



YIRRALKA RANGERS BUSINESS PLAN 2013 - 2016



LAYNHAPUY HOMELANDS
ABORIGINAL CORPORATION

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1

Executive Summary

This Business Plan covers the three-year period commencing 1 July 2013. It has been prepared to:

- give the Yirralka Rangers a clear business framework for delivering environmental services across the Laynhapuy IPA
- examine the issues and opportunities that they will face over the next three years
- give the Yirralka Rangers direction and focus
- give the Yirralka Rangers guidance for allocating resources
- inform Yolngu, funding stakeholders and business partners about their activities and capabilities
- help the Yirralka Rangers enhance and measure their performance.

The Yirralka Rangers are drawn from, and work with, some of the nation's poorest, most isolated and disadvantaged citizens; the Yolngu residents of remote homelands in North East Arnhem Land. However, these Yolngu are also owners and custodians of an ancient and vibrant culture (law, social organisation, language, tradition) and a vast land and sea country estate which is integral to their culture. Fundamental to all aspects of the operations of the Yirralka Rangers is a commitment to maintaining the unbroken traditional relationships and responsibility between Yolngu and their country.

The Yolngu land and sea estates are also of national and international significance due to their environmental intactness and biodiversity value; and it is in the challenge of preserving these values that the interests of the Yolngu and the Australian state align, and are expressed through the recognition and funding of the *Laynhapuy Indigenous Protected Area (IPA)*. Significantly, the Laynhapuy IPA is now part of a network of proposed and existing IPAs linking Kakadu to the Gulf of Carpentaria.

This land and sea country of the Laynhapuy IPA potentially also holds the key to the future economic advancement of the Yolngu of this region – as well as their cultural survival – while still being subject to a range of environmentally threatening processes associated with encroachment by western/modern society. The Yirralka Rangers are the front line in protecting these environmental and cultural assets from threat using both traditional and western environmental knowledge and skills. They are also the major player in developing ways to utilise these assets to provide sustainable livelihoods for the residents of their remote homeland communities.

This Business Plan considers how the Laynhapuy IPA is to be managed by the Yirralka Rangers during the period from 2013 to 2016; the governance and management structures, the human and operational resources, projected revenues, asset requirements, training needs and partnerships, as well as the outputs and outcomes that are deliverable if the specified resourcing levels are achieved.

Most importantly, the Business Plan also identifies the additional resource demands that will result from the anticipated expansion of the current area of the Laynhapuy IPA (4,500km² terrestrial, 480km coastline) to include the proposed Stage 2. This will see a 36% increase in the terrestrial area, and 60% coastline under management.

1 Executive Summary

The Yirralka Rangers operate under a system of dual accountability. In terms of administrative, management and operational matters the Yirralka Rangers will continue during the period of the Business Plan to be a division of the Laynhapuy Homelands Aboriginal Corporation, accountable to the executive management, the Board and ultimately the members of the corporation. The overarching expectations, directions and priorities for the Indigenous Protected Area will continue to be established by the Yirralka Steering Committee representing the Wanga Watangu and Djungaya (i.e. Traditional Owners and custodians) and expressed through the IPA Plan of Management (PoM). The engagement of nine Cultural Advisors to the rangers ensures day to day operational actions are undertaken in ways consistent with this cultural stewardship.

It is anticipated that during the period of the Business Plan the IPA Advisory Group consisting of SEWPaC, ILC, NTP&WC, and the NLC will continue to operate to provide specialist input and coordinate interagency support, but will be expanded to include Indigenous Business Australia in recognition of the ranger proposals to further develop their commercial relationships. It is also proposed to increase the level of engagement with the philanthropic sector.

The activities of the Yirralka Rangers are largely dictated by annual strategic planning. Management of operations is underpinned by annual, quarterly and weekly work plans, supported by regular team meetings, and written administrative procedures and policies covering most essential areas of operation. The Business Plan anticipates continual improvement and refinement of these processes.

The Laynhapuy IPA is almost unique in that the rangers who support the program are permanently resident on their country. This is extremely valuable in terms of access to traditional Indigenous ecological knowledge and for current intelligence about the health of ecosystems and change across the region. The rangers are drawn from 14 homelands dispersed across the IPA area, and up to 260km from the rangers head operating base in Yirrkala. This imposes very significant logistical and supervision challenges and associated operating costs. In particular, a multiple location service delivery model requires a baseline level of investment in capital equipment and facilities. Current grant funding does not adequately recognise this, and explicit recognition of these factors is warranted in funding arrangements in the future.

The financial modelling in this Business Plan, however, extrapolates existing funding levels with increases of approximately 3% per annum, but with adjustment for an expanded IPA. The increase in funding required for the expanded IPA is estimated to be \$1.77 million in 2013/14, with this amount increasing by 17.4% then 24.9% over the following two years.

The Business Plan identifies two critical impediments to program growth, functionality and improved effectiveness by the Yirralka Rangers:

- inadequate ratio of Facilitators to Rangers. Excluding the largely office based positions of IPA Manager, Cultural Manager, and Administration Officer, the ratio of technically skilled facilitators to rangers is one facilitator to 18 rangers or 1:22 if CDEP Rangers are also included
- deficiency in baseline capital investment to enable each ranger station location to operate effectively. Capital funding has simply not kept pace with Indigenous employment-driven growth in the program.

1 Executive Summary

Additionally, at the time of writing it appears certain that the out-posted NTP&WS officer, who functions as an additional facilitator, will be permanently withdrawn.

If funder agreement is forthcoming, it is proposed that an additional four Facilitators, two Cultural Advisors and six Ranger positions be established. The Business Plan proposes the creation of a dedicated sea ranger facilitator position during the period of the plan. An adjunct position of Learning on Country Manager has now been created as part of a collaboration between the Rangers and the Laynhapuy Homelands School.

The timing and costs of the additional capital funding required to optimise the effectiveness and efficiency of the Yirralka Rangers' operations is identified in the Business Plan. One critical piece of infrastructure to enhance Ranger efficiency, effectiveness and work health and safety is an IPA wide VHF radio network.

For the foreseeable future both the Yirralka Rangers and its parent organisation LHAC, will remain largely grant dependent. During the period of the Business Plan however, it is anticipated that the Yirralka Rangers will incrementally increase revenue from commercial services where their skills, knowledge and assets are purchased on a fee for service basis. The Business Plan identifies a number of prospective areas of such activity.

The Business Plan recognises the importance of a more diversified revenue base for the Yirralka Rangers, and identifies a number of strategies to be actioned during the term of the plan. These include extending alliances and collaborations, developing and implementing a fundraising strategy, enhanced marketing and public relations, strategic engagement with the philanthropic sector and the establishment of an eco-trust, and the continuous development and training of rangers and technical staff to better enable a response to threats and opportunities.

The Business Plan considers the issue of risk. Deriving from the SWOT analysis, the key areas of weakness and threat are concerned largely with the issue of resourcing relative to both existing and increased demands. Accelerated expansion without adequate planning and resource support, the inadequacy of communication network, and continuing uncertainty over security of tenure for assets (i.e. Section 19 leases) are key areas of risks.

In order to meet their objectives and maintain their growth trajectory without compromising the quality of their environmental services, the Yirralka Rangers will endeavour to build the maximum capacity that resource levels allow. The deployment of the strategies and actions necessary to achieve their stated objectives are outlined in detail in the Action Plan (Appendix A). The Yirralka Rangers will develop an organisational culture that strategically plans for the future, develops its services, improves training and skills, and markets itself effectively.

2 History and Background

Homeland people are amongst the nation's poorest citizens, living remote from basic infrastructure and markets and subject to complicating factors such as capricious weather, seasonal isolation and low levels of education and health. However, to adopt a strengths based approach, homeland people have access to vast landholdings and the associated biodiversity resources attended by traditional land and sea management skills, they have robust identity and social networks, intact languages and traditional and cultural knowledge, and proximity to regional opportunities. They have better physical and mental health than their sedentary community counterparts, longer life expectancy, lower levels of substance abuse, antisocial behaviour and incarceration, and higher rates of school attendance.

The Yolngu of North East Arnhem Land have maintained continual occupancy of their land for thousands of years, and have maintained systems of natural resource and cultural management that are intact to this day. Increasingly, external support is available for land and sea management, and this has given rise to the establishment of Aboriginal ranger groups across northern Australia, and to the development and deployment of a system of combined traditional and western land and sea management.

The Yirralka Rangers were one of the first Indigenous ranger groups, being formed in 2003, initially as a CDEP project with Laynhapuy Homelands Association Incorporated (as it was then known). Since that time the rangers have been active in all aspects of traditional and reactive western land and sea management. The Yirralka Rangers have developed into a significant area of employment for Yolngu living on homelands, and provide career paths which enable Yolngu to maintain their connections to country while participating in the Australian economy.

The word Yirralka describes the relationship between Yolngu and their country, and conveys a sense of obligation to that relationship. This obligation complements the management expectations and priorities of the Rangers' funders, and supports the common objectives of Yolngu and non-Yolngu land and sea management.

In 2006 the Stage I Laynhapuy Indigenous Protected Area (IPA) was declared, encompassing some 4,500km² of land and 480km of coastline, and subsequently included in the National Reserve System. Management of the IPA is supported under International Union for Conservation of Nature (IUCN) *Category VI – A Protected Area managed mainly for the sustainable use of natural ecosystems*.

The Yirralka Rangers' parent body is the Laynhapuy Homelands Aboriginal Corporation (LHAC formerly LHA). LHAC provides a range of services to the residents of the homelands including housing maintenance, essential services, transport services (including aviation), training and employment, health services, advocacy and enterprise development. LHAC has only recently emerged from a phase of Special Administration under the Office of the Registrar of Indigenous Corporations following financial difficulties. The conditions which triggered Special Administration impacted on the operations of the Yirralka Rangers and will be discussed in greater detail elsewhere in the Business Plan. It is important to note that this Business Plan focuses entirely on the future, and the process of Special Administration which ended on 31 October 2012, has not diminished the morale or potential of the Yirralka Rangers' workforce.

3

Vision and Objectives

The vision of old people for the Yolngu of the homelands is “*to determine our own future, to manage our own affairs and to become self-sufficient so the mala can continue to live in peace and harmony*”.

Fundamental to all aspects of the operations of the Yirralka Rangers is the commitment to maintain the unbroken traditional relationships and responsibilities between Yolngu and their country.

The various clans, communities and homelands are unified in this commitment to both natural and cultural values, and work together to achieve positive outcomes for country, faithful to the vision of their ancestors and mindful of their obligations to their children.

This overarching motivation dominates and guides the operations of the rangers, and is reflected in the LHAC logo which depicts the ganybu triangular fishing net, symbolising the unity of Yolngu and the concentration and protection of resources for the benefit of country and people.

In brief, the objectives of the Yirralka Rangers are to:

- ultimately skill Yolngu to take over all positions
- manage land and sea country to the highest standards
- consult with, maintain links, and secure a mandate from Traditional Landowners
- respect and encourage Yolngu leadership
- respond to threats quickly and appropriately
- do all work in a cultural context and in an appropriate way
- provide quality services in a safe and professional manner
- maintain a commitment to employment and training of Yolngu Rangers
- define and develop co-benefits such as health, maintenance of biodiversity, cultural practice and the recognition of rights
- grow and develop in response to demand
- respect, protect and utilise unique traditional knowledge
- facilitate intergenerational knowledge transfer and develop a teaching and learning culture
- develop substantive collaborations and alliances
- strive for continuous improvement
- achieve all this in a workplace that is collaborative, consultative, ethical, innovative and supportive.

The Yirralka Team Vision is to “*complement traditional knowledge and culture with contemporary knowledge to assist owners to manage and protect country self-sufficiently*”.

We will do this by:

- *inspired, passionate, individual leadership*
- *superior stakeholder relations*
- *a skilled, self-determined and motivated workforce*
- *a focused, prioritised work plan that responds to Traditional Owners' expectations*”.

4

The Laynhapuy IPA

The goals of the Indigenous Protected Area (IPA) element of the Caring for Our Country initiative are:

1. Support Indigenous land owners to develop, declare and manage IPA on their lands as part of Australia's National Reserve System.
2. Support Indigenous interests to develop cooperative management arrangements with Australian Government agencies managing protected areas.
3. Support the integration of Indigenous ecological and cultural knowledge with contemporary protected area management practices.

The Department of Sustainability, Environment, Water, Population and Communities administers the program for the Australian Government. The establishment of an IPA has no legal force or effect that can impact negatively on the rights of Traditional Owners. Rather it enables the ready introduction of Government support for the achievement of cultural and conservation management objectives, and encourages the establishment of meaningful and productive partnerships.

In order to succeed and remain financially sustainable an IPA must be managed in accordance with sound principles and using all available human and technological resources. This requires adequate funding and the commitment of all interest holders.

The IUCN guidelines define Category VI as an: *Area containing predominantly unmodified natural systems, managed to ensure long term protection and maintenance of biological diversity, while providing at the same time a sustainable flow of natural products and services to meet community needs.*

This resonates with the responsibilities and aspirations of Traditional Owners and enables the conservation significance of the area to be recognised and supported collaboratively.

The IPA is home to around 840 Yolngu residing on 14 homeland communities. The declaration of Stage II in 2013 will increase the size of the IPA to 6,900km² including 630km of coastline, and will introduce most of the Gapuwiyak homelands. The IPA includes diverse marine and terrestrial habitats supporting important waterbird habitat and migratory bird routes (principally the East Asian-Australasian flyway), populations of the rare snub fin dolphin and the enigmatic Bryde's whale, dugong and turtle breeding sites, seabird rookeries, wetlands of international significance, and high value flora and fauna. Blue Mud Bay is one of four high ecological value aquatic ecosystems in the NT, and one of the NT sites of conservation significance in the region (the others being the Gove Peninsula and North East Arnhem coast and the Wessel and English Company Islands Group).

The IPA is subject to stress from a number of immediate threats including feral species such as water buffalo, pigs, crazy ants and cane toads. Weeds such as hyptis, annual mission grass and sicklepod are established in some homelands. The management of bushfires is becoming more critical as the world accepts the impact of human induced climate change. Incursions by foreign fishing vessels raise the threat of biosecurity hazards, and breaches of the law by commercial fishermen threaten sacred sites, fish stocks and Yolngu rights. Marine debris washes up on the beaches constantly, and ghost nets have long been a significant problem.

