

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Wednesday, 7 August 2019 4:53 PM
To: Jason Ford
Subject: RE: G'Day from ILSC Brisbane

Jason,

Thanks for sending me the Project brief etc. Can you confirm the dates that Sydney Uni will be staying at Merriman.

Cheers

Richard

From: Jason Ford <jason.ford@mpra.com.au>
Sent: Wednesday, 7 August 2019 4:07 PM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: RE: G'Day from ILSC Brisbane

Hi Richard

Thanks for today I really appreciate you taking the time to chat.

I have attached the project brief and engagement model document for Murdi Paaki and university of Sydney as I said which gives a brief description of project between Ngemba CWP and University of Sydney.

Regards

Jason Ford

From: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Sent: Wednesday, 7 August 2019 3:15 PM
To: Jason Ford <jason.ford@mpra.com.au>
Subject: G'Day from ILSC Brisbane

Hi Jason,

Nice chatting with you today.

If you could send me the brief for the old age care trip conducted by University of Sydney Ill seek out the permissions required.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490



The ILSC acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to the Elders both past and present.

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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Wednesday, 21 August 2019 5:41 PM
To: Jason Ford
Subject: Sydney University visit - Merriman station

Jason,

Can you give me some more details regarding the Sydney University visit to Merriman station. Details that we require are:

- A. Confirmed dates.
- B. Numbers of attendees and from which organisation
- C. Number of vehicles
- D. Required access: Building, gates, paddocks, area etc.
- E. Are they going to use the kitchen facility?
- F. Who is taking responsibility for the public liability?
- G. What are the details of the public liability policy?
- H. What type of activities will be conducted on Merriman?
- I. Who will take responsibility for any damages to the facility and equipment
- J. Other requirements

Keep in mind that the facility rarely gets used these days so you may need to have someone come early to make sure that the required rooms are clean and ready to use (they may be very dusty). If early access is required ILSC can arrange this via the temporary caretaker.

The facilities must be cleaned after they are used.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M: 0498 101 977** | **E: Richard.Johnston@ilsc.gov.au** | **Freecall: 1800 818 490**



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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Friday, 27 September 2019 10:45 AM
To: Jason Ford; Grace.Gordon@mpra.com.au
Subject: Merriman Caretaker/maintenance officer Duty Statement DRAFT
Attachments: Overseer_MerrimanStation_DutyStatement_Sep2019 v1.5 (003).docx

Jason and Grace,

Here is the Duty Statement for the Merriman Caretaker/Maintenance Officer position. Please read it and provide feedback with track changes if necessary. It would be great to start advertising next week so that we can conduct interviews and selection by the end of November. Either Chris or myself will come out to sit on the selection panel (most likely me). Please feel free to contact me anytime if you have any concerns.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Monday, 30 September 2019 1:31 PM
To: Jason Ford; Grace.Gordon@mpra.com.au
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement DRAFT
Attachments: Overseer_MerrimanStation_DutyStatement_Sep2019 v1.6.docx

Grace and Jason,

Thank you for your input regarding the duty statement. I've made the amendments as per our conversation. Please read version 1.6, it should reflect our consensus on not restricting applicants who have low LLN.

If you are happy with the duty statement please let me know before you send it to your contacts. I will contact the local employment agency and/or newspaper etc.

Regards

Richard

From: Richard Johnston (ILSC)
Sent: Friday, 27 September 2019 10:45 AM
To: 'Jason Ford' <jason.ford@mpra.com.au>; 'Grace.Gordon@mpra.com.au' <Grace.Gordon@mpra.com.au>
Subject: Merriman Caretaker/maintenance officer Duty Statement DRAFT

Jason and Grace,

Here is the Duty Statement for the Merriman Caretaker/Maintenance Officer position. Please read it and provide feedback with track changes if necessary. It would be great to start advertising next week so that we can conduct interviews and selection by the end of November. Either Chris or myself will come out to sit on the selection panel (most likely me). Please feel free to contact me anytime if you have any concerns.

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Richard Johnston (ILSC)

From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Friday, 3 July 2020 10:16 AM
To: Richard Johnston (ILSC)
Subject: RE: Merriman Shearing Centre Accommodation

Follow Up Flag: Follow up
Flag Status: Completed

Thanks Richard, I am also having conversations with Aboriginal Affairs NSW regarding the Aboriginal Women's conference we could like to hold at Merriman. It's been delayed due to COVID and if everything goes ok we will probably go ahead with it later in the year. We are still doing the planning for it, I will keep you updated. I've also had a conversation with Tracy Shillingsworth the CEO of REDI.E who is eager to develop a partnership with us for a Food Security Project and training at Merriman for their participants. They have approximately 250 clients.

Sent from [Mail](#) for Windows 10

From: [Richard Johnston \(ILSC\)](#)
Sent: Thursday, 2 July 2020 7:54 PM
To: [Grace Gordon](#)
Cc: [Christopher Martin \(ILSC\)](#)
Subject: RE: Merriman Shearing Centre Accommodation

Hello Grace,

Its nice to hear from you, I hope all is well. I will discuss this with Chris and let you know.

Regards

Richard

From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Thursday, 2 July 2020 3:49 PM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: FW: Merriman Shearing Centre Accommodation

Good afternoon Richard forwarding for your information and comment. Let me know what you think.

Sent from [Mail](#) for Windows 10

From: [Grace Gordon](#)
Sent: Wednesday, 1 July 2020 1:15 PM
To: [Jford3757](#)
Subject: FW: Merriman Shearing Centre Accommodation

fyi

Sent from [Mail](#) for Windows 10

From: [Jackie for Dr Jeffery Hughes](#)
Sent: Wednesday, 1 July 2020 12:08 PM
To: [Grace Gordon](#)

Cc: [Jeff&Dennise Hughes](#)

Subject: Merriman Shearing Centre Accommodation

Grace, I was with the Sydney University group that visited Brewarrina last September.

We stayed at the Merriman Shearing Quarters. A group of travellers willing to pay for accommodation have asked me if I

knew who to ask about Merriman. Was wondering if you have any idea if it is open to paying guests ?

Dennise Terry

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Wednesday, 2 October 2019 11:15 AM
To: Grace Gordon; Jason Ford
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement DRAFT

Jason, Grace,

I've just realised that I suggested the last week in **November** for interviews. I actually mean the last week in **October** with an appointment made soon after that. I think that this is the earliest possible timeframe that we can expect.

Regards

Richard

From: Richard Johnston (ILSC)
Sent: Tuesday, 1 October 2019 12:16 PM
To: 'Grace Gordon' <Grace.Gordon@mpra.com.au>; 'Jason Ford' <jason.ford@mpra.com.au>
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement DRAFT

Thank Grace,

One thing I failed to add was a closing date. Are you happy with a closing date of 18/10/19? This will give applicants 2.5 weeks to apply. We will be able to conduct interviews in the last week of November, with the new caretaker appointed ASAP after that (hopefully before christmans).

If you agree with 18/10 as the closing date please send out the attached duty statement which has this date on it.

Regards

Richard

From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Tuesday, 1 October 2019 8:47 AM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement DRAFT

Thanks Richard
It's all good to go with the amendments that have been made.

Regards Grace

Sent from [Mail](#) for Windows 10

From: [Richard Johnston \(ILSC\)](#)
Sent: Monday, 30 September 2019 1:31 PM
To: [Jason Ford](#); [Grace Gordon](#)
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement DRAFT

Grace and Jason,

Thank you for your input regarding the duty statement. I've made the amendments as per our conversation. Please read version 1.6, it should reflect our consensus on not restricting applicants who have low LLN.

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Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



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Richard Johnston (ILSC)

From: Jason Ford <jason.ford@mpra.com.au>
Sent: Wednesday, 2 October 2019 11:36 AM
To: Richard Johnston (ILSC)
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement DRAFT

Hi Richard

That sounds fine from my end will just need confirmation from Grace.

Jason Ford
0455367680

From: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Sent: Wednesday, 2 October 2019 11:15 AM
To: Grace Gordon <Grace.Gordon@mpra.com.au>; Jason Ford <jason.ford@mpra.com.au>
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement DRAFT

Jason, Grace,

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Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Monday, 28 October 2019 11:55 AM
To: Jason Ford; Grace Gordon
Subject: Merriman caretaker position

Dear Jason and Grace,

Unfortunately we did not receive any interest in the Caretaker position for Merriman station. I am quite surprised that I did not even receive one application or enquiry.

As you know, it was my intent to engage with the wider community in order to recruit a caretaker who can fulfil all the requirements of the role and who is to recruit the best available candidate. With such a high unemployment rate in Brewarrina I thought we would get a better response. We are going to have to rethink our strategy for advertising the position. I am open to any suggestions.

Please feel free to ring me and discuss.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490



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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Tuesday, 29 October 2019 3:23 PM
To: Grace Gordon
Subject: RE: Sunday 3rd November 2019 Visit to Merriman

Grace,

Yes I've received it. I'll just let Chris know and then I will reply.

Richards

From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Tuesday, 29 October 2019 3:16 PM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: FW: Sunday 3rd November 2019 Visit to Merriman

Not sure if you've received had problem with my computer.

Grace

Sent from [Mail](#) for Windows 10

From: [Grace Gordon](#)
Sent: Tuesday, 29 October 2019 4:14 PM
To: [Richard Johnston \(ILSC\)](#)
Subject: Re: Sunday 3rd November 2019 Visit to Merriman

Hi Richard

In reference to our phone conversation with you today. The time was very fitting as I was to write to you to get permission to take a group of 8 TO's and a consultant out to Merriman to look at the billabong and the river at Merriman. As explained we have been participating in consultations over the past week about cultural flows for significant cultural places and the Billabong at Merriman was suggested as one of the sites.

We were planning on being out there around 1-2pm. So it seems its perfect timing as yourself and Chris will be in Brewarrina and Jason, Natalie and I will be part of the group. It's great timing for a face to face catch up with you both as well as well.

I guess we therefore need endorsement from you guys for this to happen. Please advise me asap if ok to go ahead.
Regards

Grace and Jason

Sent from [Mail](#) for Windows 10

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 14 November 2019 5:04 PM
To: Jason Ford; Grace Gordon
Cc: Christopher Martin (ILSC)
Subject: Action items from meeting held in Brewarrina on 3/11/19

Dear Jason and Grace,

It was a pleasure finally meeting you both face to face. Here are some action items from my notes, if I have missed anything please let me know. The initials next to each item is the person responsible for making sure that item happens. These items are not in any particular order:

1. Send RJ the Murdi Paaki Regional Plan. – JF
2. Send RJ Ngemba Community Action Plan. – GG
3. Send GG and JF the Budget report for Merriman Station FY2018/19 showing all income and expenditure. –RJ
4. Send GG and JF current agistment agreements for Merriman station. – RJ
5. Send GG and JF current stock reports. – RJ
6. Send RJ an updated Duty Statement/Position description for the caretaker role. – JF
7. Ngemba to write a business plan for using Merriman Station as a conference facility and send it to RJ. – GG
8. Develop a Gantt Chart which outlines timeframes and milestones that need to be achieved before ILSC will divest the property. – RJ

If I have missed an action, or If I have put the wrong initial next to an item please let me know.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Monday, 9 December 2019 3:14 PM
To: Grace Gordon; Jason Ford
Subject: Emailing: CaretakerMaintenanceOfficer_MerrimanStation_DutyStatement_Sep2019 v1.6.docx
Attachments: CaretakerMaintenanceOfficer_MerrimanStation_DutyStatement_Sep2019 v1.6.docx

Your message is ready to be sent with the following file or link attachments:

CaretakerMaintenanceOfficer_MerrimanStation_DutyStatement_Sep2019 v1.6.docx

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 28 January 2021 11:56 AM
To: grace.gordon13@tafensw.edu.au
Subject: FW: Transfer of Merriman Station
Attachments: NTScorp Ltr_MerrimanJan21.pdf

Grace,

As requested, a copy of the attached corro.

