



## Yarn Up Elders in Residence:

(left to right)  
Aunty Dorothy Shipley,  
Aunty Dawn Compton, Aunty  
Lola Simmons, Uncle John  
Simmons, Uncle Ron Davis,  
Aunty Mary Allen



## Board of Directors:

(back row) Diane Van Aken  
(Deputy Chairperson), Amanda  
Roa, Bernadette Compton, Roslyn  
Way, Steve Ingram, Uncle Tony  
Scholes (Chairperson)  
(front row seated) Sandra German,  
Aunty Gail Smith and Roxanne  
Sheridan.



**Dr. Melissa Williams**  
CEO



**Mark Spithill**  
Director of Enterprise Sustainability, Property,  
Corporate Services & Transport (Entity)



**Strini Pillai**  
Program Manager  
Heritage, Ecology & Land  
Management (HELM)



**Dr. Howard Smith**  
Chief Scientist  
(Technical Writer/Mentor)



**Bronwyn Partell**  
Senior Archaeologist  
Project Manager  
& Technical Support



**Cherina Lea Scholes**  
Senior Cultural Education  
& Tourism Officer  
Cultural Mentoring



**Kelly Barton**  
Ranger Project  
Manager



**Vacant Ranger**  
Team Leader,  
NIAA



**Trinity Paulson  
Dixon**  
Ranger Trainee



**Vacant Ranger**  
Team Leader,  
NIAA



**Vacant Ranger**  
Team Leader,  
NIAA



**Jye Brown**  
Culture & heritage  
Sites Support Officer



**Jamaine Thorne**  
Culture & heritage  
Sites Support Officer

# Staff journey

## Strini Pillai

**Program Manager – Heritage, Ecology and Land Manager (HELM)**



### **Navigating the work of caring for Country**

Strini Pillai is Program Manager for Heritage, Ecology and Land Management at GLALC, which is building one of the most ambitious First Nation Ranger Programs in South West Sydney.

Strini Pillai watches a snake slide into the undergrowth at Heathcote Ridge. It's a sight that gives him a profound sense of purpose. "The greatest reward for me is to know that I have helped to provide a safe place for an animal."

His team of First Nation Rangers is beginning the work of transforming 1,100 hectares of a critically

endangered ecosystem at Heathcote Ridge into both a sanctuary for native wildlife and a training ground for the next generation of environmental stewards.

The area will connect the Georges River, Heathcote and Royal National Parks, creating a vital wildlife corridor and sanctuary to the benefit of all Australians.

### **Land management priorities**

Strini's role requires navigating negotiations with program managers of local councils and state bodies, principal ecologists and senior policy



officers while ensuring traditional knowledge remains central to land management decisions.

"I focus on the science and legislation that informs GLALC's efforts on behalf of eco-heritage, ecology and land management," he says, acknowledging the guidance he receives from other managers and experts within the organisation, such as Dr Howard Smith Environmental Scientist, Kath Schilling Anthropologist and Bronwyn Patell Lead Archaeologist as well as external stakeholders.

The First Nations Ranger Program emerged from necessity when GLALC acquired the Heathcote Ridge property but faced a dumping crisis emanating from multiple local government areas. An estimated 1,200 tonnes of illegal, development-related waste, including asbestos, is contaminating the site.

With the assistance of Sutherland Shire Council, GLALC is mapping, quantifying and identifying dumped waste. "Only once it is removed, can we legally focus on restoration and fire management."

### **Holistic training approach**

He has adopted a holistic approach to training, with a program covering boundary protection, monitoring dumping incidents, restoring fire tracks, vegetation management, wildlife management and fire management.

"The training program meets Gandangara's unique ecological needs and prepares the rangers to become future environmental area managers, to advocate for the protection of their land," he says. The training also includes archaeology, anthropology, town planning and heritage values.

Women rangers are central to GLALC's vision. "We want to empower women to be part of this protection and preservation of life," he says. The program currently has hired Trainee ranger Trinity Paulson Dixon and ranger Project Manager Kelly Barton, with three more trainee rangers currently in the hiring pipeline.

One important aspect of the Ranger program involves re-discovering traditional ecological

knowledge where cultural knowledge was lost through dispossession and colonisation of the land. In some of the first steps to regain this knowledge, Trinity and Kelly are speaking with Elders, learning about traditional practices such as making spears and coolamons and also examining middens and soil evidence to reconstruct stories about extinct species and traditional fire management practices.

### **Vision for the future**

Research conducted on fauna across the site revealed a large variety of birds, reptiles and marsupials, providing a baseline for future fauna management plans.

A key aspect of land management at Heathcote is fire management, including hazard protection burns and fire-trail development. Rangers learn about asset protection, reducing fuel without killing-off native species and protecting houses from fires. The program includes traditional fire management training to assist the Rural Fire Service in Sutherland in controlled hazard burns.

Strini joined Gandangara in 2022 and was inspired by its ambitious vision for the future, including establishing Heathcote Ridge as an eco-tourism destination.

The master plan includes developing an eco-hotel serving fusion food and an eco-cultural centre, an amphitheatre for recording live dance, stories, cultural performances and artwork.

He also envisions GLALC continuing to partner with universities for research and drawing on his previous media experience, working with Marketing to produce a ranger segment as part Gandangara Media streaming.

"A visitor could experience it all on a walk on Country with Elders and rangers firsthand, but can you imagine putting a camera on the challenges rangers face daily, like restoration, fire management, border protection and land and water animal rescue?" he says. "We'd be telling the world about Australia through the eyes of its First Peoples."

**Dr. Howard Smith**  
**Chief Scientist (Technical Writer/Mentor)**

**Bridging science and First Peoples' culture**

Dr. Howard Smith brings deep experience to his role as Chief Scientist (Technical Writer/Mentor) at Gandangara Local Aboriginal Land Council (GLALC).

Dr. Howard Smith combines technical expertise with cultural sensitivity. His work is a bridge for collaboration between Western science and traditional ecological knowledge, pointing to a future where both systems complement each other to build healthier communities and landscapes.