4 The Laynhapuy IPA

Yolngu make no distinction between land and sea when referring to ownership of and responsibilities towards country, and threats to land and sea country are given equal weight in planning management responses. The threats outlined above are largely recent phenomena, and the challenge of managing them successfully requires new ways of thinking, new skills and additional resources. This management, however, represents a significant opportunity in a region where economic independence is elusive. Additional opportunities exist in the wake of the High Court Blue Mud Bay decision, which clarified rights of entry and the actual ownership of the intertidal zone.

The Laynhapuy IPA is part of a network of existing or proposed IPAs supported by the Australian Government including Dhimurru, Anindilyakwa and the proposed Marthakal, South East Arnhem Land and Gurrawilling IPAs. It is envisaged that all trust lands under the *Aboriginal Land Rights (NT) Act 1976* (ALRA) from the Gulf of Carpentaria to Kakadu National Park, with the exception of some mining leases, will eventually form part of an IPA. Yolngu do not share the western obsession with maps and defined boundaries, and in places where co-management is a matter of shared responsibility Yolngu have developed a system of Shared Management Areas (SMAs) to enable the declaration of IPAs to proceed.

5

Business Activities, Products and Services

Yirralka Rangers' activities can be divided into two basic sectors with the designated terminology of core services and commercial services. Core services are defined as those land and sea management actions that are seen as essential and which can be undertaken within the limited scope of the Yirralka Rangers' levels of recurrent funding and available resources. Core services include:

- the management of weeds, fire and feral species
- the management of visitors
- routine monitoring of land and sea country to detect threats and illegal activity
- removal of marine debris
- the protection of cultural sites
- habitat monitoring and biodiversity survey and monitoring
- the maintenance, conservation and restoration of habitats of vulnerable and endangered species
- the operation of bush plant nurseries
- external collaboration and assistance
- asset protective fire management
- fostering intergenerational knowledge transfer
- elevating public appreciation of the natural and cultural values of the IPA.

Commercial services are defined as activities which are undertaken on a contract, service level agreement or fee for service basis on behalf of government or the private sector and include:

- management of ghost nets
- biosecurity field surveys, logistical support and community education and awareness
- support for enforcement
- commercial weed control (under development)
- the issue of visitor permits (dependent upon achieving appropriate delegation)
- eradication of discrete invasive species
- research collaborations.

Commercial services are provided at a full commercial rate and must be price competitive, capable of monitoring and evaluation, subject to accurate and verifiable reporting, and ideally capable of generating bonus payments if base levels are exceeded.

An additional opportunity exists in supporting police and emergency services by providing expert responses to situations such as problem crocodiles, search and rescue, natural disaster, inundation and scenarios requiring local knowledge.

5 Business Activities, Products and Services

The Rangers are well-placed to participate in a number of research partnerships, including scientific research into flora and fauna, the effect of fire, the impact of commercial activity such as fishing, the development of wildlife ranching and harvesting, the impact of natural disasters and the integration of traditional knowledge into accepted management practices. Prospective research partners include educational institutions, Commonwealth Scientific and Industrial Research Organisation (CSIRO), government departments and dedicated research bodies and individuals. The strong links that rangers maintain to culture and country, and their intact traditional ecological knowledge, reinforce the value of their prospective contributions to research collaborations.

Financial sustainability will be aided by diversifying income. LHAC is investigating possibilities that exist in the trade in wildlife and wildlife products, tourism, horticulture, buffalo harvesting, safari hunting, land rehabilitation, aquaculture, forestry and most significantly in the newly emerged carbon farming market. There are important roles for the Yirralka Rangers in these activities. The period covered by the Business Plan will see an escalation of sea country management, with the creation of dedicated sea rangers and with a full-time Sea Ranger Coordinator.

There is general agreement that the role of the Yirralka Rangers is to work to create and maintain conditions in which entrepreneurial development can be undertaken by others, not necessarily by the Yirralka Rangers themselves. The Rangers work would include:

- elevating awareness of the impact of development
- assisting with feasibility assessments
- assisting with Section 19 ALRA consultation processes
- working closely with Lirrwi Tourism and developing guiding expertise
- issue, management and monitoring of visitor permits
- undertaking appropriate environmental monitoring
- integrating traditional knowledge
- seeking representation on relevant regional, business and advocacy bodies
- initial research and development of appropriate and sustainable low impact enterprise activity (such as the Miyalk bush products), which deliver social and economic benefits to the broader Yolngu population.

(The Miyalk (women) Rangers are in the early stages of developing a bush products business producing and marketing body products such as soap, lip balm and bush rub. The period covered by this plan will see LHAC aim to dramatically escalate this business, possibly as a key component of the new Remote Jobs and Communities Program).

6

The Organisation and the People

The Yirralka Rangers have an unusual service delivery model, with the vast majority of rangers being located across 14 homelands, remote from their operational headquarters in Yirrkala. This is seen as a strength by landowners, senior staff and the rangers themselves, but does create a set of logistical difficulties requiring careful application of time, resources and communications. There are as yet no distinct sea rangers or land rangers, although the need will arise for specialisation in the immediate future. The Yirrkala office is located in the LHAC precinct, and is the base for the IPA Manager, the IPA Cultural Manager, the Miyalk Facilitator, two Men's Ranger Facilitators, and an Administration Officer.

The IPA Manager and the two Men's Ranger Facilitators are funded by the SEWPaC Working on Country (WoC) program. The Miyalk Facilitator and Administration Officer are funded by the Indigenous Land Corporation (ILC) Land Management Program. Men and women rangers are not separated administratively, and they maintain high levels of cooperation and teamwork. The Miyalk Rangers undertake a number of exclusive projects, but with the exception of feral animal control and fisheries and visitor compliance they also share in all work undertaken by men.

NT Parks and Wildlife have historically funded an out-posted officer (Indigenous Ranger Group Development Program) although at the time of writing the position has apparently been withdrawn; a victim of shifting government policy.

A new position has been created under the Learning on Country program, a collaboration between the Yirralka Rangers, the Laynhapuy Homelands School and the Baniyala Garrangali School at Yilpara, and will effectively create an additional staff member for the rangers described as the Learning on Country Program Manager. It is highly likely that one of the existing Ranger Facilitators will move into this job. The position will support a knowledge program aimed at improving the discipline, life skills, education, self-esteem and employment on country prospects of young people. It will achieve this by supporting intergenerational traditional knowledge *galtha rom* workshops. The program is a Closing the Gap initiative and the Laynhapuy Homelands School will be the grant recipient. The program is not fully funded and ongoing funding is not secure at the time of writing.

Seven Senior Rangers are employed by Yirralka Rangers to act as leaders, and workplace supervisors, to aid community liaison, undertake project implementation, to maintain the flow of information between the Yirralka Rangers management and the rangers on homelands, to deliver basic training, and to undertake much of the day to day reporting and administration of the ranger program such as OH&S compliance, timesheets, the care and allocation of equipment as well as on-ground participation in land and sea management activity.

6 The Organisation and the People

There are nine Cultural Advisors, who receive a WoC funded salary, wear the Yirralka Rangers uniform and whose principal roles are to ensure that all work is undertaken in a culturally appropriate fashion, determine homeland issues and priorities in collaboration with homeland leaders, maintain two-way communications between Yolngu and non-Yolngu staff, work to resolve cross cultural issues, dispute resolution, acting as an ever present guiding and controlling Yolngu influence, and assisting younger rangers in all aspects of their work. They are all over 50 years of age and are seen as absolutely essential to the smooth operation of the ranger program. They are appointed on the basis of homeland residency and seniority, commitment and knowledge. Their work takes place in an exclusively cultural or cross cultural context and all have important ceremonial functions and obligations.

Male rangers are funded primarily by SEWPaC Working on Country funding. In order to accommodate the realities of homeland existence, and in order to match available resources with realistic work requirements, ranger remuneration levels equate to 80% of a full-time equivalent (FTE) salary. Thirty-four male rangers are employed in this way, and a further nineteen Miyalk Rangers also receive 0.8 FTE salaries from ILC funding. Fourteen rangers are still receiving CDEP payments.

Non-Yolngu staff are recruited on the basis of skills, qualifications and experience and all must exhibit a willingness to impart knowledge to Yolngu. Staff are expected to share the Yolngu vision for land and sea management, be enthusiastic, energetic, innovative, caring and have a readiness to work cross-culturally and live and work in a challenging environment. LHAC has written selection criteria, job descriptions and duty statements for all positions. At the time of writing no Enterprise Agreement was in place for the Yirralka Rangers.

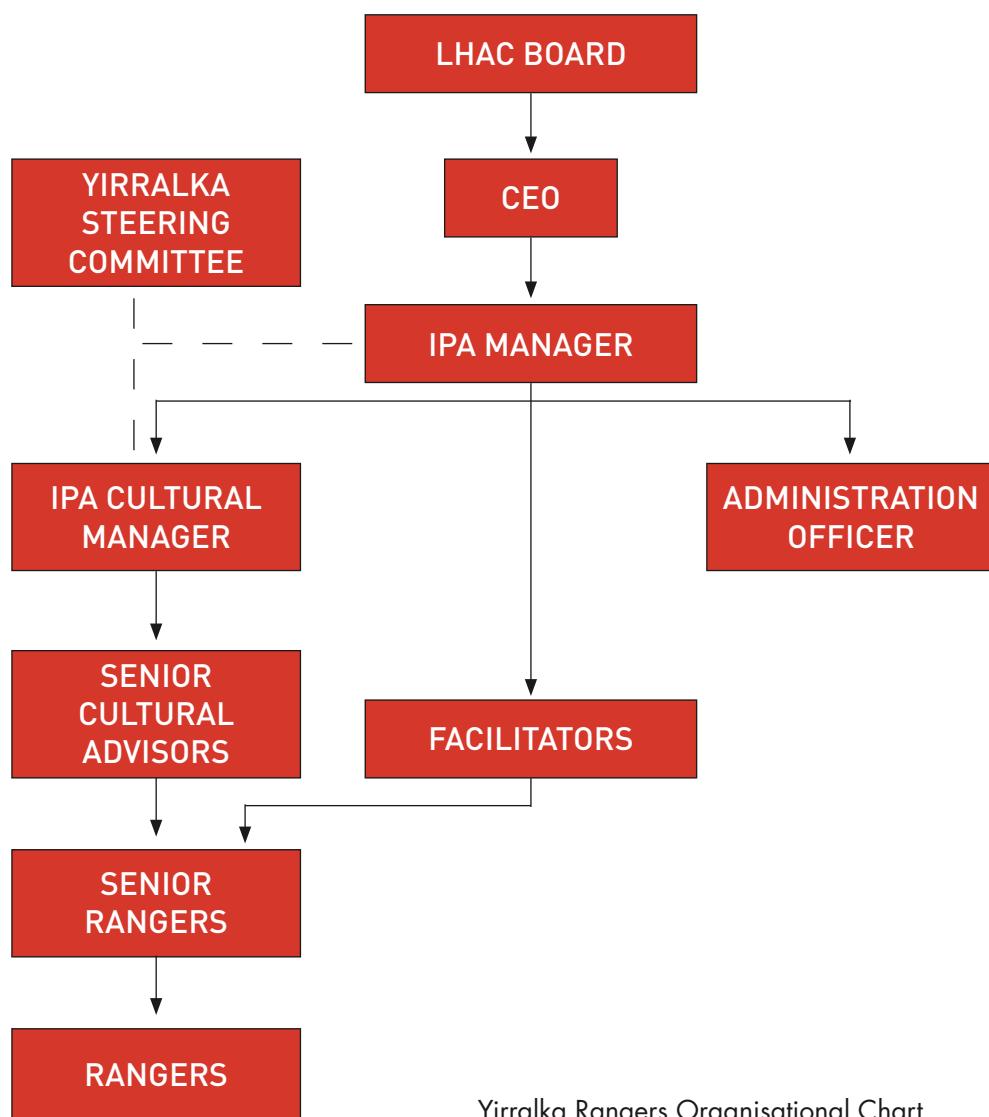
The expansion of the IPA will generate an immediate need for additional staff, including more rangers and extra technical staff. The ratio of technical staff to rangers is currently disproportionately low, and results in management difficulties for the Yirralka Rangers. Paramount amongst these is suboptimal direction and supervision, exacerbated by the devolved service delivery model. In the past a lack of accessible funding has prevented management from recruiting adequate numbers of technical staff. Yirralka Rangers have identified a need for a dedicated Sea Ranger Coordinator, an additional four ranger facilitators, two cultural advisors, six rangers and, ideally, a Special Projects Facilitator. The organisation will appeal to its funders to allow a greater proportion of wage funding to be spent on facilitation in the future, pointing to the likely reduction in problematic underspending.

7

Business Structure and Governance

The Yirralka Rangers are a department of LHAC, and are responsible to the LHAC Board and ultimately to the members of LHAC on all administrative and operational matters. In determining policy and priorities the rangers also recognise a higher responsibility to the Wanga Watangu and Djungaya, the Traditional Owners and custodians of the land and sea they serve to protect. LHAC is incorporated under the *Corporations (Aboriginal and Torres Strait Islander Act)* (CATSII) and the LHAC Board consists of nine directors, including two non-member independent directors. LHAC has reporting obligations to all funding bodies and regulators.

The Yirralka Rangers are responsible for implementing the IPA Plan of Management (PoM), and this document informs and directs their activity in accordance with the overarching expectations and directions of the Wanga Watangu. Notwithstanding complex cultural relationships, obligations and practices, the Yirralka Rangers operate a business and governance structure capable of illustration, as depicted below.



7 Business Structure and Governance

Within this structure, lines of command and accountability dictate the communications, consultation, planning, decision making, on-ground works and reporting practices of the rangers, while maintaining the authority of Traditional Owners. Operational responsibility and accountability for assets, finances and workplace activity are vested in the management positions.

The Wanga Watangu Steering Committee has consisted of some 10 senior Yolngu, with a balance of men and women, and is broadly representative of clans and country. The principal functions of the Steering Committee have been to establish management priorities in accordance with the PoM and to determine the suitability of management practices in a cultural context. The committee historically has met four times a year, but this routine has been in abeyance during the consultation process for Stage II of the IPA. The Steering Committee will be renamed the Yirralka Steering Committee and meetings will resume in 2013 and will also be attended by the IPA Manager, the IPA Cultural Manager and senior Cultural advisors.

The Yirralka Rangers are also assisted by an Advisory Group, consisting of representatives of the NTP&WC, SEWPaC, ILC and the NLC. The roles of the Advisory Group are to provide specialist and technical advice, to coordinate support between agencies, and to act as a two-way communications conduit. There is considered to be merit and opportunity in inviting Indigenous Business Australia to serve on the Advisory Group.