Regard

Rich

From: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Sent: Friday, 22 January 2021 4:47 PM
To: Matilda Vaughan <mvaughan@ntscorp.com.au>
Cc: Isobel Brinin <ibrinin@ntscorp.com.au>; Mishka Holt <mholt@ntscorp.com.au>; Mark Denning (ILSC) <mark.denning@ilsc.gov.au>; Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: RE: Transfer of Merriman Station

Hello Matilda,

Please find attached response from the ILSC.

Christopher Martin | Operations Manager | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
 P: 07 3854 4656 | M: 0405 061 673 | E: Christopher.Martin@ilsc.gov.au | Freecall: 1800 818 490



Annual Report 2019-20

The ILSC Annual Report is a review of our performance to support Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of country and its management brings.

Australian Government
Indigenous Land and Sea Corporation

The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

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From: Mark Denning (ILSC) <mark.denning@ilsc.gov.au>
Sent: Monday, 18 January 2021 9:23 AM
To: Matilda Vaughan <mvaughan@ntscorp.com.au>; Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>

Cc: Isobel Brinin <ibrinin@ntscorp.com.au>; Mishka Holt <mholt@ntscorp.com.au>
Subject: RE: Transfer of Merriman Station

Hi Tilly

Thanks for your email. We'll look to get a response back to you this week.

Regards Mark

Mark Denning | Eastern Divisional Manager | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4665 | **M:** 0438 872 398 | **E:** mark.denning@ilsc.gov.au | **Freecall:** 1800 818 490



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From: Matilda Vaughan <mvaughan@ntscorp.com.au>
Sent: Monday, January 18, 2021 9:01 AM
To: Mark Denning (ILSC) <mark.denning@ilsc.gov.au>; Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Cc: Isobel Brinin <ibrinin@ntscorp.com.au>; Mishka Holt <mholt@ntscorp.com.au>
Subject: RE: Transfer of Merriman Station

Hi Mark,
 Happy New Year and I hope you have had a wonderful break.
 Please can you provide an indication of when we can expect a response on the below matter.
 Many thanks,
 Tilly

Tilly Vaughan | Law Graduate



NTSCORP proudly acknowledge that our office is situated on the country of the Gadigal People of the Dharug Nation. We also acknowledge and pay our respect to their Elders past and present.

I'm working from home. The best way to contact me is on my mobile or by email.

t 61 2 9310 3188 | **m** 0450 370 933
e mvaughan@ntscorp.com.au | **w** www.ntscorp.com.au

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From: Mark Denning (ILSC) <mark.denning@ilsc.gov.au>
Sent: Monday, 21 December 2020 12:21 PM
To: Matilda Vaughan <mvaughan@ntscorp.com.au>; Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Cc: Isobel Brinin <ibrinin@ntscorp.com.au>; Mishka Holt <mholt@ntscorp.com.au>
Subject: RE: Transfer of Merriman Station

Hi Tilly

Thank you for the correspondence. We will review and respond in due course.

Regards

Mark Denning | Eastern Divisional Manager | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4665 | **M:** 0438 872 398 | **E:** mark.denning@ilsc.gov.au | **Freecall:** 1800 818 490



THE ILSC BOARD OF DIRECTORS AND STAFF WISH ALL OF OUR PARTNERS A

Merry Christmas & Happy New Year

OUR OFFICES WILL BE CLOSED FROM THURSDAY, 24TH DECEMBER 2020
 AND REOPEN ON MONDAY, 4TH JANUARY 2021.

The ILSC acknowledges the Traditional Owners of country throughout Australia and their sea and community. We pay our respects to them and their cultures, and to the Elders bc

From: Matilda Vaughan <mvaughan@ntscorp.com.au>
Sent: Friday, December 18, 2020 10:00 AM

To: Mark Denning (ILSC) <mark.denning@ilsc.gov.au>
Cc: Isobel Brinin <ibrinin@ntscorp.com.au>; Mishka Holt <mholt@ntscorp.com.au>
Subject: Transfer of Merriman Station

Hi Mark,
I hope this finds you well.
Please see attached.
Kind regards,
Tilly

Tilly Vaughan | Law Graduate



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I'm working from home. The best way to contact me is on my mobile or by email.

t 61 2 9310 3188 | **m** 0450 370 933
e mvaughan@ntscorp.com.au | **w** www.ntscorp.com.au
Level 1, 44-70 Rosehill Street, Redfern, NSW 2016 Australia

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Aboriginal businesses where possible through
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Please consider the environment before printing this email

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 28 January 2021 2:17 PM
To: 'Grace Gordon'
Cc: Christopher Martin (ILSC)
Subject: NCWP information session at Merriman station

Hello Grace,

Welcome back from holidays, I am glad that you had a good break over Christmas.

During our phone conversation today we discussed the next step regarding the future of Merriman station. As per the letter sent to you from the ILSC on 03 November 2020, it is requested that the NCWP hold an information session at Merriman Station. This session will give the NCWP the opportunity to present an overview on the processes undertaken into the development of the future land use management plan and allow other stakeholders to express their views and aspirations.

I understand that due to work commitment you cannot hold this session until March. Can you please let me know as soon as a date is selected as the ILSC is very keen to progress this without delay.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490





Australian Government
Indigenous Land and Sea Corporation



The ILSC GROUP

Annual Report 2019-20

The ILSC Annual Report is a review of our performance to support Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of country and it's management brings.

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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 6 February 2020 11:30 AM
To: 'Jason Ford'; 'Grace Gordon'
Subject: Gantt Chart towards divestment
Attachments: Merriman Gantt chart for divestment v1.0.xlsx

Jason and Grace,

I've started on the Gantt chart and have attached a draft. There are several line items on the draft that aren't applicable, these are simply to make sure the formatting and chart are working. Have a think about major actions and events that

Please have a look and give feedback as required.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 6 February 2020 1:43 PM
To: 'Jason Ford'; 'Grace Gordon'
Subject: Guidance material, some direction towards divestment

Jason and Grace,

I thought you might find this table interesting. I highlights some of the key considerations that must be addressed before the ILSC can divest a property. I know its early days and we haven't even made it to lease yet but a lot of the considerations for lease are the same for divestment. If you would me to explain this table further please don't hesitate to contact me.

Divestment Criteria Definitions Guide

Criteria	What do we mean?	Key considerations
Opportunity and Outcomes	Does divestment present an opportunity to achieve outcomes in line with ILSC purpose?	To what extent is the asset (including maintenance/condition of infrastructure) fit for purpose activity and outcomes?
		Is there a plan to guide the future of the project? If yes, how well does it support the delivery/achievement of proposed outcomes?
		To what extent will the outcomes produced by the project be sustained after the ILSC's asset sale? How well has the proponent ensured broader access to benefits associated with the project?
		Are there any concerns regarding land use in relation to tenure, consent, statutory requirements, climate change and/or WHS? If so, is there a plan in place to address these? Are there any cultural heritage, Native Title or Traditional Owner considerations?
Project Viability	Will the project be viable/sustainable beyond ILSC funding to meet its ongoing requirements and therefore deliver on proposed outcomes?	To what extent has the proponent demonstrated capacity to meet its landholding costs?
		Is there sufficient funding/income to cover existing and future activity expenditure requirements (including risks)?
		Have detailed cash flows/income forecasts been provided? Are the assumptions reasonable?
		If this is not a new activity/business, what is its recent financial performance (profits/losses)? Given the complexity of the project is sensitivity analysis required? Are there relationships in place that support viability of the property e.g. investment/funding, sale etc
Capability	Does the proponent demonstrate the ability to own and manage the property and report back on project outcomes?	To what extent has the proponent demonstrated leadership stability, succession planning and governance?
		Is there a stable and active board that demonstrates compliance with their regulatory responsibilities? Is the board suitable for the project?
		Is the corporate/governance structure clear? E.g. entity type, subsidiaries, funding stream etc
		To what extent has the proponent demonstrated capability to manage the property in accordance with environmental management practices? To what extent did the proponent deliver on contract milestones and the planned purposes over the lease period? How well were the risks identified in the project and adequately managed?
Financial Health	Does the proponent demonstrate the ability to maintain sound financial performance and position over the long-term?	To what extent does the project team (core staff, consultants, project partners and/or contractors) have the skills and experience to deliver the proposed project/activity? Is there a need for a capability partner for this project?
		What type of organisation is it? Aboriginal corporation, not-for-profit, private company, public company? To what extent are the proponent's financial management processes and controls adequate? To what extent are core funding sources secure? What trends are evident from the proposed project's financials: consistent profits or losses; has their equity grown or eroded over time; what liabilities do they have? Current funding/income secure? Are there any key risks or issues in the following areas: 1. Previous financial risks, including Auditor's opinions of financials, regulator non-compliance 2. Liquidity, financing, revenue or profit risk

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**

Brisbane Office | www.ilsc.gov.au

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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 6 February 2020 5:28 PM
To: 'Jason Ford'; 'Grace Gordon'
Cc: Christopher Martin (ILSC)
Subject: Agistment agreements - Merriman

Grace and Jason,

I've checked our contract systems re: agistment agreements etc. Currently we do not have any contracted agistment agreements, the contract we have has expired and we are now operating on a month-to-month agreement. The positive of this is that we are not locked into any long term commitments and essentially have a blank canvas for future agreements. We can discuss this further.

The current stock numbers reported is 300 head of sheep and the caretaker has confirmed that this number is accurate. These numbers are very low because of the current drought. The latest (2014) estimated carrying capacity for Merryman is 1.6ha per Dry Sheep Equivalent (DSE) which equates to 10,500 DSE overall however it is uncertain when numbers this high will be possible.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Wednesday, 12 February 2020 2:43 PM
To: 'Jason Ford'; 'Grace Gordon'
Cc: Christopher Martin (ILSC)
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Jason,

I forgot to mention; when people enquire about any of the ILSC positions I bring to their attention that the ILSC will conduct a criminal history check and that they will be required to pass a medical assessment. Can you mention these two things tomorrow please.

Regards

Richard

From: Richard Johnston (ILSC)
Sent: Wednesday, 12 February 2020 2:15 PM
To: Jason Ford <jason.ford@mpra.com.au>; Grace Gordon <Grace.Gordon@mpra.com.au>
Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Jason,

Just to clarify our phone conversation today; You are going to Brewarrina tomorrow and will be meeting with a possible candidate. You are going to encourage him to apply.

From my point of view this recruitment process has been dragging on too long and it has taken up a lot of time which I cannot spare. Applications closed last week and I am now in a position where I have to appoint a caretaker asap. I will consider his application if I have received it by 09:00 Friday 14/2/2020, after this I won't be able to accept his application and I will be moving forward to interviews.

Regards

Richard

From: Jason Ford <jason.ford@mpra.com.au>
Sent: Wednesday, 12 February 2020 12:46 PM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Hi Richard

I had a call from another traditional owner he was trying to put in an application but was having trouble with his job provider.

I will ring him today and see where he is up to.