He was hired in September 2024 to assist with strategic planning on several complex issues, including providing technical writing support on the Heathcote Ridge property in Sutherland Shire. The ultimate aim is to restore the environment in a way that's informed by cultural knowledge, he says.

"We're trying to flesh out as much of that information as we can to tell that story and then use it to restore the environment to how it would have been before European settlement, or as close as we can."

**Traditional ecological knowledge**

Dr Howard Smith has already played a key role in the restoration and regeneration of Heathcote Ridge, by compiling a Traditional Ecological Knowledge (TEK) technical report, drawing from publicly accessible data. He says this report is only the initial step, while deep, nuanced knowledge must come from First Peoples themselves. The rangers lead that engagement, he says.

"Traditional knowledge is now about repairing the damage that's been done, and how it can be planned for by integrating this with scientific methods," he says. He works with the Program Manager HELM Strini Pillai, Lead Archeologist Bronwyn Patell, and in a mentoring role with the Ranger team. He guides rather than directly instructs the rangers, he says.

"My role would be just showing them, say 'hey, look, now you've got this, this is how it probably all fits together. You work with me and tell me what you think, and then you take it back to your Elders,' and that's how the process begins," he says.

Another milestone of the team is the Heritage, Ecology, and Land Management Five-Year Strategic Plan. It outlines operational goals including ranger training, strategic partnerships with councils and private enterprise, financial sustainability and community engagement.

Dr. Howard Smith takes a forward-thinking approach, anticipating the region's imminent developments. "In the very near future, the new (Western Sydney International) airport will be opened, and we have to take the skills we have learned at Heathcote Ridge and apply them to our lands surrounding the airport," he explains.

Dr. Howard Smith and the team are also considering commercial land development opportunities as part of the Gandangara Community, Land and Business Plan 2024-2028, ensuring Gandangara has meaningful input into local council developments affecting their lands, with financial independence as a key priority.

**Diverse experiences**

Up until now, Dr. Howard Smith has had an extensive career in the environmental, engineering and land management sectors. Arriving in the Northern Territory as a laboratory analyst in 1987, he worked in Nhulunbuy on the Gove Peninsula as a chemical engineer. His commitment to community service was evident even then – he trained as a volunteer paramedic, recognising the need to contribute beyond his professional duties in this remote area.

His academic credentials span multiple disciplines: a PhD in Applied Chemistry, qualifications in tropical environmental management, archaeological heritage, ancient history and classical literature.





One of his many roles included a decade-long tenure with the Northern Land Council from 2005 to 2013, and again from 2015 to 2017. As a senior project officer managing development applications across half the Northern Territory, he learned how to work effectively with First Nations communities, building trust over time.

“While I was there for the first five years, it took nearly three years to build people’s trust,” Howard says, reflecting on his work with traditional owners. This patience became central to his approach, leading to recognition when mining companies began seeking his advice.

Central to Howard’s work is his understanding that environmental and cultural health are inextricably linked. “It is about delivering on the truth that a healthy land means healthy people.”

### **Strong future voice**

Looking to the future, he’s optimistic about the potential of the Heathcote Ridge’s site for genuine restoration due to its relatively undisturbed state.

“When you look at all the aerial photographs back to 1920, it hasn’t changed that much. So if it hasn’t, I’d say that’s a good indicator of what it was like before Europeans got into the environment.”

On the broader impact of his team’s work, Dr. Howard says his goal is to create a “pool of evidence and information that can be applied to whatever the government is doing” to ensure that Gandangara has a strong and informed voice in everything that affects First Peoples.





### **Path to renewal: a journey to reconnect with Country**

Ranger Project Manager Kelly Barton says her role at Gandangara represents a transformation in her career and an exciting opportunity to help people better understand and connect to Country

Kelly Barton describes it as “a 360-degree turnaround” in her career: from a job that ultimately helped to facilitate development, sometimes too quickly and detrimentally, to a position of conserving the land that holds her people’s deepest cultural connections.

Kelly’s previous job involved liaising with Aboriginal groups and other experts on development projects. It ensured community voices were heard, she says, but she also came to

understand that it was often more about “ticking a box so that development could go through without any hiccups from the Aboriginal community.”

Today, as a Project Manager of the Gandangara First Nations Ranger Program working on the restoration of the land council’s Heathcote property — 1,100 hectares of culturally significant land — Kelly has found a role she takes pride in.

Her role is not only about environmental restoration; but cultural renewal, community empowerment and reconnecting people with the living landscape that Aboriginal people have cared for across countless generations for more than 60,000 years.

### **Living Connection**

Country extends far beyond physical boundaries,



says Kelly. "Country goes all the way up to the stars and all the way down to the core of the middle of the earth," she says.

"It doesn't matter where you are as long as you're together, because we are also Country. We come from Country." This profound understanding shapes everything she does, from the practical work of removing invasive species to the cultural education she provides to visitors.

"Our dreaming stories actually line up with science," she says, pointing to how Aboriginal oral traditions accurately preserve memories of megafauna that lived thousands of years ago. This connection between traditional knowledge and modern science underpins her approach to land management and education.

Kelly initially heard about Gandangara's First People's Ranger Program when she took part in their Community, Land and Business Plan workshop. "I grew up in Liverpool, so Gandangara is my Local Aboriginal Land Council," Kelly says.

"I was blown away by the workshop and I thought, wow, it's really kicking off here for the Aboriginal community and when a position comes up, I'll definitely keep my eyes open." She was happy when the ranger management position was advertised and she was hired in October 2024.

### **Healing Community**

The Heathcote property faces significant challenges, including removing extensive illegal dumping before restoration of the property can begin. In tandem with Trinity, Gandangara's first Aboriginal ranger, Kelly has just completed a Certificate II in Conservation and Ecosystem Management so they are equipped to do this work.