8

Management of Operations

As discussed, nearly all Rangers are based on homelands, up to 230km from Yirrkala. At any given time a number of rangers may be resident in Yirrkala, and routinely maintain their employment activity from the Yirrkala headquarters. The operational model confers a bias towards ownership and control of activities focused on and remaining on country; however it presents some difficulties, such as the complexity of communicating, limiting the size of work groups, complicating the allocation of resources, and compounding issues of remote management, supervision and reporting.

The 2006 Plan of Management detailed a management network for the IPA under the following categories: managing visitors, protecting cultural sites, plants and animals, terrestrial biodiversity, the sea and the coast, economic development, and building capacity. This broad spread immediately suggests the requirement for knowledgeable and innovative managers.

The Yirralka Rangers aim to provide services by deploying adequate numbers of skilled and properly equipped personnel. To achieve this requires a system of management tailored to the unique circumstances, without losing sight of the need to pursue the linked goals of cultural, economic, environmental and social sustainability. Achieving a balance is a major management objective, and the Rangers have developed systems to achieve that despite the adversity.

Management priorities are established under guidance from the IPA PoM and the Steering Committee, leavened by the outcomes of periodic strategic planning, and accord with the contemporary need to react to changing conditions and issues. The IPA Manager coordinates the development of work plans, which are reviewed by the IPA Cultural Manager before determining the delegation of further operational responsibilities. The Yirralka Rangers utilise detailed annual, quarterly and weekly work plans which indicate priorities that are achievable in a set timeframe and take account of available resources.

Annual work plans detail activity under the headings of pest animals and plants, natural values management, cultural management, fire management, visitor management, sea country management, learning on country, training, capacity building, enterprise development and program development.

The Ranger Facilitators each have discrete operational and geographical areas of responsibility, and weekly staff meetings ensure that they are able to contribute to the development of on ground work plans. Senior Rangers also contribute to the development of work plans. As the ratio of Facilitators to Rangers is unreasonably low, the ranger program relies heavily on multi-skilling, innovation, initiative and cross-functional cooperation between Facilitators. The Yirralka Rangers management have identified the shortage of facilitation staff as a major obstacle to growth and functionality.

Work plans are communicated to Rangers on homelands by whatever means are available, including email, fax, telephone or hand delivery.

The Yirralka Rangers have well developed systems detailing attendance, leave, work activity, equipment and vehicle usage, OH&S requirements, homeland issues, incident reporting and procedures for dispute resolution. There is a functional reporting system to rapidly alert the Rangers to land and sea management issues.

8 Management of Operations

All staff have copies of their written position descriptions and duty statements.

Staff meetings at all levels are scheduled to occur regularly, and include:

- Rangers
- Senior Rangers
- Facilitators
- Learning on Country Program Manager
- Cultural Advisors
- Steering Committee
- Homeland Leaders.

Formal lines of reporting are determined in accordance with the organisational chart (page 14), but the Yirralka Rangers incorporate a degree of flexibility to enable and encourage productive communication between staff at all levels. The Yirralka Rangers informally report activity and achievements back to homeland people by word of mouth and via the LHAC and Homeland School newsletters. Rangers regularly deliver presentations to school children outlining the activities undertaken by Yirralka to manage land and sea country. External reporting is undertaken principally by the IPA Manager and the IPA Cultural Manager, and facilitators. Qualitative grant reporting is the responsibility of the IPA Manager and the facilitators, and financial reports are prepared by the LHAC Chief Financial Officer (CFO). Every effort will be made to ensure that the monitoring, evaluation, reporting and improvement requirements of funding bodies will be fully addressed during the life of this plan.

The Yirralka Rangers staff are supported by an Administration Officer, whose primary responsibilities include assisting with the preparation of financial reports, monitoring the status of grants, coordinating timesheets, monitoring vehicles and equipment allocated to staff, record keeping, assisting with the organisation of meetings and projects, and coordinating the Annual Report.

The IPA Manager oversees a system of annual performance management and review for all Yirralka staff. The principles of succession planning are clearly embedded in the minds of Yirralka Rangers as they are routinely promoted to higher responsibilities following comprehensive training and as they gain experience. LHAC provides a range of corporate services to the Yirralka Rangers, including the provision of accounting services, premises and office equipment, telephone and IT, workers compensation, professional indemnity and asset insurance, HR and payroll.

The Yirralka Rangers adhere to the principles of adaptive management and continuous improvement aimed at ensuring that the workforce is adequate for the magnitude of the job, properly skilled and fully supported. Achieving this has been made difficult by the period of Special Administration recently endured by LHAC. Specifically the repeal of grants intended for the acquisition of a radio network, a ranger station at Garrthalala and an engineering study for a boat ramp have hampered the ability of the Rangers to manage land and sea as effectively as anticipated. It is likely that the reputation of the Yirralka Rangers has suffered and it will take a period of consolidation and achievement to restore it in the minds of key stakeholders. However the process of Special Administration has produced positive impacts through a strengthened governance structure and greatly improved financial management.

9

Marketing and Public Relations

The Yirralka Rangers' market consists principally of the Traditional Owners of the land and sea covered by the IPA, the various government agencies with whom the Yirralka Rangers engage, and private sector interests who utilise the Yirralka Rangers on a fee for service basis. In respect of the first two the market is of limited magnitude, with levels of government grant support trending up, while the private sector currently offers few opportunities, but is expected to grow over time. Homeland population levels remain generally stable, with seasonal and cultural variations. The expansion of the IPA with the declaration of Stage II in 2013 will increase the area under management by some 60%.

The Yirralka Rangers are able to appeal to the market by providing consistent and high quality results in the application of their management actions, and by ensuring that these results are monitored, evaluated and publicised. The Yirralka Rangers operate an effective monopoly in their management of the IPA, with neighbouring land and sea management groups confined to their own areas of responsibility.

All grant income is spent directly on program costs in accordance with the overarching not for profit status of LHAC. Assuming that these actions are completed in accordance with KPIs, procurers of services can be assured of value for money.

The Yirralka Rangers have a growing need to improve community engagement, publicity, promotion and marketing. Traditional landowners require confirmation that management issues have been addressed and they need an understanding of the scope and capacity of the rangers. The widespread pride in the rangers is a reflection of generally high levels of satisfaction with their performance.

Funding bodies and government agencies need to be satisfied that the more rigid and precise reports they require reflect a component of a successful program with broader objectives and a diverse market. The Yirralka Rangers achievements are important to funding bodies in both environmental management and conservation outcomes and by demonstrating the effectiveness of funded programs to a broader audience. Positive publicity is important to funders.

Private sector interests will be largely satisfied by the prompt delivery of the services they have procured. Publicity may be an additional benefit reflecting the virtue of their investment in a sector frequently regarded as virtuous but high risk.

In the life of this plan the Yirralka Rangers aim to appeal to the philanthropic sector. The ultimate objective is the establishment of an eco-trust aimed at securing the future funding requirements of land and sea management by augmenting government support and commercial income. In order to achieve this, the Yirralka Rangers will need to promote themselves as a best practice Indigenous ranger group, achieving elusive but tangible outcomes under difficult conditions with minimal resources. This may require future expenditure on branding and marketing expertise.

9 Marketing and Public Relations

In the short term the Yirralka Rangers will engage in low cost promotion by:

- developing the Yirralka Rangers website
- public presentations
- maintaining the production of a high-quality Annual Report and distributing this widely
- ensuring that local and Darwin media carry regular good-news stories about the Rangers
- regular features in the LHAC and school newsletters
- distributing promotional merchandise such as caps and tee shirts
- utilising the websites and promotional material of funders and partners
- producing promotional posters for display in homelands, Yirrkala and Nhulunbuy
- utilising the Mulka Project media centre to produce promotional and informative videos.

The Yirralka Rangers also need to appeal to the general public and to visitors. The above actions will assist in this. Enhanced signage will be installed in strategic locations to inform newcomers of the Rangers' services and responsibilities and to enable visitors to make contact.

10

Alliances and Collaborations

There are many reasons why groups such as the Yirralka Rangers should engage in alliances and collaborations. They may provide access to additional funding, resources, knowledge and expertise, create economies of scale, enable meaningful research and data collection, increase capacity and efficiency, mitigate risk, share expenses, generate publicity, broaden market access and provide opportunities to develop new business activities.

The Yirralka Rangers have successfully cultivated and maintained numerous substantive partnerships with government agencies and programs, private sector interests, research bodies, regulators, non-government organisations (NGOs), community organisations, other ranger groups, statutory bodies, local industry and volunteer groups.

In the life of this Business Plan a fundraising strategy will be developed and implemented and this will prioritise and target existing and prospective sources of funding and support.

A schedule of existing alliances and collaborations is included as Appendix G.

Premises, Plant and Equipment

A typical Indigenous ranger model revolves around a central ranger station, where staff assemble on a normal working day, where equipment is stored and where the administration of the operation is based. The decentralised service delivery model employed by the Yirralka Rangers requires a different approach and a different level of resourcing. Specifically, the distribution of the rangers across 14 homelands, at varying distances from the administration centre in Yirrkala, imposes special needs in terms of office and storage space, communications and transport. There is also a requirement to duplicate basic equipment to enable functionality in homeland ranger facilities.

Yirrkala-based staff occupy an office consisting of three adjoined demountable buildings. The Yirralka Rangers have access to an adjacent storage shed and fenced compound. The facility is already overcrowded and the imminent increase in staffing levels will exacerbate the situation. There is no boat shed, laboratory facility, short stay accommodation or undercover parking. Power and water connections are required at the fenced compound and to make the adjoining eight units of fully constructed visitor accommodation operational.

Yilpara and Dhalinybuy have purpose-built ranger stations incorporating fenced compounds, office space, short-stay accommodation, secure storage and communications. There are satellite facilities at Gan Gan and Gurrumurru, essentially consisting of pre-existing buildings reallocated to the ranger program and comprising a basic office with a shed or sea container for storage of equipment. Ten homelands have no dedicated ranger infrastructure. The growth of Yirralka Rangers has not been matched by an increase in space and equipment, and under-resourcing is seen as a perennial issue by the management and a source of frustration for rangers on the ground.

The Yirralka Rangers currently operate eleven 4WD vehicles (10 Landcruisers and one Hilux ute), five quad bikes and three boats (7.5m Ocean Cylinder, 5.5m Ocean Cylinder and an aluminium dinghy). The Ocean Cylinders are in survey (2C and 2D). Basic maintenance is undertaken by rangers with appropriate training, and more complex maintenance and repairs are referred to the LHAC mechanical workshop. Repairs and maintenance of buildings are undertaken by the LHAC building division (Ganybu Infrastructure, Housing and Services – GIHS).

The Yirralka Rangers have a vehicle and boat policy that dictates the necessary qualifications of users, prohibits private or illegal use and includes mechanisms for reporting faults. A system of formal asset management will be developed in the second half of 2013.

The harsh conditions and the nature of the Rangers' work ensure that vehicles and equipment require high levels of maintenance and frequent replacement. This imposes significant budget expenditure that is regarded as a basic cost of operation. Training in care, storage and maintenance has been successful and promises to prolong the working life of plant and equipment and lead to reduced expenditure.

Access to fixed wing aircraft is available through Laynha Air, a division of LHAC, who operate a fleet of Airvan and Cessna aircraft. Helicopters are chartered as required from NT-based commercial operators.

11 Premises, Plant and Equipment

Rangers in the field currently communicate by short-range VHF radio and by satellite phone. The installation of a radio network providing the rangers with full coverage of the IPA is a high priority. This radio network would dramatically increase functionality, would greatly enhance safety and would provide the rangers with a system of communication that is entirely appropriate for their operational context.

Non-Yolngu staff occupy housing either provided by LHAC or rented at commercial rates. The exorbitant rent demanded by landlords in Nhulunbuy imposes a significant additional financial burden on the budget, however a duplex dedicated to the ranger program is under construction in Yirrkala. LHAC has some short-stay accommodation available for the use of visitors. With the exception of Yilpara, rangers on homelands occupy community housing. Section 19 Land Use Agreements are required for the construction of infrastructure in Yirrkala and in homelands, and the negotiation of these is the responsibility of the Northern Land Council.

Administrative staff maintain an assets register and LHAC fully insure all assets. A costed needs analysis has been undertaken and is used to inform grant applications. A schedule of capital needs is included as part of the financial information in Chapter 17. The costings are based on LHAC experience with procurement and with the current costs of construction on Laynha homelands.

12

Expansion of the IPA

The necessary consultation is nearing completion and it is anticipated that Stage II of the Laynhapuy IPA will be declared in 2013. The expansion will increase the terrestrial area of the IPA by 36% and the sea country by 60%. Some 23 homeland communities will fall within the boundaries of the expanded IPA.

It is assumed that, in the short term, levels of government support will increase in acknowledgement of, but not in proportion to, the magnitude and complexity of the expansion.

The increase in the size of the IPA will dramatically escalate the management responsibilities and workload of the Yirralka Rangers workforce. The already low ratio of technical staff to remotely dispersed rangers will be exacerbated by the expansion. The Yirralka Rangers have strategically planned for the expansion with the objective of ensuring that staff are not unprepared. Of concern is the threat of under-resourcing at this critical stage of the Yirralka Rangers growth trajectory. The inclusion of the Gapuwiyak region will require home base infrastructure, dedicated facilitators and appropriate equipment; and rangers will need to be recruited and trained "from the ground up".

The Yirralka Rangers will respond to the increased need by:

- preparing, planning and budgeting for changes
- re-assessing the roles, responsibilities and capacity of staff
- recruiting necessary additional staff: Yolngu and non-Yolngu
- acquiring vehicles, plant and equipment
- improving communications
- refining management practices
- utilising willing partners
- establishing additional homeland ranger facilities
- further decentralisation involving rangers on Gapuwiyak homelands
- further delegation of operational responsibilities
- ensuring LHAC systems are adequate and functional to support expansion.

13

Skills, Training and Capacity Building

The Laynhapuy IPA is a vast and complex landscape, the management of which requires planned interventions executed by a disciplined, knowledgeable and skilled workforce. Those procuring the Yirralka Rangers' services expect no less. Since inception the Yirralka Rangers have focused on training with the principal objective of providing rangers with the skills needed to augment traditional knowledge with the western skills required to safely and efficiently manage land and sea country. Education and skills development are integral to the pursuit of ranger activity as an actual career for Yolngu. These principles are incorporated into the Ranger Team Training Strategy document which guides ranger skill development. The Ranger Team Training Strategy is included as Appendix H.