From: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Sent: Wednesday, 12 February 2020 12:38 PM
To: Grace Gordon <Grace.Gordon@mpra.com.au>; Jason Ford <jason.ford@mpra.com.au>
Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Dear Jason and Grace,

I have received only one application for the casual Merriman Caretaker position. The applicant is [REDACTED], he meets the criteria and looks like he would be well suited for the position. To follow due process I would like to interview [REDACTED] as soon as possible, I intend to do this over the phone. I have a fair bit of R&M that needs to be completed before the end of financial year so I need to wrap this up quickly. Are either of you available to be involved in an interview in the near future? I would like an answer by Friday lunchtime if possible.

I have attached a copy of [REDACTED] application.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



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From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Monday, 7 October 2019 6:58 AM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Hi Richard

Yes advertise where ever you can.

Sent from [Mail](#) for Windows 10

From: [Richard Johnston \(ILSC\)](#)
Sent: Friday, 4 October 2019 9:35 AM

To: [Grace Gordon](#)

Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Good morning Grace,

Yes, I did have a little laugh. Obviously it was my mistake, but we all missed it so I don't feel as bad. Anyway its fixed now.

Are you going to circulate it via the Murdi Paaki network so that we can make the wider community aware of the position?

Regards

Richard

From: Grace Gordon <Grace.Gordon@mpra.com.au>

Sent: Friday, 4 October 2019 7:47 AM

To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>

Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Thanks Richard

We're not very good proof readers are we.

Sent from [Mail](#) for Windows 10

From: [Richard Johnston \(ILSC\)](#)

Sent: Thursday, 3 October 2019 2:27 PM

To: [Grace Gordon](#); [Jason Ford](#)

Subject: RE: Merriman Caretaker/maintenance officer Duty Statement with correct state NSW

Grace and Jason,

Please find a copy of the duty statement with the correct state on it. We have all been looking at the same document and none of us recognised that the state was "Northern Territory". Its now be changed to New South Wales.

Regards

Richard

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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 13 February 2020 1:51 PM
To: 'Jason Ford'; 'Grace Gordon'
Cc: Christopher Martin (ILSC)
Subject: RE: Updated Job Description - Merriman

Dear Grace and Jason,

Just a reminder that I need a copy of the email or a list of names for any people you have sent the Merriman Caretaker JD too.

Regards

Richard

From: Richard Johnston (ILSC)
Sent: Tuesday, 21 January 2020 3:03 PM
To: 'Jason Ford' <jason.ford@mpra.com.au>; 'Grace Gordon' <Grace.Gordon@mpra.com.au>
Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Subject: RE: Updated Job Description - Merriman

Dear Grace,

Chris has told me that you have approved the current Duty Statement over the phone. I will now send it out through various networks with a closing date of 07/02/2020.
 Could you please CC me in any emails that are sent regarding the position.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



From: Richard Johnston (ILSC)
Sent: Monday, 13 January 2020 2:28 PM
To: 'Jason Ford' <jason.ford@mpra.com.au>; 'Grace Gordon' <Grace.Gordon@mpra.com.au>
Subject: RE: Updated Job Description - Merriman

Dear Jason and Grace,

Happy new year, I hope you had a good break over Christmas.

Here is the most up to date JD for Merriman. Please take a moment to read it and provide any necessary feedback. I'm looking at advertising this by Monday next week.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
 P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490



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From: Richard Johnston (ILSC)
Sent: Thursday, 12 December 2019 4:42 PM
To: Jason Ford <jason.ford@mpra.com.au>; Grace Gordon <Grace.Gordon@mpra.com.au>
Subject: Updated Job Description - Merriman

Dear Grace and Jason,

Here is the JD for the Merriman station Maintenance Officer/Caretaker position. I haven't made any alteration since we updated it together over the phone. I approached Chris regarding putting you both down as points of contact on the advertisement however we are not allowed to because it may be perceived that you are employees of ILSC. I think it is a good idea that possible candidates for the position talk to one or both of you so when you email it out to people you can suggest (in the email) that they can contact you for further information. Any questions regarding the ILSC should be directed to me. I think together we can get the relevant information out.

I've also requested that I travel to Merriman for a potential open day where candidates can see the property first hand. I am willing to support this however I could not get approval to travel to Merriman. Let me know if you would like me to arrange with Jamie a date and time when people can visit the property.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
 P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490





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Richard Johnston (ILSC)

From: Jason Ford <jason.ford@mpra.com.au>
Sent: Monday, 16 March 2020 12:20 PM
To: Richard Johnston (ILSC)
Subject: Requested Documents
Attachments: Brewarrina CAP 2019 FINAL 1.pdf

Hi Richard

I have attached a copy of the Ngemba Community Action Plan and also pasted the link to the Murdi Paaki Regional Plan as I said I would.

Regards

Jason Ford
Project Coordinator
Murdi Paaki Services
0455 367 680

http://www.mpra.com.au/uploads/documents/mpra_regional_plan_fin_mps.pdf

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Thursday, 2 April 2020 5:43 PM
To: Jason Ford
Cc: Des Jones
Subject: RE: Ilsc properties / Isolation area

Jason,

I have forwarded your enquiry to the ILSC Chairpersons EA.

Regards

Richard

From: Jason Ford <jason.ford@mpra.com.au>
Sent: Thursday, 2 April 2020 3:11 PM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Cc: Des Jones <des.jones@mpra.com.au>
Subject: Re: Ilsc properties / Isolation area

Good afternoon Richard

I have been asked to see if you could provide MPRA chairperson with contact details for Roy Ah see he is a board member of ILSC. He would like to contact him asap.

Could you please forward through details to asap.

Regards

Jason Ford

Sent from my Samsung Galaxy J3 2016 on the Telstra Mobile Network

----- Original message -----

From: "Richard Johnston (ILSC)" <Richard.Johnston@ilsc.gov.au>
Date: 2/04/2020 3:52 pm (GMT+10:00)
To: Jason Ford <jason.ford@mpra.com.au>
Subject: RE: Ilsc properties / Isolation area

Hello Jason,

Thank you for your enquiry. We have also have had enquiries from the Brewarrina LALC and the Local Emergency Local Management Committee (LEMC) regarding Merriman. It appears that the LEMC is coordinating operations in that area, is MPRA in communication with the LEMC?

We are willing to assist in a coordinated effort and have taker the caretaker to make sure the facility is ready.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
 P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490



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From: Jason Ford <jason.ford@mpra.com.au>
Sent: Thursday, 2 April 2020 7:36 AM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Cc: Des Jones <des.jones@mpra.com.au>
Subject: Ilsc properties / Isolation area

Hi Richard

Hope all is well , thanks for the chat the other day in regards to the use of ILSC properties as a optional isolation area for vulnerable families in the indigenous communities.

I am writing to you as a directive from MPRA chairperson Des Jones requesting that all properties across NSW be set aside as Isolation areas if needed by vunrable communities. Could please inform us of your strategies for these properties during Covid 19 ?

Also Can you contact NCARA and MPRA chairperson Des Jones to discuss further the options you are considering for these properties as a response during Covid 19.

Look forward to hearing back from you. I have listed Des Jones contact details below.

Des Jones 0439 931 769

Regards

Jason Ford

Sent from my Samsung Galaxy J3 2016 on the Telstra Mobile Network

Richard Johnston (ILSC)

From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Wednesday, 15 April 2020 12:46 PM
To: Richard Johnston (ILSC)
Subject: RE: Media Release - Assistance Packages to help Aboriginal Communities Impacted by COVID-19

Thanks Richard hope you are all safe up your way.

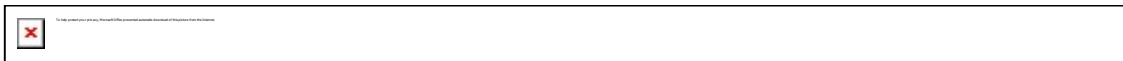
Sent from [Mail](#) for Windows 10

From: [Richard Johnston \(ILSC\)](#)
Sent: Tuesday, 14 April 2020 1:40 PM
To: [Jason Ford](#); [Grace Gordon](#)
Subject: FW: Media Release - Assistance Packages to help Aboriginal Communities Impacted by COVID-19

FYI. You probably already know about this but sending it just incase.

From: Media <media@alc.org.au>
Sent: Tuesday, 14 April 2020 6:55 AM
To: Tim Stevenson <tim.stevenson@alc.org.au>
Subject: Media Release - Assistance Packages to help Aboriginal Communities Impacted by COVID-19

[View this email in your browser](#)



14 April 2020

Assistance Packages to help Aboriginal Communities Impacted by COVID-19

Packages containing essential items like non-perishable foods and hygiene supplies will be provided to remote Aboriginal communities impacted by COVID-19 measures as part of a coordinated assistance effort by the NSW Government and NSW Aboriginal Land Council (NSWALC).

Aboriginal Affairs NSW Head Lil Gordon said the first tranche of packages - approximately 500 boxes - will commence delivery over the next week and would make an immediate impact to remote communities, where the nearest shops could be many kilometres away.

“We know that COVID-19 is impacting everyone across NSW, but we are also aware that there is an acute need in remote Aboriginal communities where access to basic food and hygiene supplies is challenging,” Ms Gordon said.

“We are working closely with a specially established Aboriginal Leadership Group to hear first-hand the challenges our communities are facing at this time and collaborate with our NSW Government partners to coordinate support and solutions to meet these challenges.”

Aboriginal Affairs NSW and Office of Emergency Management are working with the NSWALC to identify residents most in need and arrange the deliveries. Aboriginal people over 60 with Healthcare Concession Cards, who are living in communities particularly at risk of food security issues arising from COVID-19 measures, are eligible.

The partnership between NSW Government and NSWALC will continue to address critical food needs whilst these communities are being impacted by COVID19.

NSW ALC Chairperson Anne Dennis said the packages would provide some rapid relief to remote vulnerable Aboriginal communities.

“We’re working with local Aboriginal communities to ensure those most at risk and those most in need are delivered the food and hygiene packages, especially the elderly, frail, disabled and disadvantaged. By NSWALC partnering with the NSW Government, we’re able to give some meaningful assistance to the most at need in our most vulnerable communities,” Ms Dennis said.

“We are focusing on our Elders first and foremost, as they are our custodians of culture and truth, but there are more packages available and we encourage those vulnerable individuals in isolated communities to get in touch and find out if they can register for assistance.”

The assistance packages are part of a broader suite of tailored activities being undertaken by the NSW Government to support remote and vulnerable Aboriginal communities during this period.

More information, including details on how to register for the assistance package, is available at the NSWALC website – www.alc.org.au and [FACEBOOK PAGE](#) or by calling a new hotline on 1800 476 777, from 7am Tuesday 14 April 2020.



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Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Tuesday, 26 May 2020 1:49 PM
To: 'Jason Ford'; 'Grace Gordon'
Cc: Christopher Martin (ILSC)
Subject: RE: Action items from meeting held in Brewarrina on 3/11/19

Jason,

It was great to have a phone call from you today regarding the work ahead of us. As discussed, send through all the low hanging fruit first and then tackle the more difficult issues. It doesn't have to be all in one email.

Regards

Richard

From: Richard Johnston (ILSC)
Sent: Friday, 22 May 2020 12:54 PM
To: 'Jason Ford' <jason.ford@mpra.com.au>; 'Grace Gordon' <Grace.Gordon@mpra.com.au>
Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Subject: RE: Action items from meeting held in Brewarrina on 3/11/19

Dear Grace and Jason,

It has now been six months since our face to face meeting in Brewarrina on the 3rd of November 2019. During that meeting we agreed that clear and concise communication was required to ensure both parties understand their responsibilities, their required actions and to provide a time for each completed action. I have outlined some items still outstanding from my email sent on the 14 November 2019 and below this there are other items that need to be addressed prior to consideration of a lease for Merriman Station.