Most of their learning and practical work happens at Gandangara's purpose-built Eco Depot at Heathcote Ridge. Among other skills, Trinity and Kelly learned how to identify native and non-native plants, spray weeds, track and identify animals, read maps and use GPS.

The pair has also deepened their understanding of Indigenous culture and knowledge from spending

time with elders, such as learning cultural practices to make artefacts, including cutting coolamon - a carrying vessel made from a hard wood tree creating a scar - making spears and digging sticks. In anticipation of koalas possibly returning to the area when Heathcote Ridge is restored and regenerated, Kelly and Trinity have taken part in the Taronga Zoo koala protection program. They are also networking with other Aboriginal rangers' groups across NSW.

### **Sharing Knowledge**

Kelly envisions a future where Heathcote Ridge becomes a centre for cultural exchange, education and healing.

"Once that Country is restored, we can have corroborees," Kelly says, imagining ceremonies where different dance groups share culture with the broader community. She discusses opportunities for cultural burns, traditional camping experiences and educational programs.

The key to Heathcote Ridge's future, Kelly adds, is to increase public awareness, with the intention of boosting community participation, corporate investment and attracting lots of volunteers.

This includes initiatives such as the 'Healthy Country, Healthy People' program, which brings Gandangara members out on Country for bushwalks.

The rangers are also taking corporate groups on cultural immersion experiences. Kelly and Trinity help others see connections to Country, whether it's showing them scar trees, cave paintings or tool-making sites. This makes the deep history of the land accessible to people who might otherwise walk past without understanding what they're seeing.

"We need to build relationships with conservationists, universities and young people in schools, because if you educate the young ones, they will educate the parents for us. They will get their parents to engage with us for instance planting in rehabilitation work. We'll need lots of volunteers, a lot of hands," she says.

## Trinity Paulson Dixon

### Trainee Ranger

**Following family footsteps:** Trinity becomes Gandangara's first Aboriginal Trainee ranger

Trinity's visit to Uluru sparked a life-changing realisation that led her to become Gandangara Local Aboriginal Land Council's first Aboriginal Trainee ranger. Now she's following in the footsteps of her great aunt, one of Australia's first recorded Aboriginal rangers, while reconnecting with her culture and caring for Country.

Looking up at the towering red rock of Uluru, a sacred place for the Anangu people of Central Australia, Trinity made a life-changing decision: she would become an Aboriginal ranger, and develop her knowledge, understanding and connection to Country.

"Uluru is the most beautiful, most spiritual place I've ever been and I felt very connected. I realised at that moment that I wanted to be a park ranger — I just love walking and being out on Country," Trinity says.

At the time, she was working as a receptionist at a resort near Uluru. When she returned home to Redfern in Sydney, she started looking for a ranger job. She became the Gandangara Local Aboriginal Land Council's first Trainee ranger in October 2024.

Born in Dubbo, and spending some of her childhood in Taree, and then ever since in Redfern, "Since working at Gandangara I am connecting to Country and culture. There's no need to be ashamed of what I do and who I am. It's been a big change for me. It's a big eye opener, and I'm very grateful for the opportunity that I've had."

Weeks into the new role, Trinity faced a significant learning curve as she began a Certificate II in Conservation and Ecosystem Management. Most of her learning and practical work happens at Gandangara's purpose-built Eco Depot at Heathcote Ridge in Sutherland Shire, on 1100 hectares owned by GLALC. Among other skills,

Trinity learned how to identify native and non-native plants, spray weeds, track and identify animals, read maps and GPS.

"My brain is just loving the learning journey," she says. "At school, although I loved science I got distracted easily, but during the traineeship it's a lot easier because I am genuinely interested in the topics."

Several people at GLALC have taken her on Country to reinforce her learning, including Uncle Darren Duncan, Gandangara LALC's Senior Culture, Heritage and Land Management Officer. "Uncle Darren took us out for a walk and I saw an echidna up close, so close I could have patted him," she says.

Since then, she's seen Eastern Brown and Red Belly Black snakes, but wasn't scared, just intrigued and is keen to do her snake handling course. "I have a really strong passion for looking after native animals, and I feel like if I do this course with snakes, that's one step closer for me being able to handle more native animals," she says.

'Being a ranger to me is about being an advocate for the land, waterways, animals and sky, teaching people how to understand our connection to the land.'

Trinity also discovered that being a ranger is in her blood. Her great Auntie Elvina Oxley Paulson was one of Australia's first recorded Aboriginal rangers. "I'm following my Auntie's footsteps and I feel very proud of her legacy," Trinity says. "She's the knowledge holder in our family and she's going to pass that knowledge to me. The more I learn about culture, the more I know I am an Aboriginal ranger. I am connected to culture and have an understanding of Country, and that's important."

Trinity says that when she takes visitors on a tour, she may show them a Melaleuca paperbark tree. Trinity shares the importance of trees and their significance in culture. Aboriginal people use the bark for wrapping food for cooking, as bedding,



for shelters and, because the bark has antiseptic properties, for treating wounds.

Already, Trinity has had opportunities to host corporate groups on Country and speak to them about some of the wonders of the bush.

"I got so much good feedback," she says. "The people said that I was funny, but the one thing that they liked best was my passion and how I spoke about our culture. That was nice, because I have learned most things just from watching and listening to others and Elders."

Looking to the future, Trinity is excited that she's found a career path that enables her to make

a difference. "I would like to continue being an Aboriginal Ranger and bring both traditional knowledge and modern science to look after our beautiful country and also educate people on why this needs to be done.

"Being a ranger to me is about being an advocate for the land, waterways, animals and sky, teaching people how to understand our connection to the land and sharing our knowledge so they can feel connected too."