LHAC and the Yirralka Rangers are committed to the avoidance of "training for training's sake", but rather to education and training as a key element in enabling Yolngu to address the key objectives of remaining on country, achieving self-sufficiency and self-determination, and building healthy and safe communities. The development of a teaching and learning culture is central to this commitment.

Over the years a suite of relevant training has been available as a routine part of workforce development. However, the increase in scope and scale of operations and the changing bias towards commercial fee for service operations requires the Yirralka Rangers to constantly re-assess the skills and capacity of the workforce and the strategies for addressing shortfalls.

Historically, the major fraction of training has been delivered "on the job", complemented by a range of discrete classroom based courses, generally resulting in certificated qualifications. A schedule of the various categories of training already undertaken by the Yirralka Rangers is included as Appendix F.

Most training is provided from Registered Training Organisations (RTOs) such as CDU and BIITE. In the event that LHAC becomes part of a joint venture contracted to deliver the Remote Jobs and Communities Program it is envisaged that RTO status will be sought by the new governing entity established by the joint venture partners. Land and sea management is seen as an important work activity for RJCP and the new RTO will develop scope to deliver a number of courses for the rangers. LHAC already has training facilities in Yirrkala, Gapuwiyak, Gan Gan, Yilpara, Garrthala, Wanduwuy and Dhalinybuy. Homeland residents generally prefer training to be delivered on country.

Despite the significant effort that has been expended on training, it is still identified as a major obstacle to advancement by homeland residents. A consistent theme throughout the consultation phase of the Business Plan has been the need to provide more training to rangers in order that they may do a better job. Likewise there is universal demand for language, literacy and numeracy training. Yirralka Rangers will work with educational institutions and RTOs to ensure that these demands are met.

14

Current Funding Sources

The Yirralka Rangers are heavily grant dependent, and this situation is not likely to change in the near future, particularly in view of the imminent expansion of the IPA. Additionally, competition for grant funding is increasing, and the costs of providing services are rising. This is not a desirable scenario for either the Yirralka Rangers or their funding bodies. However, in the life of this Business Plan the Yirralka Rangers will strategically diversify income sources by:

- opportunistically expanding commercial fee for service operations
- engaging with the philanthropic sector
- embarking on new natural resource research and development activity
- contributing to LHAC development and prosperity.

LHAC is a social enterprise, reinvesting discretionary income in their client group, the homeland people of the region. LHAC is not prevented from engaging in entrepreneurial activity, and the regional operating environment will automatically generate opportunities for the Yirralka Rangers in accordance with the LHAC quadruple bottom line (economic, social, environmental, cultural). The expenditure of proceeds from LHAC trading activity is not restricted, and has a lower level of reporting obligation. Land and sea country management are natural sectors for investment. This is highly relevant, as LHAC acknowledges its obligation to underwrite certain activities that are of critical importance to Yolngu, but are not necessarily a priority for governments or the public.

The functionality and reputation of the Yirralka Rangers is an asset for LHAC, as it increases the confidence of investors to risk venture capital in regional enterprise development, in the knowledge that the cultural and environmental requisites will be professionally managed. This reinforces the need to build further capacity within the ranger program.

Yirralka Rangers' current funding sources include:

- Department of Sustainability, Environment, Water, Population and Communities (SEWPaC)
- Indigenous Land Corporation (ILC)
- Aboriginal Benefits Account (ABA)
- Department of Agriculture, Fisheries and Forestry (DAFF Biosecurity)
- Department of Education, Employment and Workplace Relations (DEEWR)
- Ghost Nets Australia (GNA)
- Territory Natural Resources Management (NTNRM)
- Parks and Wildlife Commission NT
- Laynhapuy Homelands Aboriginal Corporation.

During the life of this Business Plan the Yirralka Rangers will commit to a strategy of diversified fund raising in order to fully enable the complex management of the IPA. This strategy will focus on all possible sources including a particular exploration of the philanthropic sector.

Strengths, Weaknesses, Opportunities, Threats

Strengths

- Committed and supportive parent body in the form of LHAC
- Robust homeland population
- Yolngu language and living culture intact on homelands
- Skilled, committed and motivated workforce
- Strong technical skill base
- Broad community support and strong mandate from Traditional Owners
- Base funding largely secure
- Delivery of a wide range of important environmental, cultural and biosecurity protection outcomes
- Productive partnerships have been developed including training organisations, government and non-government agencies, academics and researchers
- Organisational structure and systems of work that are focused on alignment between Traditional Owners aspirations, LHAC objectives, and government policies
- Significant contribution to training, employment and economic development opportunities for individuals in homelands
- Organisational structure that encourages Yolngu self-sufficiency

Weaknesses

- Inadequate resources in proportion to demands of managing the area
- Distance and isolation from areas requiring management
- Little capacity to take on additional tasks
- Lack of adequate communications system
- Literacy levels of Yolngu staff

Opportunities

- Regional/locational advantage
- Growing recognition and acknowledgement of ranger activity
- Scope to access philanthropic sector
- Scope to diversify into more fee for service activities
- Possibilities to further engage with the research community

Threats

- Shifting government policy
- Instability or failure of LHAC
- Persistent inadequacy of resources
- Depopulation of homelands
- Accelerated expansion without adequate planning

EVENT	PROBABILITY	IMPACT	ACTION/RESPONSE
Threat to Section 19 tenure	H	High	LHAC problem Affects Yirralka as a division
Reduction in levels of government funding	L	High	Increase scale of commercial services Explore philanthropic sector
Workplace calamity, accident or fatality	M	High	Maintain high OH&S standards, training and quality of equipment
Failure to adequately plan succession of key staff	M	High	Implement a policy of professional development and cross-functional job awareness
Natural disaster	H	Moderate	Preparedness
Economic downturn	M	Moderate	Diversify income base
Compliance failure	L	High	Maintain high quality reporting procedures
Failure to secure sufficient resources	M	High	Embark on strategic fund raising
Increase in regional land uses inconsistent with IPA status, or in conflict with IPA management activities	M	High	Elevate awareness of Traditional Owners Raise profile of Yirralka Rangers Develop relationship with NLC
Loss of Traditional Owner support	Low	High	Maintain effective communications Maintain high quality land and sea management
Failure or instability of LHAC	L	High	Maintain communications and elevate LHAC awareness of potential difficulties

The finance division of LHAC is directed by written Standard Operating Procedures covering routine activity, and imposing checks and balances to ensure the organisation does not live beyond its means. Staffing levels are adequate and all staff are suitably qualified and experienced. The division is headed by a Chief Financial Officer who is a CPA. IT and accounting systems are current generation. LHAC is able to competently plan, manage, monitor and account for its financial resources.

The Corporation maintains an asset register and all assets are adequately insured. Asset values stated in the register appear to be reasonable. Capital needs are assessed as part of LHAC's strategic planning processes, and the individual divisions of LHAC engage in annual planning at their own level. This planning contributes to the development of operational needs assessments which inform the development of budgets.

LHAC and Yirralka Rangers are largely grant dependent, although the indications are that LHAC will develop into a larger social enterprise with a diversified income base. As expressed elsewhere in the Business Plan, Yirralka Rangers will also generate an increasing proportion of their income from non-grant sources, principally the provision of commercial eco-services on a user pays basis.

Grant submissions are generally prepared by heads of LHAC divisions, although the work is occasionally outsourced. LHAC generally enjoys good relations with its funding bodies, and there are high levels of cooperation which assist the Corporation to identify and access funding in a highly competitive environment. LHAC utilises a rigid system of delegations which impose expenditure limits on individuals within the organisation. The purchasing process is managed within the QuickBooks accounting system, and involves the creation of digital requisitions and purchase orders. Authorisation of payments is transparent and well managed. A written Customer Credit and Debt Management Policy is under trial and a Payroll Procedures Policy is in the final stages of development.

LHAC is a Public Benevolent Institution and is endorsed to access tax concessions for GST. The Corporation is exempt from FBT and income tax, and is a Deductible Gift Recipient. A copy of the relevant Australian Business Register extract is attached as Appendix A.

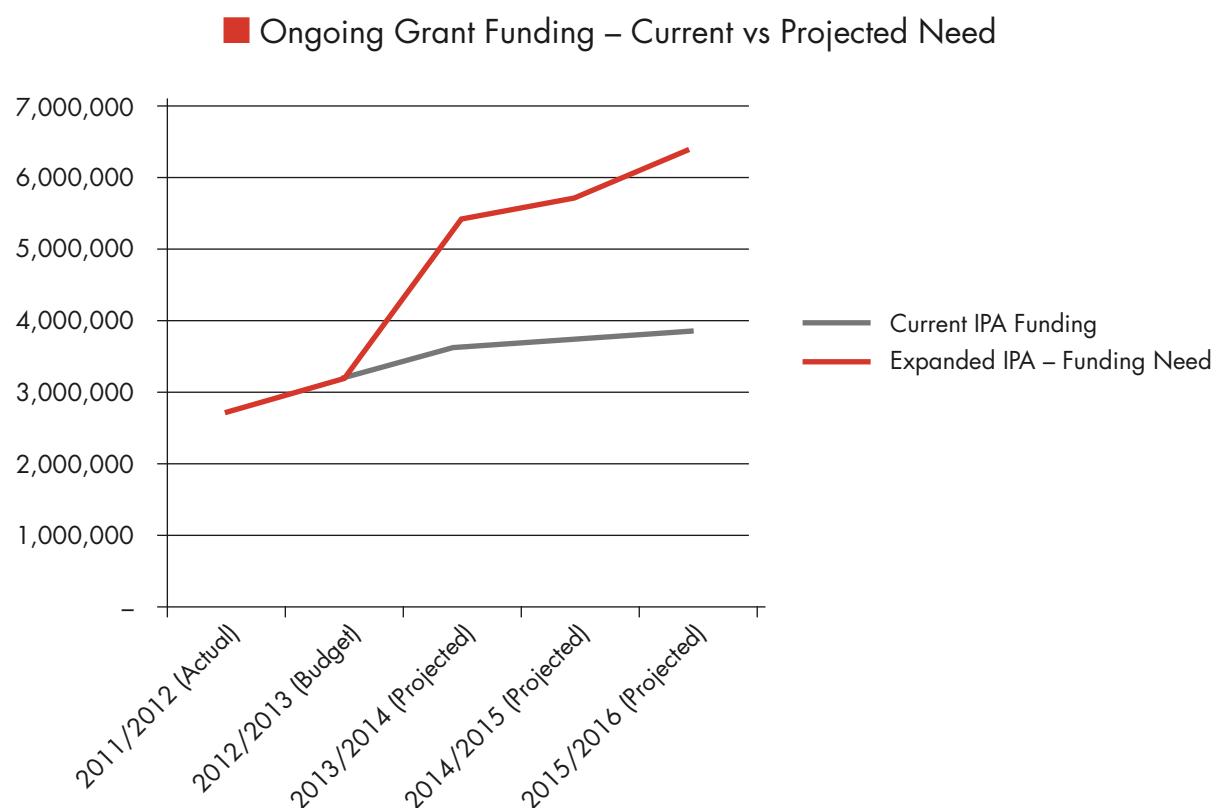
LHAC imposes a service fee of 15% on all recurrent operational income. This covers IT and HR support, shared premises, electricity, rates, and insurance; payroll & financial services, CEO and Board-related expenditure.

LHAC maintain files of all paper transaction records, and these are archived at appropriate intervals. A functional retrieval system is in place. Electronic documents and records generated within QuickBooks are retained and securely backed up.

LHAC complies with its reporting obligations as stipulated in the various funding agreements. The Finance Section produces comprehensive monthly financial reports for each division of the Corporation.

17 Financial Information

LHAC grant receipts are held in trust until required for operational expenditure as per funding conditions and guidelines. It has adequate net working capital to meet all debt and operational obligations. LHAC has several term deposits and property investments that will ensure ongoing investment returns in the long term and the Corporation continues to invest royalty receipts into trusts for the purpose of the service provision and future development of LHAC homeland communities.



17 Financial Information

■ Funding Analysis – Current And Projected Need For Expanded IPA

EXISTING IPA - CURRENT FUNDING					
	2011/2012 (Actual)	2012/2013 (Budget)	2013/2014 (Projected)	2014/2015 (Projected)	2015/2016 (Projected)
Income					
Ongoing grant funding	2,677,400	3,097,107	3,561,741	3,671,188	3,799,680
One-off grant funding	59,183	337,530			
Self generated income	3,942	29,146	5,050	5,250	5,434
Total Income	2,740,525	3,463,783	3,566,791	3,676,438	3,805,114
Expenditure					
Operational expenditure	1,191,035	1,430,013	1,277,024	1,317,131	1,363,230
Employment expenditure	1,551,552	2,028,895	2,284,717	2,353,258	2,435,622
Total Expense	2,742,587	3,458,909	3,561,741	3,670,388	3,798,852
Net Income / (Expenditure)	(2,062)	4,874	5,050	6,050	6,262

ASSUMPTIONS:

1. Graph based on ongoing grant funding being the IPA (SEWPAC) grant, WOC (SEWPAC) grant and the ILC (Real Jobs) grant.
2. No assumption has been made regarding the success or failure of any one-off grant applications for future periods.
3. Self generated funding comprises Ghost Nets contract payments (assumed to cease at the end of 2012/2013) and Bush product sales.
4. Future years income and expenditure are based on the grant applications submitted to the funding authorities (extrapolated to 2015/2016 at 3.5% growth).

17 Financial Information

EXPANDED IPA - FUNDING NEEDS					
	2011/2012 (Actual)	2012/2013 (Budget)	2013/2014 (Projected)	2014/2015 (Projected)	2015/2016 (Projected)
Income					
Ongoing grant funding	2,677,400	3,097,107	5,335,491	5,753,518	6,404,010
One-off grant funding	59,183	337,530			
Self generated income	3,942	29,146	5,050	5,250	5,434
Total Income	2,740,525	3,463,783	5,340,541	5,758,768	6,409,443
Expenditure					
Operational expenditure	1,191,035	1,430,013	2,202,774	2,518,340	3,055,601
Employment expenditure	1,551,552	2,028,895	3,132,717	3,235,178	3,348,409
Total Expense	2,742,587	3,458,909	5,335,491	5,753,518	6,404,010
Net Income / (Expenditure)	(2,062)	4,874	5,050	5,250	5,434

ASSUMPTIONS:

1. In future years, we have assumed grant funding aligns with the operational expenditure need to manage the expanded IPA.
2. No assumption has been made regarding the success or failure of any one-off grant applications for future periods.
3. Self generated funding comprises Ghost Nets contract payments (assumed to cease at the end of 2012/2013) and Bush product sales.
4. Future years expenditure requirements have been estimated based on current rates extrapolated for the additional area under management.