Outstanding from November 2019
<ol style="list-style-type: none"> 1. Send RJ the Murdi Paaki Regional Plan. – JF 2. Send RJ Ngemba Community Action Plan. – GG 3. Ngemba to write a business plan for using Merriman Station as a conference facility and send it to RJ. – GG
Additional Items
<ol style="list-style-type: none"> 1. A copy of the community engagement records including dates, locations, advertisement, attendance record, and meeting minutes that relate to the development of the Merriman Future Land Use Management Plan (FLUMP) or other use of this property. 2. A outline of the entity that will enter into a lease with the ILSC for Merriman Station. This is to include the structure, constitution, organisational goals, membership eligibility requirements, membership rules, Chairperson/s and Directors. 3. An outline of the election process for all elected positions within the entity. 4. Any minutes or notes regarding implementation of the FLUMP since NWP confirmed finalisation of the plan 27 September 2019 5. Details of any additional aspirations regarding the future use of Merriman that were not addressed in the FLUMP that the NWP would like the ILSC consider prior to the development of a lease.
Completed

1. BUDGET SENT - Send GG and JF the Budget report for Merriman Station FY2018/19 showing all income and expenditure. – RJ
2. NO CURRENT CONTRACT - Send GG and JF current agistment agreements for Merriman station. – RJ
3. STOCK <300 SHEEP -Send GG and JF current stock reports. – RJ
4. DRAFTED - Develop a Gantt Chart which outlines timeframes and milestones that need to be achieved before ILSC will divest the property. – RJ

Prior to the consideration of the ILSC leasing Merriman Station to an approved entity, I require a response addressing the above items by 30 May 2020. Merriman is a considerable asset and in consideration of leasing this facility requires due diligence to ensure that the asset will be protected and managed successfully.

Regards

Richard

From: Richard Johnston (ILSC)

Sent: Wednesday, 12 February 2020 10:48 AM

To: 'Jason Ford' <jason.ford@mpra.com.au>; 'Grace Gordon' <Grace.Gordon@mpra.com.au>

Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>

Subject: RE: Action items from meeting held in Brewarrina on 3/11/19

Good morning Grace and Jason,

I'm following up on our action plan from 14 November 2019. Can you please give me an update on any progress or new items to add below:

1. Send RJ the Murdi Paaki Regional Plan. – JF
2. Send RJ Ngemba Community Action Plan. – GG
3. Ngemba to write a business plan for using Merriman Station as a conference facility and send it to RJ. – GG

COMPLETED:

4. BUDGET SENT - Send GG and JF the Budget report for Merriman Station FY2018/19 showing all income and expenditure. – RJ
5. NO CURRENT CONTRACT - Send GG and JF current agistment agreements for Merriman station. – RJ
6. STOCK <300 SHEEP -Send GG and JF current stock reports. – RJ
7. PD ADVERTISED - Send RJ an updated Duty Statement/Position description for the caretaker role. – JF
8. DRAFTED - Develop a Gantt Chart which outlines timeframes and milestones that need to be achieved before ILSC will divest the property. – RJ

Regards

Richard

From: Richard Johnston (ILSC)

Sent: Thursday, 28 November 2019 2:28 PM

To: Jason Ford <jason.ford@mpra.com.au>; Grace Gordon <Grace.Gordon@mpra.com.au>

Subject: RE: Action items from meeting held in Brewarrina on 3/11/19

Dear Jason and Grace,

I hope you are both doing well. I've attached a spreadsheet which shows the income and expenditure associated with running Merriman station for the 2018/19 FY. This does not include the wages paid for the caretaker.

As it stands, at this moment in time, Merriman returns a \$12,450 surplus, keeping in mind that there is very little activity on the property apart from the agistment. I am working on getting the exact stock numbers for each quarter and I will forward these to you as soon as I get them.

Have you had a chance to update the duty statement as per our discussion in Brewarrina on 03 November?

Please contact me any time if you wish to discuss.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
 P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490



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From: Richard Johnston (ILSC)
Sent: Thursday, 14 November 2019 5:04 PM
To: 'Jason Ford' <jason.ford@mpra.com.au>; 'Grace Gordon' <Grace.Gordon@mpra.com.au>
Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Subject: Action items from meeting held in Brewarrina on 3/11/19

Dear Jason and Grace,

It was a pleasure finally meeting you both face to face. Here are some action items from my notes, if I have missed anything please let me know. The initials next to each item is the person responsible for making sure that item happens. These items are not in any particular order:

1. Send RJ the Murdi Paaki Regional Plan. – JF
2. Send RJ Ngemba Community Action Plan. – GG
3. Send GG and JF the Budget report for Merriman Station FY2018/19 showing all income and expenditure. –RJ
4. Send GG and JF current agistment agreements for Merriman station. – RJ
5. Send GG and JF current stock reports. – RJ
6. Send RJ an updated Duty Statement/Position description for the caretaker role. – JF
7. Ngemba to write a business plan for using Merriman Station as a conference facility and send it to RJ. – GG
8. Develop a Gantt Chart which outlines timeframes and milestones that need to be achieved before ILSC will divest the property. – RJ

If I have missed an action, or If I have put the wrong initial next to an item please let me know.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**

Brisbane Office | www.ilsc.gov.au

P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490



The ILSC acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to the Elders both past and present.

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Saturday, 20 June 2020 1:49 PM
To: 'Jason Ford'; 'Grace Gordon'
Cc: Christopher Martin (ILSC)
Subject: RFS training at Merriman station 25-26 June

Jason and Grace,

FYI The Brewarrina an Bourke RFS will be using the Merriman accommodation to conduct a 2 day training activity on 25-26 June 2020. They will not be actually lighting any fires.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



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PEOPLE. COUNTRY. OPPOR

Richard Johnston (ILSC)

From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Monday, 22 June 2020 6:51 PM
To: Richard Johnston (ILSC)
Subject: RE: RFS training at Merriman station 25-26 June

Thanks Richard that fine.

Grace

Sent from [Mail](#) for Windows 10

From: [Richard Johnston \(ILSC\)](#)
Sent: Saturday, 20 June 2020 1:49 PM
To: [Jason Ford](#); [Grace Gordon](#)
Cc: [Christopher Martin \(ILSC\)](#)
Subject: RFS training at Merriman station 25-26 June

Jason and Grace,

FYI The Brewarrina an Bourke RFS will be using the Merriman accommodation to conduct a 2 day training activity on 25-26 June 2020. They will not be actually lighting any fires.

Regards

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Richard Johnston (ILSC)

Subject: Face to Face catch up
Location: Merriman Station

Start: Wed 22/07/20 9:00 AM
End: Wed 22/07/20 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Richard Johnston (ILSC)
Required Attendees: Grace Gordon; 'Jason Ford'; Christopher Martin (ILSC)

Chris will be attending via phone.

Richard Johnston (ILSC)

From: Grace Gordon <Grace.Gordon@mpra.com.au>
Sent: Monday, 24 August 2020 4:39 PM
To: Mark Denning (ILSC); Richard Johnston (ILSC)
Subject: RE: Phone call today
Attachments: mpra_regional_plan_fin_mps.pdf; Ngemba CAP 2019 FINAL 28.11.19.pdf

Good afternoon Richard

I am sending through to you today a copy of the MPRA Regional Plan and the Ngemba Community Working Party Action Plan. I've noticed in you in completed tasks that you have not received these to date. Jason said he has sent these previously but it seems you say they haven't been received. I am forwarding copies to yourself, Mark and Chris in an attachment to this email. The MPRA is a very lengthy document and takes a while to download. Please let me know if you have difficulty with the downloads. Still working on the other outstanding documents that you require.
 Regards

Grace

Sent from [Mail](#) for Windows 10

From: [Richard Johnston \(ILSC\)](#)
Sent: Friday, 21 August 2020 2:48 PM
To: [Grace Gordon](#)
Cc: [Christopher Martin \(ILSC\)](#)
Subject: Re: Phone call today

Dear Grace,

Thank you for making contact via phone today regarding the future use of Merriman station.

In our conversation today you expressed concern that during the Future Land Use management Plan (FLUMP) consultation process that the NCWP presented SSBS several aspirations and goals that were not included in the final Report. I have read several emails from Andrew McMahon requesting feedback from NCWP regarding the draft FLUMP between 19/8/19 and 27/9/19 which received no response. On 27/9/19 Andrew circulated the final report stating that because he had not heard from NCWP that he assumed NCWP was happy with the content. Did the NCWP respond to this email? If so please forward that response to me.

Could you also forward me a copy of the correspondence between NCWP and SSBS during the consultation process that explained your aspirations and goals for Merriman, specifically the ones that were not included in the FLUMP.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



IMPORTANT INFORMATION:

To prevent the spread of COVID-19, and to protect the health of our staff, clients and their families, the ILSC will not be accepting visits. We remain open for business and available via telephone, videoconferencing and email.

We are committed to ensuring continued delivery of our services, and are currently moving towards arrangements for our services to be delivered differently, including from locations outside of our offices.

We appreciate your patience and understanding during these times.



Australian Government

Indigenous Land and Sea Corporation



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**EVERYONE MUST USE GOOD HYGIENE TO PROTECT
INFECTION AND PREVENT THE COVID-19 VIRUS SPREAD**

Richard Johnston (ILSC)

From: Jason Ford <jford3757@gmail.com>
Sent: Thursday, 3 September 2020 1:47 PM
To: Richard Johnston (ILSC)
Subject: Re: test email
Attachments: 20200903_133841.jpg

On Thu, 3 Sep 2020, 1:41 pm Jason Ford, <jford3757@gmail.com> wrote:

Hi Richard

Please find attached NGEMBA CWP response to action items requested

Regards

Jason Ford

On Thu, 3 Sep 2020, 1:28 pm Richard Johnston (ILSC), <Richard.Johnston@ilsc.gov.au> wrote:

Jason,

Thank you for making contact via phone and letting me know your new email address. I look forward to your written response (this afternoon) addressing the recent letter from the Eastern Division Manager, Mark Denning.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490

From: Jason Ford <jford3757@gmail.com>
Sent: Thursday, 3 September 2020 1:14 PM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject: Re: test email

Thanks Richard

On Thu, 3 Sep 2020 at 13:13, Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au> wrote:

Jason,

Thank you for your new email address.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490

--

Co-Chair, Ngemba Community Working Party

Representative of the Ngemba Nation

Brewarrina NSW

Ph. 0456 536 683

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Monday, 7 September 2020 1:49 PM
To: Jason Ford
Subject: RE: Letter from Grace to Mark

Hello Jason,

Have you had a chance to scan the response letter from Grace? I would be better if we received them from you as one document.

Regards

Richard

From: Jason Ford <jford3757@gmail.com>
Sent: Thursday, 3 September 2020 1:50 PM
To: Richard Johnston (ILSC) <Richard.Johnston@ilsc.gov.au>
Subject:

Richard Johnston (ILSC)

From: Jason Ford <jford3757@gmail.com>
Sent: Monday, 26 October 2020 3:49 PM
To: Richard Johnston (ILSC)
Subject: Proposal
Attachments: 2020 Merriman station draft business plan.pdf; James profile 2020.pdf; James 李乃明 简介.pdf

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Monday, 23 November 2020 5:11 PM
To: 'Grace Gordon'
Cc: 'Jason Ford'; Christopher Martin (ILSC); Mark Denning (ILSC)
Subject: RE: Re: Future land use management plan and creation of a suitable entity to hold future title of Merriman Station.
Attachments: Letter_NCWP_MDenning_3_November_2020.pdf

Dear Grace,

I would like to thank you and Jason for meeting with me at Brewarrina last week on Wednesday 18th of November 2020.