# What is the team aiming to achieve?

The First Peoples Rapid Response Team is dedicated to achieving meaningful and sustainable outcomes for the environment, community, and cultural heritage. The team's primary goals include:

- **Preservation of Aboriginal Lands:**

Protecting and managing Country to ensure the survival and flourishing of natural ecosystems and cultural sites

- **Cultural Heritage Protection:** Safeguarding significant cultural assets and fostering deeper community connections to cultural traditions and history

- **Environmental Stewardship:** Enhancing biodiversity through activities like pest and weed control, restoration of degraded landscapes, and the implementation of ecological management practices

- **Community Empowerment:** Collaborating with local communities, Elders, and stakeholders to ensure the work aligns with cultural values and priorities, fostering a sense of shared ownership and pride

- **Skill Development and Career Pathways:**

Equipping team members with technical and cultural skills that build career opportunities in land management, conservation, and cultural preservation

- **Emergency Response Capability:**

Developing and implementing fire management, ecological burning, and other emergency response measures to protect the environment and cultural assets

- **Visitor Experience Enhancement:**

Maintaining and improving visitor facilities to ensure people can safely and respectfully engage with Country, contributing to a greater appreciation of Aboriginal culture and heritage.

By focusing on these objectives, the team contributes not only to the wellbeing of the environment but also to the social, cultural, and economic resilience of the First Peoples community. These efforts align with GLALC's overarching mission of promoting self-determination, cultural continuity, and sustainable development for current and future generations.

## Roles and Responsibilities

### Trainees

- Participate actively in training, mentorship, and project work
- Embrace and apply Caring for Country principles
- Maintain professionalism and adhere to workplace policies
- Collaborate with colleagues and contribute to GLALC's goals
- Contribute to GLALC's objectives through assigned tasks and responsibilities
- Your Position Description (see Appendix) details a role-specific outline detailing your tasks and expectations.

### Team Leader, Supervisors & Mentors

- Provide guidance, training, and support to trainees
- Monitor progress and provide constructive feedback
- Foster a culturally safe and inclusive work environment.

### GLALC Leadership

- Ensure the program aligns with GLALC's strategic goals
- Allocate resources to support program delivery
- Promote pathways for trainees into permanent roles.



# A Day in the Life of a First Peoples Rapid Response Team

A day in the life of the First Peoples Rapid Response Team is diverse and rewarding, centred around preserving Aboriginal lands and cultural heritage while fostering teamwork and skills development.

The team begins with a morning briefing to outline the day's goals, review safety protocols, and allocate tasks. Throughout the day, team members engage in a variety of activities such as land restoration, cultural site maintenance, and ecological management. These tasks are balanced with opportunities for learning and mentorship, ensuring a strong foundation of technical and cultural skills.

Lunch offers a moment for reflection and team connection, while the afternoon focuses on skill-building or on-ground project work. The day concludes with a debrief session to review accomplishments, address challenges, and plan for future activities.

Throughout the day, team members are supported by a framework that balances productivity with personal growth. This structured approach ensures each day is purposeful, enriching, and aligned with the overarching goals of cultural and environmental stewardship. It also provides team members with the skills, experience, and cultural insights needed to succeed in their current roles and future careers.



## Formal Training Program Outline

### **First Peoples Ranger Training Program (2023-2024)**

**Funded by Aboriginal Affairs NSW (AANSW) Community & Place Grant**

#### **Program Overview**

This training program was designed to develop the skills, knowledge, and practical experience of our First Peoples ranger team, employed under the AANSW Community & Place Grant. It is intended to provide tailored, hands-on, and culturally grounded training, with both formal and informal learning pathways.

The program combines:

- Accredited training (AHC21024 - Certificate II in Conservation and Ecosystem Management)
- Specialist workshops, site-based learning, and mentoring
- A broad suite of skills spanning cultural heritage, environmental management, WHS, bush regeneration, water and fire management, and more.

# Summary of Training Areas & Key Components

Category	Key Training Topics & Activities
<b>Cultural Heritage &amp; Caring for Country</b>	<ul style="list-style-type: none"> <li>- Cultural heritage site identification (Bundeena, Heathcote Ridge)</li> <li>- Bush tucker, native plants &amp; engraving sites</li> <li>- Aboriginal Heritage Officer field training</li> <li>- NSWALC GIS mapping &amp; cultural site monitoring</li> <li>- Introduction to PACHCI system &amp; heritage assessments</li> </ul>
<b>Archaeological Skills</b>	<ul style="list-style-type: none"> <li>- Principles of archaeological excavation</li> <li>- Recording, conservation techniques, clay oven site excavation</li> <li>- Reburial processes for artefacts</li> </ul>
<b>Environmental &amp; Ecological Restoration</b>	<ul style="list-style-type: none"> <li>- Weed &amp; pest identification and management (theoretical &amp; field)</li> <li>- Soil contamination identification &amp; site hygiene</li> <li>- Water management &amp; Sydney Water impacts</li> <li>- Mapping with Google Earth</li> <li>- Cooks River Management forum</li> </ul>
<b>Fire &amp; Land Management</b>	<ul style="list-style-type: none"> <li>- Fire management &amp; APZ with RFS</li> <li>- Introduction to eco-tourism trails and cultural walks</li> <li>- Heathcote Ridge Implementation Plan (boundary, fencing, dumping cleanup, revegetation)</li> </ul>
<b>WHS &amp; Compliance</b>	<ul style="list-style-type: none"> <li>- WHS structure, workday scheduling, legal breaks</li> <li>- Risk assessment, SWMS processes</li> <li>- First aid and CPR training</li> </ul>
<b>Organisational Knowledge</b>	<ul style="list-style-type: none"> <li>- GLALC policies, procedures &amp; procurement processes</li> <li>- Land claims &amp; ALRA processes</li> <li>- Boundary management &amp; legislative context</li> </ul>
<b>NSW Heritage Legislation</b>	<ul style="list-style-type: none"> <li>- Due Diligence Code of Conduct (2010), ACHA process</li> <li>- Field assessments &amp; DD surveys (Oak Point Golf Club)</li> </ul>
<b>Specialist Site Visits &amp; Labs</b>	<ul style="list-style-type: none"> <li>- ANSTO: pollen, residue analysis &amp; dating techniques</li> <li>- TfNSW road upgrades impact monitoring</li> </ul>
<b>Formal Certification</b>	<ul style="list-style-type: none"> <li>- AHC21024 Certificate II in Conservation &amp; Ecosystem Management</li> <li>- Including units on WHS, flora/fauna, weed/pest treatment, erosion control, cultural site maintenance, use of GPS, digital media, and trapping techniques</li> </ul>



## Certificate II in Conservation and Ecosystem Management (AHC21024)

Delivered by Walan Miya

This nationally recognised qualification formed the cornerstone of the training under the First Peoples Ranger Training Program. It included a mix of core units and elective units, ensuring participants developed both foundational competencies and specialised skills relevant to ecological restoration and cultural land management.