17 Financial Information

Sensitivity Analysis

Net funding surplus/(deficit) sensitivity to an increase or decrease in operating costs, assuming employment costs remain constant:

Sensitivity Analysis	EXISTING IPA			EXPANDED IPA		
	2013/2014	2014/2015	2015/2016	2013/2014	2014/2015	2015/2016
Employment costs increase 10%	(122,652)	(125,663)	(130,061)	(215,227)	(246,584)	(300,126)
Employment costs increase 5%	(58,801)	(59,807)	(61,900)	(105,089)	(120,667)	(147,346)
Employment costs decrease 5%	132,753	137,763	142,585	225,327	257,084	310,994
Employment costs decrease 10%	68,901	71,906	74,423	115,189	131,167	158,214

Net funding surplus/(deficit) sensitivity to an increase or decrease in employment costs, assuming operating costs remain constant:

Sensitivity Analysis	EXISTING IPA			EXPANDED IPA		
	2013/2014	2014/2015	2015/2016	2013/2014	2014/2015	2015/2016
Operating costs increase 10%	(223,422)	(229,276)	(237,301)	(308,222)	(318,268)	(329,407)
Operating costs increase 5%	(109,186)	(111,613)	(115,519)	(151,586)	(156,509)	(161,987)
Operating costs decrease 5%	233,522	241,376	249,824	318,322	328,768	340,275
Operating costs decrease 10%	119,286	123,713	128,043	161,686	167,009	172,854

Detailed Funding Analysis

17 Financial Information

EXISTING IPA	2011/2012 (Actual)	2012/2013 (Budget)	2013/2014 (Projected)	2014/2015 (Projected)	2015/2016 (Projected)	Growth 2012/2013	Growth 2013/2014	Growth 2014/2015	Growth 2015/2016
	Income								
Income									
On going grant funding	2,677,400	3,097,107	3,561,741	3,671,188	3,799,680				
One off grant funding	59,183	337,530							
Self generated income	3,942	29,146	5,050	5,250	5,434				
Total Income	2,740,525	3,463,783	3,566,791	3,676,438	3,805,114				
Expenditure									
General activity costs	295,608	704,711	520,874	537,582	556,397				
Client training costs	8,532	-	-	-	-				
Staff training and program development	37,397	118,705	73,920	76,317	78,988				
Asset and equipment operating costs	354,849	100,920	121,875	125,661	130,059				
Administration costs	18,583	10,000	10,350	10,712	11,087				
Facility occupancy costs	37,832	10,500	10,868	11,248	11,642				
Finance and business costs	-	5,695	5,894	6,101	6,314				
LHAL governance and corporate costs	438,233	479,482	533,244	549,511	568,744				
Total Operational Costs	1,191,035	1,430,013	1,277,024	1,317,131	1,363,230	20.1%	-10.7%	3.1%	3.5%
Total Head Count Costs	1,551,552	2,028,895	2,284,717	2,353,258	2,435,622	30.8%	12.6%	3.0%	3.5%
Total Expense	2,742,587	3,458,909	3,561,741	3,670,388	3,798,852	26.1%	2.8%	3.0%	3.5%
Net income / (Expenditure)	-2,062	4,874	5,050	6,050	6,262				

ASSUMPTIONS:

1. Graph based on On Going Grant funding being the IPA (SEWPAC) grant, WOC (SEWPAC) grant and the ILC (Real Jobs) grant.
2. No assumption has been made regarding the success or failure of any one-off grant applications for future periods.
3. Self generated funding comprises Ghost Nets contract payments (assumed to cease at the end of 2012/2013) and Bush product sales.
4. Future years income and expenditure are based on the grant applications submitted to the funding authorities (extrapolated to 2015/16 at 3.5% growth).

17 Financial Information

EXPANDED IPA	2011/2012 (Actual)	2012/2013 (Budget)	2013/2014 (Projected)	2014/2015 (Projected)	2015/2016 (Projected)	Growth 2012/2013	Growth 2013/2014	Growth 2014/2015	Growth 2015/2016
Income									
On going grant funding	2,677,400	3,097,107	5,335,491	5,753,518	6,404,010				
One off grant funding	59,183	337,530							
Self generated income	3,942	29,146	5,050	5,250	5,434				
Total Income	2,740,525	3,463,783	5,340,541	5,758,768	6,409,443				
Expenditure									
General activity costs	295,608	704,711	988,374	1,015,082	1,059,897	467,500	477,500	503,500	
Client training costs	8,532	–	–	–	–				
Staff training and program Development	37,397	118,705	131,420	148,017	170,988	57,500	71,700	92,000	
Asset and equipment operating costs	354,849	100,920	390,875	570,661	893,559	269,000	445,000	763,500	
Administration costs	18,583	10,000	11,350	21,712	23,087	1,000	11,000	12,000	
Facility occupancy costs	37,832	10,500	20,868	50,578	112,268	10,000	39,330	100,626,55	
Finance and business costs	–	5,695	5,894	6,101	6,314				
Lhai governance and corporate costs	438,233	479,482	653,994	706,190	789,488	120,750	156,679,5	220,743,983	
Total Operational Costs	1,191,035	1,430,013	2,202,774	2,518,340	3,055,601	20.1%	54.0%	14.3%	21.3%
Total Head Count Costs	1,551,552	2,028,895	3,132,717	3,235,178	3,348,409	30.8%	54.4%	3.3%	3.5%
Total Expense	2,742,587	3,458,909	5,335,491	5,753,518	6,404,010	26.1%	54.3%	7.8%	11.3%
Net income / (Expenditure)	-2,062	4,874	5,050	5,250	5,434				

ASSUMPTIONS:

1. In future years, we have assumed grant funding aligns with the operational expenditure need to manage the expanded IPA
2. No assumption has been made regarding the success or failure of any one-off grant applications for future periods.
3. Self generated funding comprises Ghost Nets contract payments (assumed to cease at the end of 2012/2013) and Bush product sales
4. Future years expenditure requirements have been estimated based on current rates extrapolated for the additional area under management

17 Financial Information

HUMAN RESOURCE NEEDS FOR EXPANDED IPA

	2011/2012	2012/2013	2013/2014	2014/2015	2014/2015
Current and Projected Human Resource expense (based on existing IPA)	1,551,552	2,028,895	2,284,717	2,353,258	2,435,622
Additional Resource required to manage expanded IPA			848,000	881,920	912,787
Total Human Resource expense for expanded IPA	1,551,552	2,028,895	3,132,717	3,235,178	3,348,409
The additional resource comprises the following positions:					
Sea Ranger Coordinator	Based at Yirrkala				
Ranger Facilitator	Based at Yirrkala				
Ranger Facilitator x 2	Gapuwiyak Ranger Station				
Cultural Advisor x 2	Gapuwiyak Ranger Station				
Rangers x 6	Gapuwiyak Ranger Station				

17 Financial Information

CAPITAL NEEDS FOR EXPANDED IPA

LOCATION	DESCRIPTION	2013/2014	2014/2015	2015/2016	2016/2017
Yirrkala Main Base	Office extension	100,000			
Yirrkala Main Base	Boat shed	250,000			
Yirrkala Main Base	Radio network	300,000			
Yirrkala Main Base	Coolroom	30,000			
Yirrkala Main Base	Fire and spray unit storage	10,000			
Yirrkala Main Base	12M boat	800,000			
Yirrkala Main Base	6M boat	60,000			
Yirrkala Main Base	4M boat	24,000			
Yirrkala Main Base	Firearms	10,000			
Yirrkala Main Base	Ice machine	2,000			
Yirrkala Main Base	Generator	5,000			
Yirrkala Main Base	Tractor		50,000		
Yirrkala Main Base	Dingo		35,000		
Yirrkala Main Base	Light truck		50,000		
Gapuwiyak Ranger Station	Office/workshop	250,000			
Gapuwiyak Ranger Station	Vehicle	80,000			
Gapuwiyak Ranger Station	Quad bike	12,000			
Gapuwiyak Ranger Station	6M boat	60,000			
Gapuwiyak Ranger Station	Phone, computer, internet	5,000			
Gapuwiyak Ranger Station	Chemical/fuel store	5,000			
Gapuwiyak Ranger Station	Minor plant and equipment	5,000			
Gapuwiyak Ranger Station	Generator	5,000			
Yilpara Ranger Station	Vehicle	80,000			
Yilpara Ranger Station	Quad bike	12,000			
Yilpara Ranger Station	4M boat	24,000			
Yilpara Ranger Station	Boat ramp	20,000			
Yilpara Ranger Station	Phone, computer, internet	15,000			
Yilpara Ranger Station	Minor plant and equipment	5,000			
Gan Gan Ranger Station	Vehicle	80,000			
Gan Gan Ranger Station	Quad bike	12,000			
Gan Gan Ranger Station	Workshop	150,000			
Gan Gan Ranger Station	Phone, computer, internet	5,000			
Gan Gan Ranger Station	Minor plant and equipment	5,000			
Dhalinybuy Ranger Station	Vehicle	80,000			

17 Financial Information

LOCATION	DESCRIPTION	2013/2014	2014/2015	2015/2016	2016/2017
Dhalinybuy Ranger Station	Quad bike	12,000			
Dhalinybuy Ranger Station	4M boat	24,000			
Dhalinybuy Ranger Station	Boat ramp	20,000			
Dhalinybuy Ranger Station	Phone, computer, internet	5,000			
Dhalinybuy Ranger Station	Chemical/fuel store	5,000			
Dhalinybuy Ranger Station	Minor plant and equipment	5,000			
Gurrumuru Ranger Station	Vehicle	80,000			
Gurrumuru Ranger Station	Quad bike	12,000			
Gurrumuru Ranger Station	4M boat	24,000			
Gurrumuru Ranger Station	Phone, computer, internet	5,000			
Gurrumuru Ranger Station	Chemical/fuel store	5,000			
Gurrumuru Ranger Station	Workshop		150,000		
Gurrumuru Ranger Station	Minor plant and equipment		5,000		
Garrthalala Ranger Station	Vehicle	80,000			
Garrthalala Ranger Station	4m Boat	24,000			
Garrthalala Ranger Station	Chemical/Fuel store	5,000			
Garrthalala Ranger Station	Office/Workshop		250,000		
Garrthalala Ranger Station	Quad Bike		12,000		
Garrthalala Ranger Station	Phone, computer, internet		5,000		
Garrthalala Ranger Station	Minor plant and equipment		5,000		
Bukudal Ranger Station	Vehicle	80,000			
Bukudal Ranger Station	Quad bike	12,000			
Bukudal Ranger Station	Chemical/Fuel Store	5,000			
Bukudal Ranger Station	4m boat		24,000		
Bukudal Ranger Station	Office/Workshop			250,000	
Bukudal Ranger Station	Phone, computer, internet			5,000	
Bukudal Ranger Station	Minor plant and equipment			5,000	
Wandawuy Ranger Station	Vehicle	80,000			
Wandawuy Ranger Station	Quad bike	12,000			
Wandawuy Ranger Station	Chemical/Fuel Store	5,000			
Wandawuy Ranger Station	Office/Workshop				250,000
Wandawuy Ranger Station	Phone, computer, internet				5,000
Wandawuy Ranger Station	Minor plant and equipment				5,000
		3,001,000	586,000	260,000	260,000

ALRA	<i>Aboriginal Land Rights (Northern Territory) Act 1976</i>
BIITE	Batchelor Institute of Indigenous Tertiary Education
CATSI	<i>Corporations (Aboriginal and Torres Strait Islander) Act 2006</i>
CDU	Charles Darwin University
CFO	Chief Financial Officer
CPA	Certified Practising Accountant
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DGR	Deductible Gift Recipient
FBT	Fringe Benefit Tax
FTE	Full-time equivalent
GIS	Geographical Information System
GPS	Global Positioning System
ILC	Land Corporation
IPA	Indigenous Protected Area
LHAC	Homelands Aboriginal Corporation
LoC	Learning on Country
Miyalk	Women
NLC	Northern Land Council
OH&S	Occupational Health & Safety
PBI	Public Benevolent Institution
PDA	Personal Digital Assistant
PoM	Plan of Management
RJCP	Remote Jobs and Communities Program
RTO	Registered Training Organisation
SEWPaC	Dept of Sustainability, Environment, Water, Population & Communities
SMAs	Shared Management Areas
Wanga Watangu	Yolngu Traditional Owners
WoC	Working on Country
Yolngu	the Indigenous inhabitants of North East Arnhem Land

APPENDIX A

Yirralka Rangers Action Plan

Yirralka Rangers Action Plan 2013–2016

This action plan has been prepared to guide the management actions of the Yirralka Rangers. It coincides with the life of the Business Plan and the objectives addressed here are drawn from the Business Plan and the IPA Plan of Management. The schedule of categories and actions is not intended to be exhaustive, and the Action Plan will be routinely modified to accord with up to date strategic planning, shifting opportunities and unforeseen developments. The actions are set out under the categories of:

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IPA Manager	IPAM
Cultural Manager	CM
Facilitator	F
Learning on Country Program Manager	LoC
Ranger	R
Senior Ranger	SR
Cultural Advisor	CA
Steering Committee	SC
Administration Officer	AO

Appendix A Yirralka Rangers Action Plan

Governance

Objective: Reform Yirralka Steering Committee

Key Performance Indicators:

- Quarterly meetings held
- Agendas and minutes documented
- Clear communication with LHAC Board

ACTION	2013/14	2014/2015	2015/2016	WHO
Schedule quarterly meetings	x	x	x	CM
Presentations by Cultural Advisors, Senior Rangers & Facilitators	x	x	x	CA, SR,F, LoC

Communications

Objective: develop simple, reliable and culturally appropriate communications and reporting systems

Key Performance Indicators:

- System established
- Regular reports received from Homeland Ranger teams

ACTION	2013/2014	2014/2015	2015/2016	WHO
Planning exercise	x			IPAM
Quarterly review	x	x	x	IPAM, F, LoC
Training in new systems	x	x	x	LoC, F

Objective: improved cross-departmental cooperation

Key Performance Indicators:

- Reduced duplication of LHAC resources

ACTION	2013/2014	2014/2015	2015/2016	WHO
Share workplans with other departments	x	x	x	IPAM
Presentations to LHAC staff	x	x	X	IPAM, F, LoC