During our meeting we discussed the letter from the ILSC, dated the 3rd of November 2020 (see attached). This letter invited the NCWP, in partnership with the ILSC, to hold an information session at Merriman Station (date TBC) to provide an overview on the process undertaken into the development of the Future Land Use Management Plan.

From our discussions it wasn't clear if the NCWP are intending to participate in this this event. It is the ILSCs intent to allow the wider community the opportunity to have a voice regarding the lease of Merriman Station, as such we are still waiting for your response to the above mentioned letter and clarity of NCWPs intentions regarding the proposed information session.

Please send your response by COB Wednesday 25th of November.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



From: Richard Johnston (ILSC)
Sent: Tuesday, 3 November 2020 4:49 PM
To: Grace Gordon <Grace.Gordon@mpra.com.au>
Cc: Jason Ford <jford3757@gmail.com>; Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>; Mark Denning (ILSC) <mark.denning@ilsc.gov.au>
Subject: Re: Future land use management plan and creation of a suitable entity to hold future title of Merriman Station.

Dear Grace,

Please find attached to this email a response from Eastern Divisional Manager – Mark Denning to your letter sent to the ILSC on 30 August.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490



IMPORTANT INFORMATION:

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EVERYONE MUST USE GOOD HYGIENE TO PROTECT AND PREVENT THE COVID-19 VIRUS SPREAD

Richard Johnston (ILSC)

From: Richard Johnston (ILSC)
Sent: Tuesday, 16 February 2021 12:14 PM
To: 'Grace Gordon'
Cc: Christopher Martin (ILSC)
Subject: RE: NCWP information session at Merriman station

Hello Grace,

Thank you for your call yesterday. During our conversation we discussed dates for a public meeting at Merriman station where the NCWP can present an overview of the engagement undertaken with the wider community to form the basis of the FLUMP.

The dates that you have indicated would be suitable to you are:

- 26 February
- 5, 12, 19 or 26 March
- 23 April

I have discussed this with the Ops Manager and checked availability for the ILSC to attend on these dates. The most suitable date for us is the 5th of March 2021.

Can we lock this date in and proceed with the preparation?

Regards

Richard

From: Richard Johnston (ILSC)
Sent: Tuesday, 9 February 2021 4:40 PM
To: 'Grace Gordon' <Grace.Gordon@mpra.com.au>
Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Subject: RE: NCWP information session at Merriman station

Dear Grace,

The progress towards leasing Merriman station has fallen a long way behind our projected schedule. The ILSC is ready to move forward on this project as soon as practical and would like to start organising the information session as discussed.

If you can't attend this session until later in March could another member of the NCWP attend as your proxy?

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
Brisbane Office | www.ilsc.gov.au
P: 07 3854 4668 | **M:** 0498 101 977 | **E:** Richard.Johnston@ilsc.gov.au | **Freecall:** 1800 818 490



From: Richard Johnston (ILSC)
Sent: Thursday, 28 January 2021 2:17 PM
To: 'Grace Gordon' <Grace.Gordon@mpra.com.au>
Cc: Christopher Martin (ILSC) <Christopher.Martin@ilsc.gov.au>
Subject: NCWP information session at Merriman station

Hello Grace,

Welcome back from holidays, I am glad that you had a good break over Christmas.

During our phone conversation today we discussed the next step regarding the future of Merriman station. As per the letter sent to you from the ILSC on 03 November 2020, it is requested that the NCWP hold an information session at Merriman Station. This session will give the NCWP the opportunity to present an overview on the processes undertaken into the development of the future land use management plan and allow other stakeholders to express their views and aspirations.

I understand that due to work commitment you cannot hold this session until March. Can you please let me know as soon as a date is selected as the ILSC is very keen to progress this without delay.

Regards

Richard Johnston | Project Advisor | **Indigenous Land and Sea Corporation**
 Brisbane Office | www.ilsc.gov.au
 P: 07 3854 4668 | M: 0498 101 977 | E: Richard.Johnston@ilsc.gov.au | Freecall: 1800 818 490





Australian Government
Indigenous Land Corporation

CONTRACT NO: 4997

AW & L Consultants Pty Ltd
7 Lewis Street
Cardiff South NSW 2285

Att: Mr Andrew McMahon

Dear Mr McMahon,

1 PROVISION OF CONSULTANCY SERVICES

- 1.1 The Indigenous Land Corporation (**Corporation**) is prepared to accept your proposal to provide Consultancy services in relation to on the terms and conditions set out below and attached to this letter (**Consultancy Service**).
- 1.2 The Consultancy Services to be provided are described in the following document:
 - (a) ILC request for submission dated 29 May 2018 a copy of which is attached and marked as Attachment "B";
 - (b) Your proposal dated 6 June 2018 a copy of which is attached and marked as Attachment "C".

2 TIMING AND REPORTING

- 2.1 The time frame for the Consultancy Services is as follows:
 - (a) Commencement Date: upon execution of this Contract.
 - (b) Completion Date: 31 January 2019

3 SPECIFIED PERSONNEL

- 3.1 The Consultant shall ensure that the following person will undertake the Consultancy Services:
 - (a) Andrew McMahon

4 FEES AND COSTS

- 4.1 The fee payable by the Corporation for the Consultancy Services is a maximum of \$28,400.00 (Goods and Services Tax exclusive). Payment will be made of each milestone described in Attachment

“C” upon its completion and ILC acceptance and 14 days from receipt of a correctly rendered tax invoice to the Corporation.

- 4.2 The Parties agree that the Corporation is not responsible to reimburse the Consultant for any other costs or fees.

5 INVOICE PROCEDURE

- 5.1 An Original Invoice forwarded by the Consultant must be correctly addressed and must include the following information:
- (a) title of Consultancy Services;
 - (b) name of Project Officer;
 - (c) Contract number; and
 - (d) other information as set out in clause 15.5 of the General Conditions for Consultancy Services.
- 5.2 The due date for payment is 30 days after receipt of an original correctly rendered tax invoice to the Corporation.

6 CORPORATION ASSISTANCE

- 6.1 The Corporation shall provide only at the office at which the Project Officer is located and free of charge to the Consultant for the performance of the Consultancy Services, such normal office services and facilities as are reasonably required by the Consultant for the performance of the Consultancy Services.

7 PROJECT OFFICER

- 7.1 The Project Officer is the Corporation’s contact for this Contract for general liaison with the Consultant, supervising performance and recommending payment of the Consultant’s fees.
- 7.2 The Project Officer for this Contract is
Rory Lynch

8 TERMS AND CONDITIONS OF CONSULTANCY


- 8.1 The attached terms and conditions marked “Attachment A” and entitled “GENERAL CONDITIONS FOR CONSULTANCY SERVICES” shall form part of this Contract.
- 8.2 In the case of inconsistency between the terms set out in this letter and the terms of any of the attachments, the order of priority will be:
- (a) first, the terms of this letter; and
 - (b) second, the terms of Attachment “A”;
 - (c) third the terms of Attachment “B”;
 - (d) last, the terms of Attachment “C”.

9 ACCEPTANCE

- 9.1 If you agree to provide the Consultancy Services on the terms set out in and attached to this letter please notify your acceptance by signing, dating and returning the following endorsement.

9.2 On receipt by the Corporation of your acceptance, this letter including Attachments "A" and "B", "C" and your acceptance will constitute the Contract for the provision of the Consultancy Services.

Yours sincerely

 1/8/18

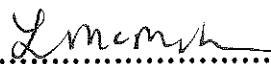
Callum Howell
Eastern Divisional Manager

Endorsement

I, Andrew M Mahon (Name) and NLS
(Name) for and on behalf of A W & L Consultants Pty Ltd, and in accordance with s 127 of the *Corporations Act 2001* (Cth), agree to provide the Consultancy Services described in the above letter in accordance with the General Conditions set out in and attached to this letter.


.....

2/8 / / 2018


.....

Witness

LEANNE McMAHON
.....

Witness's full name

Attachment "A"

GENERAL CONDITIONS OF CONTRACTS FOR CONSULTANCY SERVICES

1 INTERPRETATION

1.1 In these conditions:

"Corporation" means the Indigenous Land Corporation;

"Consultant" means the party performing the Consultancy Services;

"Consultancy Services" means the services to be performed under the Contract.

1.2 Words importing one gender shall include any other gender.

1.3 Words in the singular number include the plural and words in the plural number include the singular.

2 PERSONAL SERVICES

2.1 Where the Corporation and the Consultant have agreed in the Contract that some or all of the Consultancy Services are to be provided or performed by a specified person or by specified persons then the Consultant will do its best to ensure that those services are provided or performed by the person or persons specified.

3 VARIATION OF CONTRACT

3.1 No agreement or understanding varying or extending this Contract, including in particular the scope of the Consultancy Services, shall be legally binding upon either party unless in writing and signed by both parties.

4 NEGATION OF EMPLOYMENT

4.1 Neither the Consultant nor its employees or agents shall by virtue of the Contract be deemed for any purpose to be agents or employees of the Corporation.

5 INSURANCE

5.1 For as long as any of its obligations remain under this Contract, the Consultant agrees to maintain the following insurance:

- (a) Worker's Compensation insurance as required by law; and
- (b) Public Liability insurance to the value of \$10 million per claim or occurrence giving rise to a claim in respect of activities undertaken under this Contract.
- (c) professional indemnity insurance for an amount of not less than \$10 million which may be paid out of any one single claim

6 INDEMNITY

6.1 The Consultant shall indemnify and keep indemnified the Corporation from and against any claim, demand, action, suit or any proceeding that

may be made or brought by any person against the Corporation or the employees or agents of the Corporation or any of them in respect of personal injury to or the death of any person whatsoever; for loss or damage to any property or any other loss of or damage whatsoever arising out of or as a consequence of an unlawful act or a negligent act or omission by the Consultant including any persons under clause 2.1.

7 OWNERSHIP OF CONTRACT MATERIAL

7.1 The property and copyright in all material created in connection with the performance of the Consultancy Services shall vest in the Corporation. The Consultant, its employees or agents shall not without prior approval of the Corporation in writing use any such material other than in the performance of the Consultancy Services.

8 CONFLICT OF INTEREST

8.1 The Consultant warrants that it does not hold any office, possess any property or have any obligation by virtue of any contract or standards which the Consultant must observe in the course of exercising a profession, whereby, directly or indirectly, duties or interests are or might be created in conflict with its duties and interests under the Contract.

8.2 If while performing the Consultancy Services a conflict in the nature of that referred to in subclause 8.1 appears likely to arise, the Consultant shall inform the Corporation immediately in writing.

9 DISCLOSURE OF INFORMATION

9.1 The Consultant acknowledges that the Corporation may be required to provide information in relation to this Contract, as required by the operation of any law, judicial or parliamentary body or governmental agency and accordingly the Corporation can give no undertaking to treat any of the Consultant's information or this Contract as confidential information.

9.2 The Corporation may require the Consultant to keep certain information provided by it as confidential and the Corporation may permit the Consultant to disclose certain information provided by it subject to compliance with any conditions on that disclosure that the Corporation may impose.