### Core Units

**AHCWHS202** — Participate in work health and safety processes

**AHCWRK211** — Participate in environmentally sustainable work practices

### Elective Units (Standard Delivery)

**AHCILM202** — Observe and report plants or animals

**AHCFAU202** — Recognise fauna

**AHCPCM204** — Recognise plants

**AHCPMG201** — Treat weeds

**AHCCHM201** — Apply chemicals under supervision

**AHCOCM201** — Maintain cultural sites

**AHCPGD201** — Plant trees and shrubs

**AHCECR203** — Perform basic ecological restoration works

**AHCSAW203** — Conduct erosion and sediment control activities

**AHCLPW201** — Operate a handheld GPS device

**AHCECR201** — Capture digital media for fieldwork

**AHCPMG307** — Apply animal trapping techniques

**AHCPMG202** — Treat plant pests, diseases and disorders

### Learning & Development Pathways

Individualised Learning & Development Plans were created for each staff member, tailored to their skill levels and goals.

Core training was delivered at different depths (basic vs intermediate), ensuring the team leader and trainee progressed appropriately.

### Key Outcomes

Develop tangible skills in conservation, land restoration, heritage protection, and eco-cultural tourism.

Build confidence in using a range of technical tools and processes (mapping, soil testing, WHS systems, cultural assessments).

Strengthen cultural knowledge and apply it to practical land management.

Enable pathways to employment and future leadership in land management and Caring for Country.



# Summary of Training

Formal Qualifications / External Training	Description / Providers
<b>AHC21024 - Certificate II in Conservation and Ecosystem Management</b>	Nationally recognised qualification delivered by Walan Miya (Mark Green & Russell Abbott), covering WHS, sustainable practices, flora & fauna recognition, weed & pest control, cultural site maintenance, ecological restoration, erosion control, GPS, digital field mapping & trapping techniques.
<b>Provide First Aid &amp; CPR</b>	Delivered by Belgravia Learning (Whitlam Centre), with a practical focus on snake bandage and wound care.
<b>NSW Environmental Trust Healthy Country Strategic Workshop</b>	External workshop delivered by NSW National Trust, covering healthy country principles and networking.
<b>Holistic Cultural Training</b>	Holistic Cultural Training Delivered by Graham Avery (Sutherland Shire Council's Natural Areas Aboriginal Heritage Officer) at Joseph Banks Native Plants Reserve, covering traditional original plant use, Dharawal culture and heritage.
<b>NSWALC GIS Systems Training</b>	Delivered by Chilli Tubridy, Janine Hudson, NSWALC, on the Geocortex online mapping system.
<b>ANSTO - Introduction to pollen and residue analysis, and dating techniques</b>	Hosted by Rod Dowler, Brett Rowling and ANSTO scientists, covering analysis of core samples, shell residue, and dating techniques (C14, OSL).





<b>Internal GLALC Training</b>	<b>Description / Trainers</b>
<b>Bushtucker and Site Identification</b>	Nationally recognised qualification delivered by Walan Miya (Mark Green & Russell Abbott), covering WHS, sustainable practices, flora & fauna recognition, weed & pest control, cultural site maintenance, ecological restoration, erosion control, GPS, digital field mapping & trapping techniques.
<b>Cultural Heritage Site Identification</b>	Delivered by Belgravia Learning (Whitlam Centre), with a practical focus on snake bandage and wound care.
<b>Archaeological excavation principles &amp; recording</b>	External workshop delivered by NSW National Trust, covering healthy country principles and networking.
<b>Boundary &amp; Fencing, Organisational Policies, Operations Preparation, Procurement, Fire Management, Environmental Hygiene, Water Management, Introduction to Heathcote Ridge Plan &amp; Eco-Tourism</b>	Delivered by Graham Avery (Sutherland Shire Council's Natural Areas Aboriginal Heritage Officer) at Joseph Banks Native Plants Reserve, covering Indigenous plant use, Dharawal language, and cultural heritage.
<b>Weed Identification (1 &amp; 2), Soil Testing, Mapping</b>	Delivered by Chilli Tubridy, Janine Hudson, NSWALC, on the Geocortex online mapping system.
<b>Management Training</b>	Hosted by Rod Dowler, Brett Rowling and ANSTO scientists, covering analysis of core samples, shell residue, and dating techniques (C14, OSL).
<b>Cooks River Management Forum</b>	Introduction to HELM responsibilities from the government to GLALC staff and how programs move into on-ground delivery. (Various GLALC & external presenters)
<b>NSW Heritage Legislation Training &amp; Practical</b>	Due Diligence Code of Conduct, ACHA process, site surveys for heritage and fire trails, reburial processes, monitoring site impacts, including blasting impacts at Heathcote & Sandy Point. (Bronwyn Patell, Lead Archaeologist GLALC / Darren Duncan Senior Culture, Heritage and Land Management Officer)
<b>Land Claims &amp; ALRA</b>	Overview of the Aboriginal Land Rights Act 1983 and GLALC's land claim process. (Bronwyn Partell, Lead Archaeologist GLALC)
<b>Installation of gates &amp; signage</b>	Practical on-site training monitoring on installation to prevent illegal property use. (Bronwyn Partell, Lead Archaeologist GLALC / Signarama)

# What support will I receive in my role?

GLALC provides a range of support services to help you succeed

## Training, Skills Development and Mentorship

Your growth is our priority. Support includes:

- **On-the-Job Training:** Practical experience guided by your supervisor
- **Workshops and Seminars:** Skills development in areas such as communication, time management, and cultural protocols
- **Mentorship:** Pairing with an experienced GLALC team member who will provide guidance and support
- **Cultural mentoring**
- **Certifications:** Opportunities to earn relevant qualifications aligned with your role.