Appendix A Yirralka Rangers Action Plan

Protection of Country

Objective: Elevate Yolngu understanding of the impact of development on the environment

Key Performance Indicators:

- number of sacred sites registered
- knowledge and awareness of impacts improved

ACTION	2013/2014	2014/2015	2015/2016	WHO
Biodiversity surveys	x	x	x	F, SR
Site registration	x	x	x	F, CA
Recording stories of country	x	x	x	F, CA, SR, R
Intergenerational knowledge transfer	x	x	x	F, LoC, CA, SR
Ranger presentations	x	x	x	F, CA, SR

Operations

Weeds

Objective: Manage weeds to reduce impact on country

Key Performance Indicators:

- Produce weed survey report
- Report on control activities
- Increase community weed awareness
- Management arrangements confirmed for Central Arnhem Road

ACTION	2013/2014	2014/2015	2015/2016	WHO
Comprehensive weed survey, including islands	x			F
Increase community weed awareness by producing posters, physical visits	x	x	x	F, SR, R
Increase Ranger capacity through training so that the rangers can work more independently	x	x	x	F, LoC
Treat any serious weed outbreaks	x	x	x	F, SR, R
Consult with other stakeholders e.g. Shire, NT Weeds branch, DPI to secure arrangements for managing weeds along the Central Arnhem Road	x			F
Raise public awareness about the spread of weeds	x	x	x	F
Influence NLC to introduce measures to reduce the introduction of weeds by contractors and businesses	x	x	x	IPAM, F
Investigate and trial other methods of control e.g. new technologies, granules, residual, new chemicals, biological control	x	x	x	F

Appendix A Yirralka Rangers Action Plan

Feral Animals and Invasive Species

Objective: Manage invasive species to reduce the impact on country

Key Performance Indicators:

- Report on control actions
- Report on monitoring results

ACTION	2013/2014	2014/2015	2015/2016	WHO
Continue large scale aerial control to protect high value areas from buffalo	x	x	x	F, SR, R
Aerial buffalo and pig population survey (6 yrs time)				F, SR, R
Continue buffalo and pig impact monitoring program	x	x	x	F, SR, R
Continue pig trapping program	x	x	x	F, SR, R
Trial pig baiting program	x			F, SR, R
Develop Judas program for buffalo & pigs		x	x	F, SR, R
Align buffalo and pig control activities with Carbon Abatement methodology	x	x	x	F
Liaise with NLC to ensure buffalo safari hunting operations are consistent with feral animal management program	x	x		IPAM, F
Continue a working partnership with CSIRO for the eradication of crazy ants	x	x	x	IPAM, F
Monitor islands for toads and other feral animals. Raise awareness about toads through media releases	x	x	x	F, SR, R
Raise awareness about the impact of cats	x	x	x	F, SR, R
Fish – conduct electro fishing surveys in the rivers to detect any exotic species		x	x	F, SR, R

Biosecurity

Objective: Provide biosecurity services for AQIS

Key Performance Indicators:

- Service level agreement in place
- Completion of contracted activities in service level agreement
- Management of biosecurity threats

ACTION	2013/2014	2014/2015	2015/2016	WHO
Continue provision of biosecurity monitoring activities for AQIS	x	x	x	F, SR, R
Raise community awareness to recognise biosecurity threats	x	x	x	F, SR, R

Appendix A Yirralka Rangers Action Plan

Visitors

Objective: Support the provision of low impact recreational activities

Key Performance Indicators:

- Report on patrol activities
- Signage and interpretive material developed
- Additional visitor areas developed
- Permit system developed and operational
- Joint patrols conducted with police
- Increased capacity of Rangers to undertake compliance functions

ACTION	2013/2014	2014/2015	2015/2016	WHO
Continue to maintain and monitor visitor areas	x	x	x	SR, R
Develop and install interpretative signage at visitor areas, including safety awareness/crocodile awareness	x	x	x	F, CA, SR, R
Investigate potential additional visitor areas	x	x	x	F, CA
Develop and implement visitor permit system	x	x		IPAM, F
Investigate formal arrangements for hunting regulation	x			IPAM, F
Build partnerships with police to increase Rangers' compliance capacity and contribute to visitor safety initiatives	x	x	x	IPAM, F

Marine Debris and Ghost Nets

Objective: Reduce the impact of ghost nets on marine fauna

Key Performance Indicators:

- Report on ghost net activities
- Report on number of entrapped animals detected

ACTION	2013/2014	2014/2015	2015/2016	WHO
Continue to remove ghost nets and marine debris from beaches	x	x	x	F, SR, R
Conduct annual aerial coastline survey during the turtle nesting season	x	x	x	F, SR, R

Appendix A Yirralka Rangers Action Plan

Cultural Site Protection

Objective: Manage and protect the cultural heritage values

Key Performance Indicators:

- Sacred sites recorded and registered
- Sacred sites protected
- Database developed to record and access information

ACTION	2013/2014	2014/2015	2015/2016	WHO
Map and register cultural sites, for both land and sea	x	x	x	F, CA, SR
Establish collaborative partnerships to record cultural site information	x	x		IPAM, F, CA
Consolidate the information that has already been collected		x	x	F, CA
Implement protective measures for the sites at risk	x	x	x	F, CA, SR, R
Develop and install interpretative signage at significant cultural sites	x	x	x	F, CA, SR, R

Biodiversity Survey and Monitoring

Objective: Increase awareness and knowledge of regional biodiversity values

Key Performance Indicators:

- Report on biodiversity surveys conducted

ACTION	2013/2014	2014/2015	2015/2016	WHO
Continue increasing awareness of regional values	x	x	x	IPAM, F
Integrate traditional knowledge into biodiversity monitoring	x	x	x	F, CA, SR
Carry out biodiversity surveys on the islands	x	x	x	F, CA, SR, R
Marine biodiversity surveys	x	x	x	F, CA, SR, R
Conduct biodiversity surveys in priority areas that have been insufficiently surveyed previously e.g. Cato River	x	x	x	F, CA, SR, R
Monitor endangered and significant species	x	x	x	F, SR, R
Conduct aquatic surveys	x	x	x	F, SR, R

Appendix A Yirralka Rangers Action Plan

Fire Management

Objective: implement a fire regime that integrates traditional burning practices with positive biodiversity outcomes and protection of assets

Key Performance Indicators:

- Report on ecological burning and asset protection activities
- Report on cultural burning activities
- Monitoring plots established
- Carbon abatement program implemented if applicable
- Collaboration with NT PFES

ACTION	2013/2014	2014/2015	2015/2016	WHO
Develop monitoring plots	x			F, SR, R
Investigate the feasibility of a carbon abatement project	x			IPAM, F
Investigate the need for ecological burning	x			F
Investigate cultural burning activities	x	x	x	F, CA
Conduct asset protection burns	x	x	x	F, SR, R
Engage community more in cultural burning	x	x	x	F, CA, SR, R
Build capacity to be a regional resource for fire prevention and suppression	x	x	x	F, SR, R
Conduct fire training refreshers	x		x	LoC, F
Engagement with police, fire, emergency services	x	x	x	IPAM, F

Appendix A Yirralka Rangers Action Plan

Sea Country

Objective: Increase the scale of sea country management role

Key Performance Indicators:

- Acquisition of additional vessels
- Report on fishing monitoring activities
- Report on biodiversity survey outcomes
- Cultural sea mapping conducted
- Partnerships developed with regional agencies and researchers
- Sea Ranger Coordinator recruited

ACTION	2013/2014	2014/2015	2015/2016	WHO
Build resources	x	x	x	IPAM
Build rangers capacity through training	x	x	x	LoC, F
Monitor commercial and recreational fishing activities	x	x	x	F, SR, R
Monitor and research marine biodiversity and habitats	x	x	x	F, SR, R
Minimise the impact of fishing on culturally significant sites	x	x	x	F, CA, SR, R
Be a regional resource for search and rescue	x	x	x	IPAM, F, SR, R
Conduct cultural mapping of the sea	x	x		F, CA, SR, R
Develop partnerships with marine researchers	x	x	x	IPAM, F
Training for marine fauna issues, oil spill, etc.		x	x	F

Appendix A Yirralka Rangers Action Plan

Intergenerational Knowledge Transfer

Objective: Apply Indigenous Knowledge to management of IPA

Key Performance Indicators:

- Report on Galtha workshops held
- Report on other outcomes of the Learning On Country program
- Living museum garden established
- Traditional Ecological Knowledge publications and database developed
- Medicine gardens developed at health clinics

ACTION	2013/2014	2014/2015	2015/2016	WHO
Galtha Rom – revisiting old ways	x	x	x	LoC, F, CA, SR
Integrate Yolgnu science with Western science	x	x	x	LoC, F, CA
Establish Living Museum partnership with Buku	x			LoC, F, CA, SR, R
Collect ecological knowledge through workshops, walking, working	x	x	x	LoC, F, CA, SR, R
Implement Learning On Country in partnership with homelands schools	x	x	x	LoC, F, CA, SR
Establish database for cultural information		x	x	LoC, F, CA
Produce publications to document culturally significant flora and fauna		x	x	LoC, F, CA, SR, R
Establish medicine gardens at Homeland Health Clinics	x	x		F, CA, SR, R,
Develop interpretative resource material for clinics	x	x		S, CA, SR, R

Appendix A Yirralka Rangers Action Plan

Tourism (Organised Commercial Groups)

Objective: Support the development of commercial tourism ventures

Key Performance Indicators:

- MoU developed with Lirrwi
- Presentations on Rangers' IPA management delivered to tourist groups

ACTION	2013/2014	2014/2015	2015/2016	WHO
Work in partnership with commercial tourism ventures	x	x	x	IPAM, CM, F
Provide interpretative services to commercial tourism groups	x	x	x	CA, SR, R
Potential investigated for philanthropic/eco tourist involvement with IPA management projects	x	x	x	IPAM, CM, F
Involve philanthropic/eco tourists	x	x	x	IPAM, CM, F
Develop an MoU with Lirrwi Aboriginal Corporation to integrate commercial tourism activities with visitor management arrangements	x			IPAM

Research

Objective: Engage with researchers to build on information that assists management of the IPA

Key Performance Indicators:

- Research priorities documented
- Research partnerships established
- Productive research projects implemented

ACTION	2013/2014	2014/2015	2015/2016	WHO
Develop research priorities prospectus	x			IPAM, F
Develop research partnerships that address key areas of research priorities	x	x	x	IPAM, F
Provide a service to prospective researchers in terms of local knowledge and resources	x	x	x	F, CA, SR, R

Appendix A Yirrkala Rangers Action Plan

Premises, Plant and Equipment

Objective: Secure sufficient resources to manage the IPA more effectively

Key Performance Indicators:

- Needs communicated
- Acquisition of additional resources

ACTION	2013/2014	2014/2015	2015/2016	WHO
Engage with potential funders to determine funding capacity	x	x	x	IPAM, CM, F, SR
Expand Yirrkala main base	x	x		IPAM, F
Yirrkala boatshed	x			IPAM, F
Secure additional work space for Miyalk rangers in Yirrkala	x			IPAM, F
Establish Gapuwiyak Ranger base	x			IPAM, F
Establish additional Homeland Ranger stations	x	x	x	IPAM, F
Acquire sufficient transport resources, i.e. Vehicles, boats, quad bikes	x	x	x	IPAM, F
Installation of modular short-stay accommodation				IPAM, F

Objective: Improve IT and communications infrastructure

Key Performance Indicators:

- Two-way radio system installed and commissioned
- Phone line and Internet connection operational at Homeland Ranger stations
- All staff capable in operating ICT equipment

ACTION	2013/2014	2014/2015	2015/2016	WHO
Secure funds and purchase radio equipment	x	x	x	IPAM
Develop partnership agreement with Telstra	x			IPAM
Arrange installation of system	x	x	x	F
Arrange phone, fax and internet connections to Homeland Ranger stations	x	x	x	IPAM, F
Train staff in use of equipment	x	x	x	LoC, F

Appendix A Yirralka Rangers Action Plan

Skills, Training and Capacity Building

Objective: Continually build skills of Yolngu and non-Yolngu staff

Key Performance Indicators:

- Database complete and maintained
- Annual training plan developed and implemented
- Skills audit completed
- Annual all staff workshop conducted

ACTION	2013/2014	2014/2015	2015/2016	WHO
Collate a complete database of all past staff training	x			LoC, F, AO
Maintain training database	x	x	x	LoC, F, AO
Maintain and implement comprehensive annual training plan	x	x	x	LoC, IPAM, F
Skills audit of workforce	x	x		Loc, F

Marketing, Public Relations and Awareness

Objective: Elevate community knowledge of Yirralka Ranger organisation and activity

Key Performance Indicators:

- Annual Report produced
- Number of presentations, videos, media articles and other promotional material produced
- Number of conferences and events attended
- Website developed
- Fundraising strategy developed
- Marketing and branding strategy developed
- Partnership with Yirrkala Arts Centre

ACTION	2013/2014	2014/2015	2015/2016	WHO
Deliver presentations to schools and communities	x	x	x	IPAM, F, LoC, R
Participation in relevant conferences and events	x	x	x	IPAM, F, LoC, CA, SR, R
Website development	x			F, LoC, AO
Explore brand/identity	x			IPAM, CM, F, LoC, CA, SR
Develop fundraising strategy	x			IPAM
Annual Report prepared	x	x	x	IPAM, F, LoC, AO
Publish newspaper and newsletter articles	x	x	x	F, LoC, AO
Production of promotional and informative videos	x	x	x	F, LoC
Production of promotional posters	x	x	x	F, LoC, AO
Distribution of promotional merchandise	x	x	x	F, LoC, AO
Investigate interpretive centre in collaboration with Buku Larrngay Yirrkala Arts Centre		x		IPAM, CM, F, LoC

Appendix A Yirralka Rangers Action Plan

Alliances and Collaborations

Objective: Foster alliances and collaborations that enhance delivery of the IPA management program

Key Performance Indicators:

- AG meets regularly
- Number of collaborative projects developed and delivered
- LOC Reference Group established
- MoUs developed with neighbouring ranger groups
- Partnership agreement developed with NT Parks and Wildlife Commission

ACTION	2013/2014	2014/2015	2015/2016	WHO
Liaise with members of advisory group	x	x	x	IPAM
Build alliances with regional agencies including, PFES, Fisheries, Customs, DAFF, Surf Life Saving	x	x	x	IPAM, F, LoC
Establish Yolngu Reference Group for Learning On Country program	x			LoC
Create alliances with corporate partners such as: PaCal	x	x	x	IPAM
Develop MOUs with neighbouring ranger groups	x			IPAM, CM, CA
Continue partnership with NT Parks and Wildlife Commission	x	x	x	IPAM

Monitoring, Evaluation, Reporting and Improvement

Objective: Raise the standard of program efficiency and reporting

Key Performance Indicators:

- Program Logic Developed
- Reporting standards improved
- Program reporting systems streamlined

ACTION	2013/2014	2014/2015	2015/2016	WHO
Develop MERI Plan	x			IPAM, LoC
Improve standard and variety of program reporting	x	x	x	IPAM, F, LoC, AO, CM, CA, SR, R
Develop more efficient and streamlined reporting procedures	x	x		IPAM, F, LoC, AO

Appendix A Yirralka Rangers Action Plan

Organisational Development

Objective: Build organisational capacity through improved strategic planning and resourcing.