10 TERMINATION OR REDUCTION

10.1 The Corporation may at any time, upon giving at least 7 days notice in writing, terminate the Contract or reduce the scope of the Consultancy Services.

10.2 If the Contract is so terminated the Consultant shall as soon as practicable cease the performance of the Consultancy Services and shall immediately do everything possible to minimise loss resulting from such termination. If the scope of the Consultancy Services is so reduced the Consultant shall as soon as practicable reduce work as specified in the notice and immediately do everything possible to minimize loss resulting from such reduction.

- 10.3 If the Corporation exercises its powers under subclause 10.1, it shall pay to the Consultant any reasonable costs incurred by the Consultant and directly attributable to the termination or reduction provided always that the Consultant shall not be entitled to compensation for any loss of prospective profits.
- 10.4 The Corporation shall not be liable to pay compensation under this clause in an amount which would, if added to any sums paid or due or becoming due to the Consultant under the Contract, together exceed the agreed price of the Consultancy Services.
- 10.5 If the Corporation reduces the scope of the Consultancy Services the agreed price of the Consultancy Services shall be reduced in proportion to the reduction in their scope.

11 LAW OF CONTRACT

- 11.1 The Contract shall be governed and construed by the law of South Australia and the Courts of that place shall have non-exclusive jurisdiction to entertain any action in respect of, or arising out of, this Contract.

12 DISPUTES

- 12.1 In the event that any dispute arises between the Corporation and the Consultant in any matter arising from or in connection with the Contract and such dispute is not mutually resolved within one (1) calendar month the dispute may be the subject of court proceedings or may be submitted to an alternative dispute resolution mechanism agreed in writing between the parties.
- 12.2 Notwithstanding the existence of a dispute, each party shall continue to perform its obligations under this Contract.

13 NOTICES

- 13.1 A party giving notice or notifying under this Contract must do so in writing:
- (a) delivered by hand or sent by pre-paid post directed to the recipient's address; or
 - (b) sent by facsimile to the recipient's facsimile number; or
 - (c) sent by email to the recipient's authorised email account.
- 13.2 Where applicable, the parties' address details, facsimile numbers and email addresses are as specified as follows:
- (a) To be advised
- 13.3 A notice given in accordance with clause 13.1 is taken to be received:
- (a) if hand delivered, on delivery;
 - (b) if sent by pre-paid post, 3 Business Days after the date of posting;
 - (c) if sent by facsimile, when the sender's facsimile system generates a message confirming the successful transmission of the total number of pages of the notice unless, within one Business Day after that

transmission, the recipient informs the sender that it has not received the entire facsimile; or

- 13.4 if sent by email, at the time that would be the time of receipt under the *Electronic Transactions Act 1999* (Cth).

14 CLAIMS

- 14.1 Claims by the Consultant for payment under the Contract are to be submitted in accordance with the Contract to the Project Officer.

15 GOODS AND SERVICES TAX (GST)

- 15.1 Subject to this clause, all taxes, duties and government charges imposed or levied in Australia or overseas in connection with this Agreement will be borne by the Consultant.

- 15.2 The amount of the Fees and Costs are exclusive of GST.

- 15.3 Where the Consultant makes a Taxable Supply under this Agreement, the Corporation will pay to the Consultant an amount equivalent to the GST payable by the Consultant on that supply.

- 15.4 The Consultant will, in accordance with the GST Act, give to the Corporation a Tax Invoice, and Adjustment Note if applicable, for any supply of a kind referred to in subclause 15.3.

- 15.5 In this Clause;

“**Adjustment Note**” has the same meaning as in the GST Act and includes a document that the Commissioner will treat as a tax invoice under subsection 29-75(1) of the GST Act;

“**GST**” has the same meaning as in the GST Act;

“**GST Act**” means the *A New Tax System (Goods and Services Tax) Act 1999*;

“**Taxable Supply**” has the same meaning as in the GST Act; and

“**Tax Invoice**” has the same meaning as in the GST Act and includes a document that the Commissioner will treat as a tax invoice under subsection 29-70(1) of the GST Act.

Attachment "B"
ILC SUBMISSION REQUEST



Australian Government
Indigenous Land Corporation



The ILC GROUP

PEOPLE. LAND. OPPORTUNITY.

29 May 2018

Email: amcmahon@ssbsc.com.au

Dear Andrew

Re: Consultant Services — Future Land Use Planning - Merriman Station - Brewarrina NSW

Merriman Station is a 16,500 hectare property approximately 12kms south west of Brewarrina in North West NSW owned by the Indigenous Land Corporation ('ILC'). It was acquired by the ILC in 2006 for development as a shearing training facility for Indigenous youth. The ILC has directly operated the Merriman Shearing School since 2010 and has had significant success in deriving training benefits from the property.

The ILC has recently been engaging with the Ngemba Community Working Party in Brewarrina to develop land use proposals that use Merriman Station to derive benefits for Brewarrina's Indigenous community, and that support the ILC's statutory land acquisition and management functions.

To assist with this, the ILC is seeking a suitably experienced and qualified consultant to work directly with the Ngemba Community Working Party to facilitate and assist in the development of a future land use plan for Merriman Station. As such, you are invited to provide a submission in response to the Scope of Services below and the attached Terms of Reference.

Please provide submissions electronically to: Attn: ILC Officer Rory Lynch - Email: easternoffice@ilc.gov.au by COB **8 June 2018**.

If you require any further information about this project please call Rory Lynch at the ILC's Eastern office on (07) 3854 4600.

Kind regards,

Rory Lynch
Project Advisor

Scope of Services

Contract Deliverables

The primary contract deliverable is the development and completion of a Future Land Use Plan for Merriman Station that at a minimum addresses the attached terms of reference (**Attachment 1**).

The development of this plan is to be informed by a series of workshops conducted in Brewarrina and facilitated by the consultant. Consultants should allow for four workshops. These workshops will initially be with a group nominated by the Ngemba Community Working Party but is likely to evolve throughout the planning process.

At the completion of each workshop, a brief written report shall be provided to the ILC summarising:

1. The activities and outcomes of that workshop; and
2. Progress on development of the draft Future Land Use Plan; and
3. Planned next steps in the consultation process and plan development.

Methodology and Program

Provide a brief overview of how your firm would approach this consultative planning process. If your firm intends to utilise any specific consultative decision making frameworks or methodologies in the development of this plan, please provide details in this section.

Please also provide a draft work program / schedule for the conduct of the workshops and the development of the plan.

Capacity and Quality Assurance

Provide a statement as to the capacity of your firm to carry out the services requested by this brief. Particular emphasis should be given to:

1. Previous relevant experience, particularly in the local area or with similar projects.
2. Details of any formal quality assurance systems that your company may have in place.
3. The experience, capabilities, and qualifications of any key members of staff. That will be utilised in this project

Contractual Arrangements

Engagement of the successful contractor will be via terms and conditions developed by the ILC.

Details and evidence should be provided of appropriate insurances for professional indemnity and public liability to a minimum value of \$10M

Cost

Proposals should provide a lump-sum price, inclusive of all expenses and disbursements (including travel). The ILC is not bound in any way to accept the lowest price submitted for this project.

Hourly rates for additional work outside the quoted scope of services should also be included.

Attachment 1

Terms of Reference

Future Land Use Plan

Merriman Station, Brewarrina NSW

Introduction

A Land Use plan is expected to guide corporations in the development and operation of proposed ventures. Combining elements from the ILC's Business Plan and Property Management Plan Terms of Reference the planning process should seek to capture the vision, financial projections, required resources and projected outcomes of the venture. The plan should also include details of management and maintenance requirements, and assist in identifying and articulating the risks involved and strategies to manage these risks.

The following key elements are to be included in the development of the Future Land Use Plan:

Overview

- a) The Land Use proposal and nature of the business/venture.

Benefits

- a) Outcomes and benefits that the intended business/venture will deliver.
- b) Outcomes and benefits sought from the property in the future, and a realistic indication of how many people are expected to receive benefits.
- c) Training and employment benefits that will result from undertaking the land use (including how many people will benefit).
- d) Include a 3-year projection of these benefits.

The Corporation/Organisation

- a) The intended structure of the corporation/entity in legal, financial and operational terms (existing organisation or new entity).
- b) Organisational profile (people involved, membership, experience, available skills and resources, and main functions and responsibilities).
- c) The key people in the corporation, including an outline of their roles, responsibilities and their stake in the venture.
- d) Skills, qualifications and experience of office holders of the corporation directly involved in the venture or other relevant project areas/industry.

The Business/Venture

- a) The business/venture structure, including a description of any joint arrangement and proposed equity sharing between stakeholders (how the benefits will be delivered).
- b) Human resource planning and development involving training, education and any requirement for outside expertise. Include a description of the individuals involved, staffing levels and management of staff, succession plans and the management of risk associated with management and staff.

- c) Market development strategies required based on enterprise capacity and production. Include any development proposals for alternative market options, key market assumptions for services, production, price and product specification etc. Also include any identified risks and management strategies.
- d) The external influences that affect the venture in terms of the current market environment, method for marketing the services/products, labour requirements and availability and capital demands.
- e) Any existing legal and informal business/venture relationships and arrangements.
- f) The performance of the industry, business/venture or service regionally, with particular regard to any environmental issues that may affect the venture.
- g) Proximity to markets, inputs, labour, expertise, professional assistance.
- h) Any competitive advantage that the enterprise, region, product or service has.
- i) The business/venture partners/stakeholders; their experience and expertise, and the skills and resources they bring to the business/venture.

Financial Analysis

- a) Cash flow budgets for a minimum of three years and preferably five years. Cash flow budgets should reflect the specific enterprise or project planning undertaken rather than industry averages or benchmarks and be based on conservative estimates, including GST. Included should be a verifiable explanation of how the assumptions have been made.
- b) Sensitivity analysis based on key assumptions such as price, expenses, productivity, interest rates etc.
- c) Break even points for the key products/enterprises.
- d) Industry benchmarks and comparative analysis of enterprise and business/venture projected performance against local, regional and industry benchmarks.
- e) Analysis of liquidity and debt servicing ability.
- f) Details of income sources, confirmed and proposed/forecast.
- g) Level of investment of applicant(s) and partners in the business/venture including direct financial investment and investment of plant and equipment.
- h) Finance structure and any repayment schedule.
- i) Potential risks to financial performance and how such risks will be minimised and managed.
- j) If the corporation already conducts a business/venture, include the last three years' profit and loss statements, balance sheets and a statement of assets and liabilities.

Property

- a) Zoning and compatibility of intended business/venture or land use (and extent across property).
- b) Land condition and capacity to meet business/venture requirements (e.g. carrying capacity, current and historical stocking rates, land management issues, erosion, feral animals, weeds).
- c) Natural and cultural heritage values on or adjacent to the property.
- d) Physical infrastructure and assets (e.g. buildings, fences, watering points, sheds), plant and equipment (e.g. tractors, electronic equipment, furnishings and fittings, workshop equipment) and their condition.
- e) Detail any expected CAPEX requirements in the first three years of operating.

Landholding responsibilities

- a) Legislative responsibilities (e.g. weed control, bushfire management, workplace health and safety).
- b) Other landholding responsibilities (e.g. insurance, council rates).

- c) Details of any restrictions on land uses (e.g. covenants, actions requiring referral to the Minister under the Environment Protection and Biodiversity Conservation Act 1999, vegetation clearing).