## Technical Support and Daily Supervision

Trainees will be provided with on-the-ground training from their Team Leader and the Project Manager.

## Cultural Mentoring

1:1 cultural mentoring will be provided from GLALC's Cultural Education & Tourism Coordinator.

## Career Progression

Through each person's L&D plan, they will be supported to achieve their individual goals.

## Communication & Team meetings

Team meetings will take place weekly.

## Mental Health & Wellness

Confidential support through the Employee Assistance Program (EAP).

# Workplace Policies and Procedures

We are committed to maintaining a safe, respectful, and inclusive workplace. Key policies include:

- **Code of Conduct:** Expected behaviour and professionalism.
- **Work Health and Safety (WHS):** Guidelines to ensure a safe working environment.

- **Cultural Safety:** Promoting a culturally supportive workplace.
- **Staff Training & Development Policy**
- **Mental health & Wellbeing Policy**

For detailed information, refer to the GLALC Staff Handbook.



# Performance and Feedback

Your progress will be reviewed regularly to ensure you meet your goals and expectations:

- **Weekly Check-Ins:** One-on-one meetings with your supervisor.
- **Weekly Cultural Mentoring:**
- **Mid-Term Review:** Formal evaluation of your progress.

- **Final Assessment:** Summary of your achievements and areas for improvement.

We encourage open communication. Share any challenges or suggestions to enhance your experience.

## What is the logic behind the project?

### What is Project Logic?

Project logic is a structured framework that outlines the underlying rationale, steps, and expected outcomes of a project. It connects community needs with strategic objectives and details the inputs, activities, outputs, and outcomes necessary for achieving the project's goals. This approach ensures that the project aligns with broader strategic plans and delivers meaningful results.

Project logic is useful as it:


- Provides a clear roadmap for implementation and evaluation
- Aligns activities with strategic priorities and community needs
- Ensures accountability by identifying measurable outcomes
- Facilitates communication with stakeholders by presenting a cohesive plan.

The aim of the First Peoples Rapid Response Unit project is to protect and restore 850+ hectares of Aboriginal lands across GLALC jurisdiction while creating employment and training opportunities for First Peoples, contributing to the Closing the Gap targets.


By detailing the steps from inputs to long-term outcomes, the project logic demonstrates the program's role in advancing cultural preservation, ecological restoration, and community empowerment. It also underscores the importance of employment and training opportunities for First Peoples. Please refer to the project logic table in the following pages.



# Project Logic

COMMUNITY NEED	<p>The Gandangara Aboriginal community has expressed strong support for the preservation and restoration of Country at Heathcote Ridge, whilst creating employment and training opportunities for First Peoples to implement the Heathcote Ridge Implementation Plan (HRIP). This community drive has been evidenced in the intensive community consultation undertaken to formulate the Community, Land &amp; Business Plan (2024-2028)</p>
STRATEGIC ALIGNMENT	<h2>CLBP (2024-2028) Alignment</h2> <p><b>Key Priority Area 2: The Acquisition, Management &amp; Development of Land &amp; Other Assets</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 2.1.2:</b> Ensuring that acquired land is preserved for the benefit of the Aboriginal community. The restoration of Heathcote Ridge supports this strategy by maintaining and protecting the land, ensuring it remains a valuable resource for the community</li> </ul> <p><b>Key Priority Area 4: Business Enterprises and Investments</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 4.2.2:</b> Delivering an Aboriginal Employment Strategy aimed at attracting, retaining, and advancing a skilled First Peoples workforce. The employment of First Peoples as rangers and trainees, as well as their training in conservation and land management, aligns with this strategy by providing meaningful employment opportunities</li> <li>• <b>Strategy 4.2.3:</b> Developing educational and employment-focused programs for young people, including employment readiness initiatives, traineeships, job placement, work experience, and apprenticeships. This project potentially creates educational and employment opportunities for young Aboriginal trainees, ensuring they gain skills and certifications that will benefit their future employment prospects</li> </ul> <p><b>Key Priority Area 5: Aboriginal Culture &amp; Heritage</b></p> <ul style="list-style-type: none"> <li>• <b>Strategy 5.2.2:</b> Protecting and preserving the traditional knowledge and wisdom of our Elders. The implementation of traditional cultural burning practices and engagement with Elders in land management preserves and passes down valuable ecological knowledge</li> </ul> 



<p>CLOSING THE GAP / AANSW COMMUNITY &amp; PLACE STRATEGIC ALIGNMENT</p>	<p>The project directly supports several Closing the Gap targets by addressing key cultural, social, and economic priorities for First Peoples</p> <ul style="list-style-type: none"> <li>• <b>Target 1: Life Expectancy</b> <ul style="list-style-type: none"> <li>○ <b>Through Healthy Land, Healthy People:</b> By restoring the ecological health of Heathcote Ridge, the project fosters a connection to Country that promotes physical and mental wellbeing, contributing to improved health outcomes for Aboriginal people. Engaging with the land through cultural practices also supports a holistic approach to health, focusing on the interconnection between Country and individual wellness</li> </ul> </li> <li>• <b>Target 7 &amp; 8: Employment and Training Opportunities for First Peoples</b> <ul style="list-style-type: none"> <li>○ <b>Creating meaningful employment and training pathways:</b> The project provides employment for 1 Team Leader and 2 Trainee Rangers. Trainees will receive certification in Conservation and Ecosystem Management, which will enhance their future employability. By supporting job creation and vocational training, the project addresses employment gaps for First Peoples, particularly in land management and environmental restoration</li> </ul> </li> <li>• <b>Target 10 &amp; 11: Reducing Incarceration Rates</b> <ul style="list-style-type: none"> <li>○ <b>Providing meaningful training and employment:</b> By offering employment and training to First Peoples, the project helps reduce incarceration risks by creating pathways for economic independence, skill-building, and community engagement. These opportunities provide an alternative for individuals who might otherwise face challenges related to unemployment or disconnection from the community</li> </ul> </li> <li>• <b>Target 16: Sustain Aboriginal Languages and Culture</b> <ul style="list-style-type: none"> <li>○ <b>Connecting On Country and engaging with cultural land management practices:</b> The project emphasises the use of Traditional Ecological Knowledge (TEK), including cultural burning practices and the involvement of Elders, to ensure that cultural practices are maintained and passed down to future generations. This connection to Country helps preserve Aboriginal languages, knowledge systems, and cultural practices integral to land management</li> </ul> </li> </ul>
<p>PROPOSED INITIATIVE</p>	<p>To protect and restore 850+ hectares of Aboriginal lands across GLALC jurisdiction while creating employment and training opportunities for First Peoples, contributing to the Closing the Gap targets</p> <div data-bbox="408 1722 1430 2080">  </div>