Key Performance Indicators:

- Annual staff workshop conducted
- Action plan reviewed annually
- Additional facilitators recruited

ACTION	2013/2014	2014/2015	2015/2016	WHO
Conduct all staff workshop	x	x	x	IPAM, F, LoC
Conduct strategic planning exercise	x	x	x	IPAM, F, LoC
Update annual action plan	x	x	x	IPAM, F, LoC
Recruit Special Projects Facilitator	x			IPAM
Recruit Ranger Facilitators for Gapuwiyak Homelands	x			IPAM
Recruit Sea Ranger Coordinator	x			IPAM

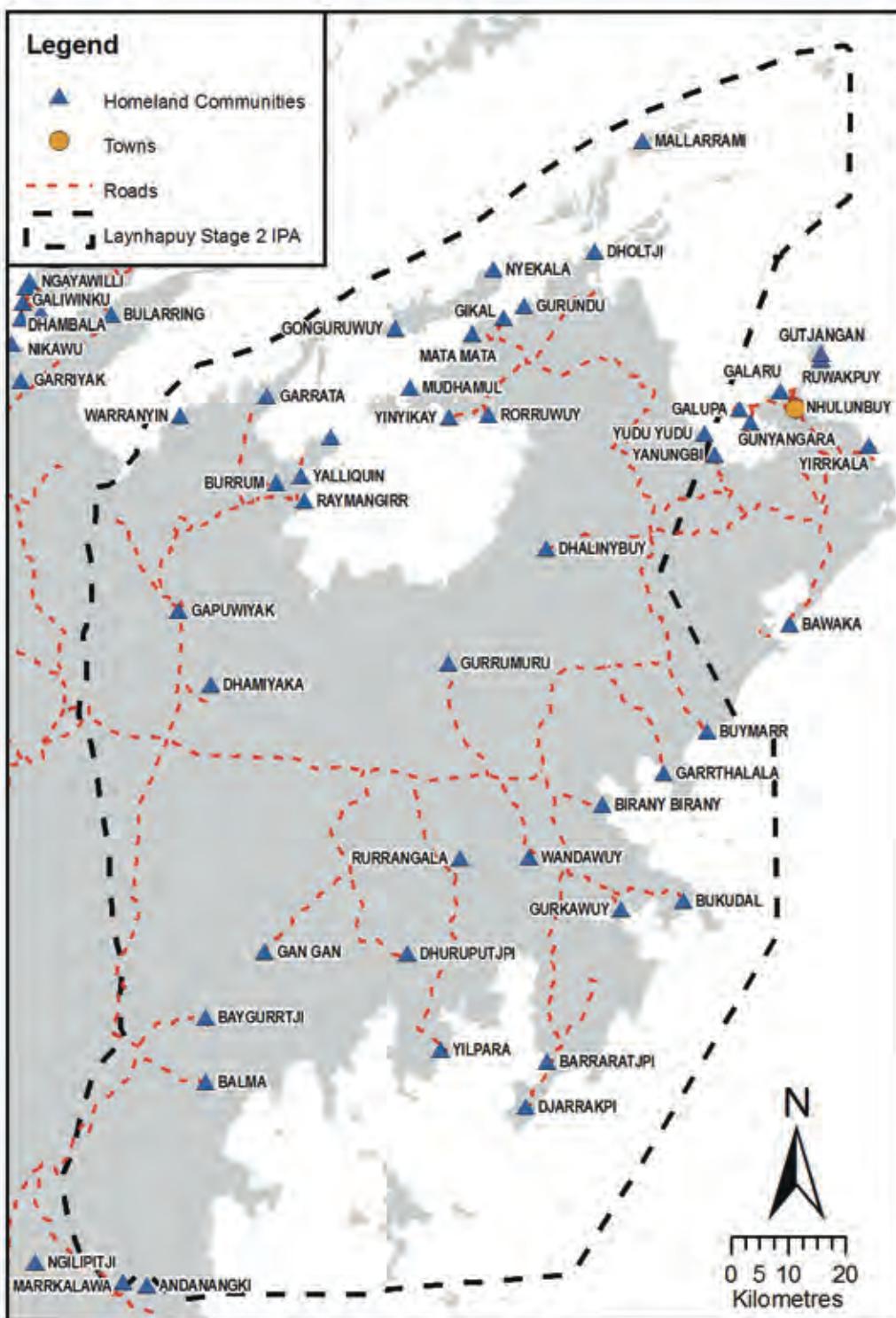
APPENDIX B

IPA Stage I Map



APPENDIX C

IPA Stage II Map



APPENDIX D

LHAC tax status extract

8/8/13 ABN Lookup - Current details for ABN: 86 695 642 473

 An Australian Government Initiative **ABN Lookup**

Current details for ABN: 86 695 642 473

ABN details

Entity name:	LAYNHAPUY HOMELANDS ABORIGINAL CORPORATION
ABN status:	Active from 09 Mar 2000
Entity type:	Other Incorporated Entity
Goods & Services Tax (GST):	Registered from 01 Jul 2000
Main business location:	NT 0880

Australian Charities and Not-for-profits Commission (ACNC)

LAYNHAPUY HOMELANDS ABORIGINAL CORPORATION is registered with the **Australian Charities and Not-for-profits Commission (ACNC)** as follows:

ACNC registration	From
Registered as a charity view ACNC registration	03 Dec 2012

Trading name(s)

Trading name	From
LAYNHAPUY HOMELANDS ASSOCIATION INCORPORATED	09 Mar 2000
LAYNHAPUY HOMELANDS ASSOCIATION INCORPORATED	25 Apr 2000

Charity tax concession status

LAYNHAPUY HOMELANDS ABORIGINAL CORPORATION is a **Public Benevolent Institution** endorsed to access the following tax concessions:

Tax concession	From
GST Concession	01 Jul 2005
FBT Exemption	01 Jul 2005
Income Tax Exemption	01 Jul 2000

Deductible gift recipient status

LAYNHAPUY HOMELANDS ABORIGINAL CORPORATION is endorsed as a **Deductible Gift Recipient (DGR)** from 01 Jul 2000. It is covered by **Item 1** of the table in section 30-15 of the Income Tax Assessment Act 1997.

Important
Please read **Deductible Gift Recipient (DGR)** information before making a gift.

Disclaimer
This extract is based on information supplied by businesses to the Registrar of the Australian Business Register. Neither the Registrar nor the Australian Government guarantee this information is accurate, up to date or complete. You should consider verifying this information from other sources.

ABN last updated: 30 May 2013 Record extracted: 08 Aug 2013

www.abr.business.gov.au/SearchByAbn.aspx?SearchText=86695642473 1/1

APPENDIX E

Yirralka Rangers Annual Work Plan 2013

MAJOR FOCUS/WHOLE YEAR	SUB-HEADING	KEY RESPONSIBILITY
<i>Pest Animals and Plants</i>	<i>Feral Animal Management</i>	
	Buffalo control opportunistic	Facilitator
	Buffalo control aerial cull	Facilitator
	Pig control opportunistic	Facilitator
	Pig control aerial cull	Facilitator
	Feral impact monitoring	Facilitator
	Feral animal survey	Facilitator
	Exotic fish	Facilitator
	Toad monitoring-islands	Facilitator
	Crazy ants	Facilitator
	<i>Biosecurity Australia Activities</i>	
	Post mortem. Pigs/Buffalo	Facilitator
	Blood samples. Pigs/Buffalo	Facilitator
	Permanent water locations	Facilitator
	Bat colony	Facilitator
	Plant disease host mapping	Facilitator
	Marine debris patrol	Facilitator
	<i>Weed Management</i>	
	Weed control	Facilitator
	Weed mapping and monitoring	Facilitator
	Weed management plan	Facilitator
	Dpi weed contract	Facilitator
<i>Natural Values Management</i>	<i>Biodiversity Management</i>	
	Flora	Facilitator
	Fauna	Facilitator
	Raising profile of regional	All
	Crocodile management	Facilitator
	<i>Plant Propagation/Nursery</i>	
	Shade trees/revegetation	Facilitator
	Bush food and medicinal plants	Facilitator

Appendix E Yirralka Rangers Annual Work Plan 2013

MAJOR FOCUS/WHOLE YEAR	SUB-HEADING	KEY RESPONSIBILITY
<i>Cultural Management</i>	<i>Cultural Heritage</i>	
	Passing on knowledge	LoC Program Manager
	Galtha rom workshops	LoC Program Manager
	Cultural awareness	Facilitator
	<i>Bush Food/Medicine</i>	
	Food and medicine gardens	Facilitator
	Collection of food and medicine for elders	Facilitator
	<i>Indigenous Ecological Knowledge</i>	
	Yolngu calendar and indicators	Facilitator
	Yolngu traditional walking tracks	Facilitator
	<i>Cultural Site Management</i>	
	Protect heritage areas	Cultural advisors
	Heritage areas as appropriate	Cultural Advisors
	Additional aapa site registration	Facilitator
	Data base of heritage areas	Facilitator
<i>Fire Management</i>	<i>Fire Management</i>	
	Asset protection burning	Facilitator
	Fire equipment management	Facilitator
	Assisting traditional burning	Facilitator
	Monitoring plots	Facilitator
<i>Visitor Management</i>	<i>Recreation Area Management</i>	
	Infrastructure (signs, fences, facilities)	Facilitator
	Recreation area patrols	Facilitator
	Maintenance of recreation areas	Facilitator
	<i>Visitors</i>	
	Managing permits	Facilitator
	Define permit conditions	Facilitator
	report incidents to relevant authority	Facilitator
	Advisory signage	Facilitator

Appendix E Yirralka Rangers Annual Work Plan 2013

MAJOR FOCUS/WHOLE YEAR	SUB-HEADING	KEY RESPONSIBILITY
<i>Sea Country Management</i>	<i>Sea Country Management</i>	
	Ghost nets	Facilitator
	Sea patrol	IPA Manager
	Research and monitoring	Facilitator
<i>Learning On Country</i>	<i>Learning On Country</i>	
	Develop and implement program	LoC Program Manager
	Galtha rom workshops	LoC Program Manager
<i>Training</i>	<i>Course</i>	
	Quad bikes	LoC Program Manager
	4WD	LoC Program Manager
	First aid	LoC Program Manager
	Leadership	LoC Program Manager
	Computer and communications	LoC Program Manager
	Firearms	LoC Program Manager
	Fire preparedness	LoC Program Manager
	Literacy and numeracy	LoC Program Manager
	Small business enterprise	LoC Program Manager
	Plant	LoC Program Manager
	Seed collection	LoC Program Manager
	Working effectively	LoC Program Manager
	Boat handling	LoC Program Manager
	Compliance	LoC Program Manager
	Cyber tracker	LoC Program Manager
	Weed control	LoC Program Manager
	Chain saw	LoC Program Manager
	Equipment maintenance	LoC Program Manager

Appendix E Yirralka Rangers Annual Work Plan 2013

MAJOR FOCUS/WHOLE YEAR	SUB-HEADING	KEY RESPONSIBILITY
<i>Capacity Building</i>	<i>Ranger Development/Capacity Building</i>	
	Time reporting	all
	Developing programs	all
	Manage program budgets and expenditure	IPA Manager
	Accountability for work program	all
	<i>Capacity Building</i>	
	Develop two way radio network	IPA Manager
	More ranger bases	IPA Manager
	Fuel/chemical storage	IPA Manager
	Asset growth (new shed, boat)	IPA Manager
	Systems development	IPA Manager
	Communications (phones, fax)	IPA Manager
	IPA stage II consultation	IPA Manager & IPA Cultural Manager
	<i>Introducing External Resources</i>	
	Land management	IPA Manager
	Researchers	IPA Manager
	Planning	IPA Manager
	Library	IPA Manager
	Money/people	IPA Manager
	Training	IPA Manager
	<i>Program Promotion</i>	
	Garma Festival	IPA Manager
	Annual Report	Admin Officer
	Marketing	IPA Manager
	Reporting	all
	Media	Admin Officer
	<i>Asset Maintenance</i>	
	Vehicles	Facilitator
	Boats	Facilitator
	Infrastructure	Facilitator
	Minor plant and equipment	Facilitator

Appendix E Yirralka Rangers Annual Work Plan 2013

MAJOR FOCUS/WHOLE YEAR	SUB-HEADING	KEY RESPONSIBILITY
<i>Program Development/Management</i>	<i>Program Consultation/Coordination</i>	
	External stakeholders	IPA Manager
	Cultural advisors	IPA Cultural Manager
	Steering committee	IPA Cultural Manager
	Advisory committee	IPA Manager
	Laynhapuy Board	IPA Manager
<i>Enterprise Development</i>	<i>Activity</i>	
	Bush products	Facilitator
	Bush medicine preparation	Facilitator
	Seed collection	Facilitator
	Investigate business prospects:	
	– Cycads	Facilitator
	– Freshwater turtles	Facilitator
	– Crocodile hatchlings	Facilitator
	Carbon abatement:	
	– Feral animals	Facilitator
	– Savanna burning	Facilitator

APPENDIX F

Yirralka Rangers Training Achievements

Literacy and Numeracy

- Certificate I & II Language, Literacy and Numeracy
- Tutoring

First Aid

- Senior First Aid

Governance

- Indigenous leadership

OH&S

- Competencies and awareness related to all activities

Management

- Effective supervisor skills
- Working with others
- Managing small teams

Natural and Cultural Resource Management Competencies

- Chemical handling and usage
- Biodiversity surveys
- Wetland monitoring
- Pig trapping
- Weed recognition and treatment
- Crocodile capture and handling
- Protecting cultural sites
- Pest animal management
- Humane destruction of pest animals