SWOT analysis

Strengths, Weaknesses, Opportunities and Threats relating to:

- a) Business/venture and Property (including physical resources and assets)
- b) Intended land use activities (and other income-generating activities),
- c) Natural resources and Cultural/Natural heritage values on the property,
- d) The Indigenous organisation (including human resources, policies and procedures), and
- e) Expected benefits.

Risk assessment and management

- a) Identify risks and outline relevant risk management strategies, particularly relating to land use activities, environmental aspects, governance, expenditure, administration, succession and natural disasters (e.g. drought).

Property management and maintenance

- a) Emergency corrective maintenance (work that must be done immediately for health, safety or security reasons or to prevent rapid deterioration).
- b) Corrective maintenance (bringing land / building / infrastructure up to an acceptable standard for the intended land use).
- c) Planned maintenance (work to prevent failure).
- d) Legislative and regulatory requirements such as fire evacuation procedures, fire breaks, and occupational health, safety and welfare obligations.
- e) Building Maintenance, including development of an asset register, routine maintenance of services, and regular servicing of plant and equipment.
- f) Infrastructure maintenance including external and internal building inspection and repair, boundary fences and water points.
- g) Environmental management, including vegetation management, soil conservation, water use and management, pest and weed control, ecological sustainable practices and grounds keeping.

Attachment "C"
YOUR PROPSAL



Attention: Mr Rory Lynch
ILC Officer
Eastern Office – Indigenous Land Corporation

6 June 2018

Reference; Quote: MS-B:0618

Dear Rory,

We are pleased to provide our proposal for business support services to be provided to: -

Ngemba Community Working Party - Brewarrina

Our understanding of the scope is the development of a Future Land Use Plan for Merriman Station. The planning process will involve a series of no less than four workshops with the Ngemba Community Working Party to identify relevant information & documentation relating to the plan.

At the completion of each workshop, a brief written report shall be provided to the ILC summarising:

1. The activities and outcomes of that workshop; and
2. Progress on development of the draft Future Land Use Plan; and
3. Planned next steps in the consultation process and plan development.

Please note: We have not put defined completion dates to milestones as no commencement date has been advised however, SSBS do not anticipate scheduling difficulties for this assignment.

Should you have any queries or questions, please feel free to contact us.

Kind Regards

Andrew McMahon
CEO/PRINCIPAL ADVISER
Mobile: 0409 443 816
Email: amcmahon@ssbsc.com.au
Web: www.ssbsc.com.au



INTRODUCTION

Strategic Small Business Solutions (SSBS), a Supply Nation certified and 100% Indigenous owned business, welcome the opportunity to submit the following proposal to Indigenous Land Corporation for the development of a Future Land Use Plan for Merriman Station for the Ngemba Community Working Party.

SSBS are result oriented and our unique point of difference is our relationship building skillset.

SSBS believe the Workshops and planning processes add real value to determine the viability of such projects and warrant a well-considered approach to ensure it meets your needs.

SSBS are an independent Aboriginal consultancy firm committed to sustainable economic development within Aboriginal communities throughout Australia. We have worked with multiple Government Departments and Agencies over the past twelve years to support small business growth and management within the Indigenous community.

We have an extensive range of services however at its core SSBS's purpose is to empower the Indigenous community through sustainable business management practices.

Fundamental to SSBS policy is value for money. Throughout this proposal we will demonstrate our commitment to deliver results without compromising on quality.

SSBC work extensively and collaboratively with Aboriginal communities and organisations, as well as Government Departments and Agencies. We manage projects and assist businesses to manage projects, and accordingly we have the expertise required to provide you with an informative Future Land Use Plan and implementation framework for consideration.

Quality Assurance Program – Evaluation Framework

SSBS will apply its Quality Assurance Program

- High level culturally appropriate strategic key stakeholder engagement
- Effective management of the consultation process
- Efficient organisation and coordination
- Seek regular feedback from relevant key stakeholder to measure progress, results and outcomes, and
- SSBS endeavour to, where possible, follow up on completed projects to evaluate outcomes versus objectives.

Statement of Skills and Experience

SSBS have the capacity to meet the project requirements due to our extensive experience. Our director and staff will be 100% committed to and engaged in this business support. SSBS possess extensive experience in strategic business planning via;

- Being a preferred business consultant for Indigenous Business Australia (IBA)
- Provision of business advisory services including, business planning, feasibility studies, mentoring, skills transfer and development strategies
- Planning, organising and implementing strategic objectives
- Extensive project leadership experience in meeting objectives, strict time frames and deadlines
- SSBS can and do work independently
- Deliver detailed professional reports
- Extensive long-term engagement with members of the Aboriginal business community
- Skilled in dealing with culturally sensitive issues, and
- Agility and flexibility.



THE SSBS TEAM

Andrew McMahon - Founder, CEO and Principal Advisor

Andrew is a tenured business consultant with over 30 years' experience in business management and has worked with leading organisations including Cadbury Schweppes, Dairy Farmers, Staples and Prosperity Advisers (an International Accounting Firm) to develop, strengthen and apply the core business skills attributed to his success.

Andrew's core capabilities include, but are not limited to:

- Economic Development strategies
- General Business Management
- Feasibility Studies & Business Planning
- Financial, Operational, Marketing & Strategic Skills Transfer
- Sales & Marketing
- People and contractor management
- Mentorship
- Project Management
- Community & Stakeholder Consultation & Engagement
- Grant & Tender Applications and
- Change Management

Andrew's professional qualifications include: -

- Business Management
- Accounting, and
- Training and Assessment

Following his passion, in 2005 Andrew enthusiastically founded his consultancy firm Strategic Small Business Solutions to enable him to apply his own skills and experience for the betterment of the Aboriginal community.

Being a proud descendent of the Wiradjuri Nation, Andrew possesses a combination of inherent and learnt cultural sensitivity that ensures all Aboriginal engagement includes due respect, appreciation for time and assistance and acknowledgement of connection to country.

Andrew believes his greatest attribute is his propensity for building strong long-term relationships in Aboriginal and non-Aboriginal communities.

Recent Engagements

- | | |
|--|--|
| • Indigenous Business Australia | Business Planning |
| • New South Wales Aboriginal Land Council | Business Planning |
| • Dept Aboriginal & Torres Strait Island Partnership | Feasibility Study |
| • NSW Federation of Housing | Workshop Development & delivery |
| • Oorala Aboriginal Centre (UNE) | Development of Project Management Tool |
| • South West Indigenous Corporation | Project Manager |



Leanne McMahon – Assistant Advisor

Leanne is a Business Advisor with more than eight years' experience at Strategic Small Business Solutions. Leanne works primarily on SSBC's Indigenous Economic Development projects and liaises with Aboriginal people at all levels providing mentoring and skills transfer to foster sustainable business management to ultimately deliver economic development skills within Indigenous communities.

Leanne's core capabilities include, but are not limited to:

- MYOB Subject Matter
- Reckon Subject Matter
- Business Acumen
- Report Development
- Project Management

Prior to 2009 Leanne undertook Aboriginal Studies at the Wollatuka School, combined with Community Health & Welfare and a Business Unit at the University of Newcastle.

Recent Engagements

- | | |
|--|----------------------------|
| • Indigenous Business Australia | Business Planning Research |
| • New South Wales Aboriginal Land Council | Business Planning Research |
| • Dept Aboriginal & Torres Strait Island Partnership | Feasibility Study Research |
| • South West Indigenous Corporation | Assistant Project Manager |

Rebecca McTavish – Consultant

Rebecca is tenured financial industry professional of 13 years. Rebecca currently works in the areas of Risk, Compliance, Assurance Governance for a leading financial firm. Rebecca has a thorough understanding of Government policy and its application to industry. Rebecca has extensive experience in policy development, strategic planning, project management and process design. Rebecca is politically astute, a core requirement of her profession. Rebecca holds a Diploma of Financial Services and is currently completing a Diploma of Human Resources Management.

Recent Engagements

- | | |
|-------------------------------------|--|
| • Oorala Aboriginal Centre (UNE) | Development of Project Management Tool |
| • Indigenous Business Australia | Tender writing guide |
| • South West Indigenous Corporation | Industry research assistance |

Louise McMahon – Consultant

Louise is seasoned Account Manager of more than 10 years and has extensive experience in Federal and State procurement and program management practices. More recently Louise transferred her skills and capabilities to Project Management, working on complex multinational projects across Asia Pacific, Europe and the US. Louise is conversant with the PIMBOK methodology. Louise holds a Bachelor of Business Management and Tourism.

Recent Engagements

- | | |
|-------------------------------------|--|
| • Oorala Aboriginal Centre (UNE) | Development of Project Management Tool |
| • Indigenous Business Australia | Tender writing guide |
| • South West Indigenous Corporation | Market research assistance |



EXPERIENCE

Strategic Small Business Solutions have worked (and more recently) on a number of successful engagements with Indigenous Business Australia, Prime Minister & Cabinet, NSW Aboriginal Land Council, North West Lands Trust and the Balonne Shire Council (QLD) together with projects for Aboriginal Corporations.

These engagements have delivered outstanding results and demonstrate our business aptitude, economic skill, political incisiveness and stakeholder engagement.

Brewarrina Shire Experience and Knowledge

SSBS have previously worked on a long-term business mentoring project with a leading Brewarrina Elder. SSBS are familiar with the Shire, the town and the local Aboriginal people.

SSBS had the opportunity to form relationships with the Brewarrina Shire Council Mayor, Phillip (Ocker) O'Connell, local Councillors and the CEO Jeff Sowiak whilst we were engaged to conduct Workshops and extensive community consultation and business planning development in Goodooga (further detail below). SSBS are able to draw on our relationships to achieve desired outcomes.

SSBS are familiar with the Merriman Station Shearing School and have gained that knowledge from St George and Bollon Elders and TO's with long working histories in the sheep industry. We have a connection to Laurie Bateman, currently a Police Liaison Officer with an ILC employment history and valuable knowledge of the Shearing School.

Balonne Shire Council (auspice body to Department of Natural Minerals and Resources, QLD)

SSBS were engaged by Balonne Shire Council to establish and develop an Indigenous Business Incubator Hub in South West Qld encompassing Hebel on the NSW border through to Mitchell QLD. The successful project was/is St George based and during our time on Country to date, successful long-term relationships have been formed and extensive valuable knowledge shared and accrued from TO's, Elders, community and Aboriginal business owners.

The project emerged out of the Murray Darling Diversification Program. SSBS are familiar with the high importance of Cultural Water and the Water Resources Program.

Indigenous Business Australia

SSBS have recently completed a comprehensive Strategic Business Plan for Indigenous Business Australia (IBA) in which ILC are key stakeholders. The plan was developed for Sunrise Group and is available for review (refer Steve Smith).

To date SSBS have worked with over 70 clients of IBA and continue to do so with various IBA offices in NSW, ACT and QLD. SSBS also have also been engaged to facilitate business workshops for IBA clients. Standout client successes involve working with a client to gather information to develop a business plan for a start-up security business and secure significant loan funding from IBA to move forward. Further mentoring of the client, who possessed extensive knowledge of the security industry, assisted in the client being awarded the highest valued Federal Government contract with to an Indigenous Business.

Further, SSBS successfully transferred skills to an IBA client who required assistance in improving the financial operations of his busy legal practice. The client advised that the transition to a time saving functional financial recording system was helpful in his attaining the senior counsel qualification he now holds.



Prime Minister & Cabinet

SSBS have worked closely with the Department of Prime Minister and Cabinet (PM&C) on a proposed construction of a general store for a remote Indigenous community in Goodooga Western NSW.