INPUTS	<p><b>Funding:</b> Funding from the Community &amp; Place Grant and in-kind funding for non-funded staff</p> <p><b>Staff:</b></p> <ul style="list-style-type: none"> <li>• Program Director</li> <li>• Program Manager</li> <li>• Project Manager</li> <li>• Senior Archaeologist</li> <li>• 1 Team Leader (funded by Aboriginal Affairs NSW)</li> <li>• 2 Trainee First Peoples Rangers (funded by Aboriginal Affairs NSW)</li> <li>• Administrative Support</li> <li>• Cultural Experts (e.g., Elders for Traditional Ecological Knowledge)</li> <li>• Financial Assistance &amp; Grand Administration Support</li> <li>• Other – Program Management Office, Marketing, Brand Central, Grants Central</li> </ul> <p><b>Training Program:</b> Conservation and Ecosystem Management training and certifications, Cultural Burning certificate</p> <p><b>Partnerships and Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Aboriginal Affairs NSW</li> <li>• GLALC (GLALC) Board</li> <li>• Chief Executive Officer</li> <li>• Executive Team</li> <li>• GLALC Members</li> <li>• Sutherland Shire Council (SSC)</li> <li>• Vocational education institutions (e.g., TAFE, training providers)</li> </ul> <p><b>Equipment and Resources:</b></p> <ul style="list-style-type: none"> <li>• Tools and equipment for land management (e.g., for cultural burning, pest/weed control)</li> <li>• Safety equipment (Personal Protective Equipment - PPE)</li> <li>• Transportation for on-site work</li> <li>• Program Materials</li> <li>• Information and Communications Technology for new staff</li> <li>• Learning &amp; Development Plans</li> <li>• Technical writing</li> </ul> <p><b>Traditional Ecological Knowledge (TEK):</b> Guidance from Aboriginal Elders for cultural burning and traditional land management practices</p> <p><b>Facilities:</b> Access to Heathcote Ridge for restoration activities and training, Eco Depot facility</p> <p><b>Community Engagement Resources:</b> Communication, marketing, branding and design tools, materials for community consultation, and stakeholder consultations</p> <p><b>Technology:</b></p> <ul style="list-style-type: none"> <li>• Geographic Information System (GIS) mapping and other tools for monitoring land restoration</li> <li>• Communication and reporting tools for project management and reporting</li> <li>• Information and Communications Technology (ICT) for new staff</li> </ul> <p><b>Cultural Heritage &amp; Land Management Protection Tools:</b> Resources for protecting culturally significant sites and ensuring respectful land use</p>
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ACTIVITIES	<p><b>Activities (Phase 1: Planning &amp; Initiation)</b></p> <ul style="list-style-type: none"> <li>• Secure funding and initiate the project</li> <li>• Finalise the project team and develop a stakeholder list</li> <li>• Recruitment and onboarding of new team members</li> <li>• Hold community meetings to gather input and approvals</li> </ul> <p><b>Activities (Phase 2: Training &amp; On-Country Work)</b></p> <ul style="list-style-type: none"> <li>• Development of a formal training program</li> <li>• Personalised Learning &amp; Development/Career Pathway Plans developed individually with each new staff member</li> <li>• Begin training for Trainee Rangers in conservation and land management</li> <li>• Conduct cultural burning and pest/weed control activities</li> <li>• Begin site maintenance and restoration work</li> </ul> <p><b>Activities (Phase 3: Project Review &amp; Completion)</b></p> <ul style="list-style-type: none"> <li>• Finalise site restoration and maintenance activities</li> <li>• Conduct community engagement events</li> <li>• Evaluate the project's impact and prepare reports for grant acquittal</li> </ul> <p><b>Key Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• Number of First Peoples employed</li> <li>• Development of a formal training program</li> <li>• Personalised Learning &amp; Development/Career Pathway Plans developed individually with each new staff member</li> <li>• Number of land restoration activities conducted</li> <li>• Number of cultural sites maintained and restored</li> <li>• Area of land restored and maintained</li> <li>• Installation of educational signage and walking tracks</li> <li>• Retention of 3 new staff for the duration of the project</li> <li>• Compilation of a Traditional Ecological Knowledge (TEK) report</li> <li>• Successful and timely completion of progress reporting and performance reporting</li> <li>• Satisfaction of Trainee Rangers</li> <li>• Satisfaction of GLALC Members</li> <li>• Satisfaction of the funding body</li> </ul>
OUTPUTS	<ul style="list-style-type: none"> <li>• Employment of 3 First Peoples (1 Team Leader, 2 Trainee Rangers)</li> <li>• Development of a formal training program</li> <li>• Completion of a formal training program</li> <li>• Personalised Learning &amp; Development/Career Pathway Plans developed individually with each new staff member</li> <li>• Site restoration and pest/weed management across 850+ hectares</li> <li>• Installation of educational signage and walking tracks</li> <li>• Compilation of a TEK (Traditional Ecological Knowledge) report</li> <li>• Progress Report</li> <li>• Final report and financial acquittal</li> </ul>