Vehicles

- Drivers licence
- Four wheel drive including defensive driving and vehicle recovery
- Quad bike handling
- Basic vehicle maintenance including 'bush' maintenance and repairs

Appendix F Yirralka Rangers Training Achievements

Fire Management

- Bushfire awareness
- Fire management
- Fire fighting techniques

Bush Products

- plant propagation
- manufacturing of cosmetic products from bush plants

Law Enforcement

- Cert II Fisheries Compliance
- Evidence collection and documentation
- Customs reporting
- Fisheries reporting
- Trespassing
- Land and sea rights

Firearms

- Firearms handling and safety
- Shooter's A, B, D and H licence
- Marksmanship
- Aerial platform shooting
- Humane destruction of pest animals

Sea Country

- Coxswains certificates
- Marine biodiversity survey
- Fishing regulations and enforcement
- Boat care and maintenance

Media and Communications

- Public speaking
- Speaking to others
- Working with others
- Two-way communication
- Preparing presentations
- Developing signage and interpretive material

Appendix F Yirralka Rangers Training Achievements

Maintenance

- Fencing
- Small engine maintenance
- Knot and load securing techniques
- Welding
- Construction

Computing

- Basic computing skills
- Word processing
- Basic spreadsheet
- PDA/Cybertracker
- Data entry, recording and reporting
- Email and internet search

Commercial World Skills

- Personal financial skills
- Enterprise and business opportunity skills
- Leadership skills
- Video camera use and editing

Navigation

- GPS and GIS

Visitor Management

- Visitor management, permits and compliance
- Tour guiding
- Construction and maintenance of facilities

Biosecurity

- Large animal post mortem
- DAFF Biosecurity sampling and reporting

APPENDIX G

Alliances and Collaborations

Aboriginal Areas Protection Authority (AAPA)	http://www.aapant.org.au/
Aboriginal Benefits Account (ABA)	http://www.fahcsia.gov.au/Indigenous-australians/grants-funding/aboriginals-benefit-account-aba-grant-funding
Anindilyakwa Rangers	http://www.anindilyakwa.com.au/
Australian Customs and Border Protection Services	http://www.customs.gov.au/
Batchelor Institute of Indigenous Tertiary Education	http://www.batchelor.edu.au/
Bushfires NT	http://www.lrm.nt.gov.au/bushfires
Charles Darwin University (CDU)	http://www.cdu.edu.au/
DAFF Biosecurity	http://www.daff.gov.au/bsg
Department of Education, Employment & Workplace Relations (DEEWR)	http://deewr.gov.au/Indigenous
Department of Sustainability, Environment, Water, Population and Communities (SEWPaC)	http://www.environment.gov.au
Dhimurru Land Management Aboriginal Corporation	http://www.dhimurru.com.au/
East Arnhem Chamber of Commerce	http://www.chambernt.com.au/index.cfm?fuseaction=page&p=63
East Arnhem Shire Council	http://www.eastarnhem.nt.gov.au/
Ghost Nets Australia	http://www.ghostnets.com.au/
Gumatj Aboriginal Corporation	
Indigenous Coordination Centre (ICC) Nhulunbuy	http://www.fahcsia.gov.au/contact/contact-the-department#nt
Indigenous Land Corporation (ILC)	http://www.ilc.gov.au/Northern Land Council (NLC)
James Cook University	http://www.jcu.edu.au/Commonwealth Scientific and Industrial Research Organisation (CSIRO)
Jawun Corporate Partnerships	http://www.jawun.org.au/
Lirrwi Yolngu Indigenous Tourism Aboriginal Corporation	http://www.lirrwitourism.com.au/
Marngarr Resource Centre Aboriginal Corporation (MRCAC)	http://marngarr.com.au/
Marthakal Rangers	http://www.marthakal.org/gumurr-marthakal-rangers
North Australian Indigenous Land and Sea Management Alliance (NAILSMA)	http://www.nailsma.org.au/

Appendix G Alliances and Collaborations

Northern Territory Seafood Council	http://www.ntsc.com.au/
NT Department of Business	http://www.dob.nt.gov.au
NT Department of Infrastructure	http://www.nt.gov.au/infrastructure/
NT Department of Primary Industries and Fisheries	http://www.nt.gov.au/d/Fisheries/
NT Parks and Wildlife Commission	http://www.parksandwildlife.nt.gov.au/parks <i>Centre for Aboriginal Economic Policy Research(CAEP)</i>
NT Police, Fire and Emergency Services	http://www.pfes.nt.gov.au
NT Weeds Branch	http://www.lrm.nt.gov.au/weeds2#.UUZXVleSn8I
Rirratjingu Association Aboriginal Corporation	
World Wide Fund for Nature (Australia)	http://www.wwf.org.au/
Yothu Yindi Foundation	http://www.yyf.com.au/
UNESCO	http://whc.unesco.org/

Prospective Funding Sources

Department of Families, Housing, Communities, Sustainability and Indigenous Affairs (FAHCSIA) <http://www.fahcsia.gov.au/our-responsibilities/Indigenous-australians/overview>

PaCal http://www.riotinto.com.au/documents/Rio_Tinto_Reconciliation_Action_Plan.pdf

Westpac <http://www.westpac.com.au/about-westpac/sustainability-and-community/our-community-community-focus-areas/Indigenous/>

ANZ <http://www.anz.com.au/about-us/corporate-responsibility/framework/responsible-practices/Indigenous-action-plan/>

NAB <http://www.reconciliation.org.au/getfile?id=121&file=National+Australia++Bank+RAP-2012.pdf>

CBA <http://www.commbank.com.au/about-us/download-printed-forms/RAP2010.pdf>

Indigenous Business Australia <http://www.iba.gov.au/>

NT Government Department of Business <http://www.dob.nt.gov.au>

NLC <http://www.nlc.org.au/>

Indigenous Carbon Farming Fund <http://www.environment.gov.au/cleanenergyfuture/icff/index.html>

Biodiversity Fund <http://www.environment.gov.au/cleanenergyfuture/biodiversity-fund/index.html>

Indigenous Heritage Program <http://www.environment.gov.au/heritage/programs/ihp/index.html>

Indigenous Ranger Cadetship program <http://deewr.gov.au/Indigenous-ranger-cadetship-pilot>

Jawun Indigenous Corporate Partnerships <http://www.jawun.org.au/>

Grantslink <http://grants.myregion.gov.au/Info.aspx?NodeID=2?NodeID=2>

Ranger Team Training Strategy



Ranger Team Training Strategy

The Yirralka Rangers Team is committed to the development of all team members. Enhancing Rangers' personal skills, knowledge and experiences is one of the primary processes to building healthy, safe communities thereby supporting a growing self-sufficiency and self-determination amongst community members.

We will achieve this training outcome by:

- developing training options for Rangers based on community relevant work programs
- encouraging the learning of safe, efficient practices
- building the capacity of Rangers to teach others
- creating opportunities for Rangers to learn and practice supervisory and management skills.

This Training Strategy, when implemented, will contribute to building Ranger confidence, motivation and initiative and instilling a *Ralpa* attitude to learning and work.

Appendix I Ranger Team Training Strategy

Training Strategy – Implementation Plan

SENIOR RANGER	COMPETENCIES REQUIRED
Team management	Supervisory skills, OH&S, planning and organisation skills
Logistical management/organization	Communication, organisation (pre planning), acquiring required resources, justifying need for resources
Team communication	Good standard of literacy/numeracy, technology skills (computer, internet, email, fax, phone etc.)
Communication – Work planning	Literacy, organisational skills, acquiring necessary equipment Managing staff.
– Consultation community leaders	Communication skills, documenting conversations, organising meetings, feedback to staff
– Work recording and reporting	Literacy skills, organisation skills
– Time sheets	Organisation, honesty, literacy, understanding of time management systems, leave and sick forms
– Call to Yirrkala office absences	Organisation
– Written report	Literacy, knowledge of what info is required, organisation to send it to main office routinely. Technology skills
– Delegations for reporting	Communication, organising other staff members, training other staff members in reporting requirements and in how to send it off to main office
– Systems and protocols	Identifying systems/protocols, documenting, communicating these to staff. Establish routines, implementation and enforcement
Driving	More licensed drivers. Competent 4WD and recovery gear
Strong demonstration of technical and practical skills	Understand the core skills of a ranger and able to carry out all skills required without supervision i.e. weeds, ferals, fire management, plant ID and seed collection, nursery work, IEK
Workplace behaviour and instilling in others within the workforce	Promptness, wearing full uniform, pride in work, following work program, being thorough in tasks, Positive attitude to work, capable and willing, conscientious. Provide ideas and project concepts. Engaged and interested in work subject
Public speaking	Confidence, clear projection of voice, knowledge of subject matter, tidy presentation. Present ideas, use presentation software

Appendix I Ranger Team Training Strategy

SENIOR RANGER	COMPETENCIES REQUIRED
Basic business knowledge	Knowledge of how rangers are funded (what funding comes from what funding source). Knowledge of how proposals are developed. Knowledge of how funding is administered. Knowledge of accounting process. Knowledge of acquittals/reporting process. Understanding of small business management and enterprise development. Basic accounting systems, customer services skills, cash handling, product
IT (email, downloads, word documents)	Technology skills: Computer – how to log on, word, excel, email Internet – how to search for research etc. Fax – how to send/receive Phone- How to call, set up answering machine/ 101, how to retrieve calls, record message etc.
Training others	Base of knowledge to confidently pass on information to new or trainee rangers
First aid	How to respond to a variety of emergency situations and to treat all likely medical conditions/injuries in the field

Appendix I Ranger Team Training Strategy

RANGERS	COMPETENCIES REQUIRED
	All rangers have current first aid certificates
Workplace behaviour efficiency	Promptness, organisational skills, communication skills, work ethic, professionalism Positive attitude to work, capable and willing, conscientious. Provide ideas and project concepts. Engaged and interested in work subject
Follow instructions	Communication skills, memory, organisation skills, initiative, problem solving, resourcefulness Able to follow instructions and report back on work undertaken
Firearms	Marksmanship skills, safety, firearms maintenance knowledge and application, knowledge on the humane destruction of animals, knowledge of firearms legislation
Sea Rangers skills	<p>Undertake patrols</p> <ul style="list-style-type: none"> • Remote area preparations • Cybertracker sea patrol sequence • Turtle and marine mammal identification and survey skills • Sacred site and traditional knowledge recording • Information recording and reporting • Develop OHS policies and operational guidelines <p>Seamanship</p> <ul style="list-style-type: none"> • Boat handling • Planning voyages • GPS and chart plotter navigation • Chart reading • Calculating fuel consumption • Using radios and satellite phones • Safety and emergency procedures • Launching and retrieving • Anchoring <p>Boat maintenance</p> <ul style="list-style-type: none"> • Safety equipment • Pre voyage checklist • Post voyage procedures • Troubleshooting basic problems • Engine maintenance <p>Compliance</p> <ul style="list-style-type: none"> • Educating fishermen • Knowing your rights and powers • Fishing regulations • Information recording and reporting procedures <p>Swimming, lifesaving skills, diving</p>

RANGERS	COMPETENCIES REQUIRED
Weeds	Knowledge of weed species (identification), knowledge on the safe handling and use of herbicides. Knowledge of relevant weed control techniques. Knowledge of data recording methods.
Feral work	Knowledge of humane destruction of animals, knowledge of data recording methods. Knowledge of feral animal impact monitoring project methodology and reason for monitoring. Knowledge of how to conduct feral monitoring surveys.
Visitor management	Understand why we patrol. Knowledge of patrol report, and what is to be recorded. Confidence in communicating with visitors, interviewing regarding permit breaches or trespassing. Knowledge of evidence gathering.
Biodiversity	Knowledge of survey designs and animal trapping techniques. Ability to set up fauna survey plots. Keying out/identifying flora and fauna species. Recording/reporting on survey results. Crocodile and snake capture techniques
AQIS	Knowledge of how to record required information in Permanent Water Mapping, Plant host mapping, Fruit bat colony mapping, Post Mortem surveys, Beach patrols Knowledge of how to conduct the above surveys and record info on Land Management sequence
Ghost nets	Knowledge of patrol process and data capturing techniques (how to measure nets, take samples etc.) and enter into PDA
Cultural management	Knowledge of cultural management sequence in NAISMA land management sequence, and how to conduct survey using this. How to record new site, how to monitor already recorded site. Report back to senior ranger of any maintenance/protection work required for the site
Plant identification	Knowledge of how to have plant identified (books or sent for formal identification). Ability to correctly press specimens. Ability to take good photos of specimens Rangers able to identify plant species in Yolngu Matha and English
Propagation	Knowledge of different propagation techniques, and which ones work best for different plants. Knowledge of how to construct and maintain a nursery, seedlings, plants etc. Irrigation construction skills Nursery hygiene Planting out (best location, soil/site suitability etc.)

RANGERS	COMPETENCIES REQUIRED
Bush product manufacture	Competent in developing products Understanding of supply chain Understanding of basic accounting systems Understanding marketing and customer services skills Ability to run small business enterprise Product storage and management
OHS	Following procedures. Ability to identify hazards. Knowledge of how to put temporary measures in place to alleviate hazard/risk. Knowledge of how to arrange for permanent rectification of hazard/risk.
IEK	Literacy skills to document information. Plant pressing skills, Photographic skills, Cultural knowledge
Technology	Technology skills: Computer – how to log on, word, excel, email Internet – how to search for research etc. Fax – how to send/receive Phone- How to call, set up answering machine/ 101, how to retrieve calls, record message etc.
Equipment use and maintenance	Understand the correct operation and dangers associated with common equipment in use in ranger stations. Understand the correct maintenance regime for all equipment. Understand basic mechanical maintenance/repair procedures. Understand correct procedure for dealing with a piece of equipment that is faulty/dangerous.
Training others (Trainees)	Good communication skills. Good knowledge of subject matter.
First aid	How to respond to a variety of emergency situations and to treat all likely medical conditions/injuries in the field.
Enhance practical skills	Learn a range of practical skills related to land management through working with rangers and ranger facilitators on projects. Requires ability to learn new skills and the ability to demonstrate those skills.
Teach others (technology skills)	Ability to share skills acquired on the use of new technology appliances. Ability to teach and explain new concepts to others.
Develop and apply greater literacy and numeracy skills	Ability to read, write and have numeracy skills to Yr 12 level. Ability to apply these skills to ranger work, and to assist others.
First aid	How to respond to a variety of emergency situations and to treat all likely medical conditions/injuries in the field.