SHORT-TERM OUTCOMES	<ul style="list-style-type: none"> <li>• Establishment of the First Peoples' Ranger Response Team</li> <li>• Employment of 1 Team Leader and 2 First Peoples Trainee Rangers</li> <li>• Trainees enrolled in conservation and land management training programs</li> <li>• Land restoration activities commence on Aboriginal lands at Heathcote</li> </ul>
MEDIUM OUTCOMES	<ul style="list-style-type: none"> <li>• Trainee Rangers receive certification in Conservation and Ecosystem Management</li> <li>• Improved ecological conditions across Heathcote Ridge</li> <li>• Key initiatives of the Heathcote Ridge Implementation Plan (HRIP) are activated</li> <li>• Increased engagement of the local Aboriginal community in land management activities</li> <li>• Successful completion of reporting and performance evaluation</li> </ul>
LONG TERM OUTCOMES	<ul style="list-style-type: none"> <li>• Key initiatives of the Heathcote Ridge Implementation Plan (HRIP) are achieved</li> <li>• Heathcote Ridge restored as a culturally significant site for the community</li> <li>• Trainees progress into full-time employment or further education</li> <li>• Stronger connection between First Peoples and their land</li> </ul>

# What is the 12 month project plan?

There is a phased project plan that outlines key milestones and activities, ensuring a systematic and well-coordinated approach from establishment to reporting. Each phase contributes to the overall success of the First Peoples' Ranger Response Project, aligning with the project's objectives and the desired Closing the Gap outcomes.

**Start Date:** 01.07.24

**Finish Date:** 30.06.25

**Location:** GLALC Eco Depot on Heathcote Ridge

## **Project Overview:**

Our First Peoples' Ranger Response project aims to launch the First Peoples-led Care for Country program of works at Heathcote Ridge, restoring and protecting 850+ hectares of land and cultural heritage. The project includes the creation of employment opportunities for First Peoples, with a focus on upskilling through a structured training program.

## **Key Milestones:**

- Phase 1 - Project Initiation Phase (01.07.24 – 31.08.24)
- Phase 2 - Project Planning (01.09.24 – 30.09.24)
- Phase 3 - Team Training, On Country Education & Team Mobilisation (01.10.24 - 30.05.25)
- Phase 4 - Evaluation & Reporting (01.06.25 - 30.06.25).





# How will I be supported by GLALC after the Rapid Response Team project ends?

The First Peoples Rapid Response Team project is scheduled to conclude on 30 June 2025, marking the end of the funding from the AANSW Community & Place program. However, GLALC remains committed to the ongoing support, wellbeing, and career development of its staff.

GLALC has secured a further four years of funding from the NIAA Indigenous Rangers Program. This funding ensures that all staff recruited to the current First Peoples Rapid Response Team will have the opportunity to apply for ongoing roles in the new First Peoples Ranger Team. This program, commencing 1 July 2025, represents

a continuation of GLALC's commitment to caring for Country and creating sustainable career pathways.

## **A Career Pathway**

This project is designed as a career pathway into permanent and ongoing employment for staff who demonstrate their alignment with GLALC's values and the objectives of the Caring for Country Campaign and the NIAA Indigenous Rangers Program. Team members who show dedication, a strong work ethic, and a passion for cultural and environmental stewardship will be given priority consideration for the new roles.





# Who can I ask for support if I need more help after reading this trainee guide?

If you need additional support after reading this trainee guide, you can reach out to the following resources:

- **Supervisor:** Your first point of contact for guidance on tasks, expectations, and day-to-day work challenges
- **Human Resources (HR) Team:** For workplace concerns, policies, or assistance with employee benefits, contact the HR team
- **Cultural Mentors:** Reach out to your designated cultural mentor or the Senior Cultural Education & Tourism Officer for cultural guidance and support
- **Colleagues:** Your team members and peers can provide valuable insights and assistance with daily queries
- **Employee Assistance Program (EAP):** This confidential service supports mental health and wellness. Contact details are available in the GLALC Staff Handbook
- **General Administration:** For administrative or logistical inquiries, contact the GLALC office directly.

Always remember, your growth and wellbeing are priorities, and these resources are here to support you every step of the way.





# Frequently Asked Questions (FAQs)



**Q: What should I do if I have a workplace concern?**

**A:** Contact your supervisor or the HR team for assistance.

**Q: Are there flexible work arrangements?**

**A:** Discuss your needs with your supervisor; GLALC supports work-life balance, however, it must be formally approved first.

**Q: How can I access cultural support?**

**A:** Reach out to your cultural mentor who is there to support you weekly through 1:1 support.

**Q: What is included in my Learning and Development Plan (L&D)?**

**A:** Your L&D plan outlines personalised training and development goals, including workshops, certifications, and on-the-job training.

**Q: What is the process for reporting a safety issue?**

**A:** Notify your supervisor immediately and follow the procedures outlined in the Work Health and Safety (WHS) policy.

**Q: Will I have opportunities to attend external training programs?**

**A:** Yes, opportunities will be provided based on your L&D plan and program requirements.

**Q: What do I do if I cannot attend a scheduled session or meeting?**

**A:** Inform your supervisor as soon as possible to reschedule or make alternative arrangements.

**Q: How will my performance be reviewed?**

**A:** Your performance will be reviewed regularly through monthly check-ins, a mid-term review, and a final assessment.

**Q: What happens if I complete the project successfully?**

**A:** You may transition into a permanent role, pursue further training, or explore other opportunities within GLALC.

**Q: What if I experience a personal issue affecting my work?**

**A:** Confidential support is available through the EAP or HR team.



## Contact Us

Contact can be made by phone, email, in person, or  
by referral.

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Email - [reception@glalc.org.au](mailto:reception@glalc.org.au)

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