SSBS were engaged as Project Managers and Community Consultation Consultants working to bring to fruition a concept that has been ten years in the making. SSBS successfully engaged with key stakeholders of the project and prepared (on behalf of the Aboriginal community) a Community Led funding application for PM&C. Currently the project is a highly collaborative venture and awaits the approval/non-approval of funding from Minister Scullion.

New South Wales Aboriginal Lands Council

SSBS were engaged by New South Wales Aboriginal Land Council (NSWALC) to prepare a comprehensive and detailed feasibility study and business plan for the Goodooga General Store Project. The business plan was an opportunity to provide, in detail, the scope of the project in its entirety including but not limited to;

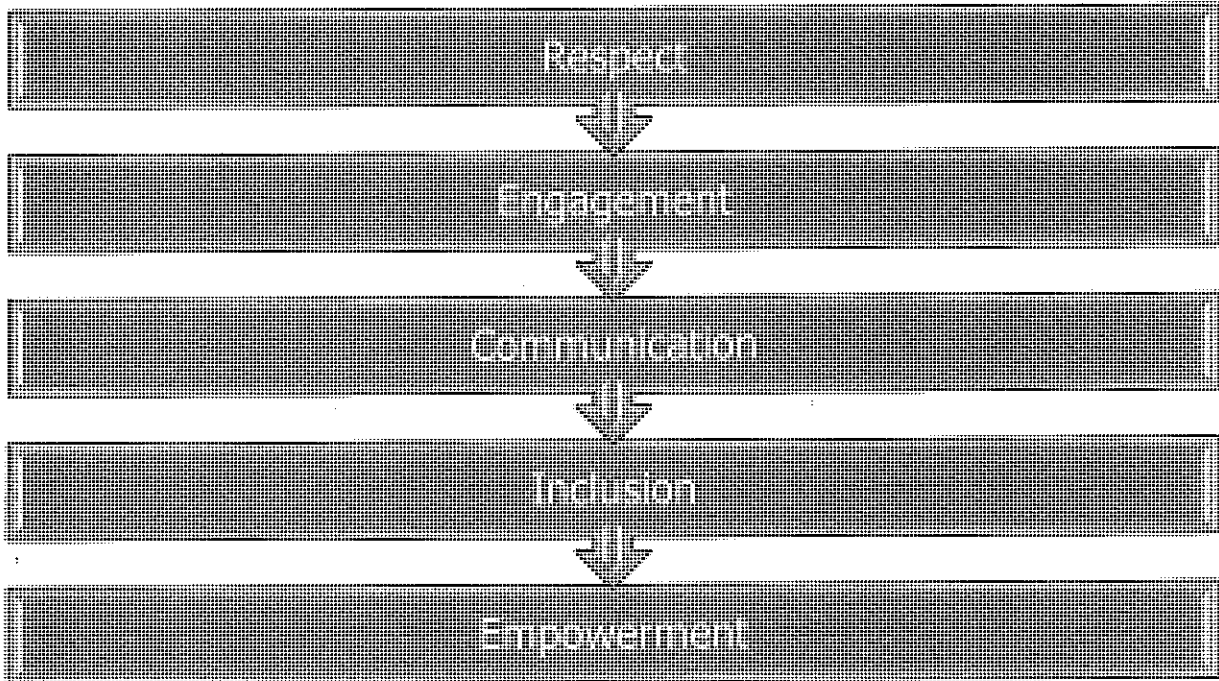
- Financial projections
- Social Impact
- Operational Structure
- Construction costings
- Governance, and
- Evaluation.

The business plan was submitted with the Community Led funding application for the Goodooga General Store Project. Inclusive engagement to ensure a positive outcome for communities and key stakeholders through an open and transparent consultation process was SSBS's core objective.



APPROACH

SSBS propose the following approach to developing your Future Land Use Plan: -



We anticipate the project to include (but not limited to) the following areas:

- Research relevant information relating to the project
- Conduct a key stakeholder workshop with Ngemba Community Working Party to identify their vision, community benefits and areas relating to the proposal
- Conduct research and identify options for land use and a proposed business model
- Conduct a 2nd key stakeholder workshop with Ngemba Community Working Party to present research findings & gain consensus on their proposed use of the land and a business model
- Develop a preliminary draft business plan and financial modelling
- Conduct a 3rd key stakeholder workshop with Ngemba Community Working Party to present and gain consensus of the proposed plan and financial modelling
- Identify & develop risk mitigation and management strategies
- Delivery of completed Future Land Use Plan.

The results of the research and planning process will help to determine whether the concept(s) will be commercially viable.



METHODOLOGY FRAMEWORK

Milestones	Phase	Activity	Completion Date
1	Research & Analysis	<ul style="list-style-type: none"> • Identify key stakeholders • Contact key stakeholders & identify <ul style="list-style-type: none"> ▪ Roles ▪ Responsibilities ▪ Outcomes and ▪ Expectations • Review current business financials, operations & activities • Review infrastructure, plant & equipment and assets • Identify existing legal and informal business/venture relationships and arrangements • Identify restrictions on land uses (e.g. covenants, actions requiring referral to the Minister under the Environment Protection and Biodiversity Conservation Act 1999, vegetation clearing) • Identify possible land use options 	TBA
2	Workshop 1	<ul style="list-style-type: none"> • 1st community consultation and key stakeholders workshop to identify; • The communities vision & values for the business venture • Proposed land use opportunities (what do you want to do on it) • Proposed ownership/structure model (who-partners/joint venture etc.) benefits • Financial expectations of the business venture (will it be viable) • Proposed Governance model (how will it work) • Key operational stakeholders (who will manage the operations) • Key operational stakeholders roles & skill set (who do you need) • Anticipated outcomes <ul style="list-style-type: none"> ▪ Social benefit to the community ▪ Culture & heritage benefit to the community ▪ Financial benefit to the community ▪ Training & employment opportunities • Identify immediate building infrastructure maintenance, upgrades or safety & security issues • Identify immediate land infrastructure maintenance, upgrades or safety & security issues • Identify future maintenance, upgrades or safety & security issues • Prepare & provide report to ILC 	TBA
3	Research & Analysis	<ul style="list-style-type: none"> • Possible land usage options • Develop ownership/structure model options • Develop Governance model options • Zoning and compatibility of land (extent across property). • Land condition and capacity <ul style="list-style-type: none"> ▪ Carrying ▪ Capacity ▪ Current and historical stocking rates ▪ Land management issues ▪ Erosion ▪ Feral animals ▪ Pest & weeds • Natural and cultural heritage values on or adjacent to the property • Research external influences that may affect the venture <ul style="list-style-type: none"> ▪ Proximity to markets ▪ Inputs ▪ Labour ▪ Expertise & professional assistance requirements • Legislative responsibilities & obligation (local, state & federal) • Prepare presentation for review at second workshop 	TBA



Milestones	Phase	Activity	Completion Date
4	Workshop 2	<ul style="list-style-type: none"> • 2nd community consultation and key stakeholders workshop to; • Present & confirm ownership/structure model options (who-partners/joint venture etc.) • Present & confirm governance model options • Workshop external stakeholder role & inputs <ul style="list-style-type: none"> ▪ Financial ▪ Operational ▪ Skills & expertise ▪ Other • Workshop operational plan <ul style="list-style-type: none"> ▪ Financial skills & experience requirement ▪ Identify & confirm management & staffing skills & experience requirement ▪ Identify buildings, asset & maintenance schedule ▪ Identify OH&WS management – requirements • Workshop land & environment management plan <ul style="list-style-type: none"> ▪ Environment management strategy: soil conservation, vegetation, weed & pest control ▪ Fire mitigation strategy ▪ Water control/management strategy ▪ Prepare & provide report to ILC 	TBA
5	Develop Draft Plan	<ul style="list-style-type: none"> • The business/venture partners/stakeholders; their experience and expertise, and the skills and resources they bring to the business/venture • Develop preliminary financial modelling <ul style="list-style-type: none"> ▪ Revenue projections ▪ Production capability & capacity analysis ▪ Assumptions validating projections ▪ Profit & loss ▪ Cashflow ▪ Balance sheet ▪ Sensitivity & breakeven analysis ▪ Industry benchmarks (if relevant) ▪ Capital requirement ▪ Debt servicing options & ability ▪ Key stakeholder investment levels • Develop preliminary operational modelling <ul style="list-style-type: none"> ▪ Organizational structure ▪ Objectives ▪ Strategies ▪ Social impact ▪ Outcomes ▪ Management & operations plan – financial/staffing/marketing/strategic alliances ▪ Environment management strategy 	TBA
6	Workshop 3	<ul style="list-style-type: none"> • 3rd community consultation and key stakeholders workshop to; • Present draft framework of plan • Seek feedback & input • Prepare & provide report to ILC 	TBA
7	Develop	<ul style="list-style-type: none"> • Identify & develop risk mitigation management strategies for <ul style="list-style-type: none"> ▪ Governance ▪ Land management ▪ Financial management ▪ Administration ▪ Succession planning ▪ Natural disasters (floods/droughts) • Identify critical success factors 	TBA
8	Workshop 4	<ul style="list-style-type: none"> • 4th community consultation and key stakeholders workshop to; • Present final Future Land Usage Plan • Prepare & provide report to ILC 	TBA



MILESTONES & TIMEFRAME

SSBS propose the following timeline for the project.

Milestone	Deliverables	Timeframe
1	Research & analysis	TBA
2	1 st key stakeholder workshop	TBA
3	Research & analysis	TBA
4	2 nd key stakeholder workshop	TBA
5	Develop draft plan	TBA
6	3 rd key stakeholder workshop	TBA
7	Develop risk mitigation management strategies	TBA
8	4 th key stakeholder workshop - Delivery of completed Future Land Usage Plan	TBA

Our aim is to complete the project in the shortest possible timeframe.

QUOTATION

The below quotation incorporates 4 on-site Workshops, communication, teleconferences and associated travel disbursements. Please note that if additional on-site or off-site meetings are required, we will require approval in writing.

Milestone	Outcome	Sub-Total	GST	Total
1	Research & analysis	\$2,000.00	\$200.00	\$2,200.00
2	1 st key stakeholder workshop	\$3,725.00	\$372.50	\$4,097.50
3	Research & analysis	\$3,000.00	\$300.00	\$3,300.00
4	2 nd key stakeholder workshop	\$3,725.00	\$372.50	\$4,097.50
5	Develop draft plan	\$7,500.00	\$750.00	\$8,250.00
6	3 rd key stakeholder workshop	\$3,725.00	\$372.50	\$4,097.50
7	Develop risk mitigation management strategies	\$1,000.00	\$100.00	\$1,100.00
8	4 th key stakeholder workshop - Delivery of completed Future Land Usage Plan	\$3,725.00	\$372.50	\$4,097.50
Total		\$28,400.00	\$2,840.00	\$31,240.00

Payments schedule:

Payment due at the completion of each milestone.



REFEREES

- Jyi Lawton** Team Leader, Start-Up and Development & Engagements
 Indigenous Business Australia
 p. 07 3051 1020
 m. 0447 117 292
- Edwina Chen** Manager Program Implementation
 New South Wales Aboriginal Land Council
 p. 02 9689 4419
 m. 0422 452 818
- Alison Bentick** Senior Advisor, NSW Western Region
 Department of Prime Minister and Cabinet Indigenous Affairs
 p. 02 5852 1009 m. 0427 271 540
- Chris Halligan** Director
 Sunrise Group Aboriginal Corporation
 m. 0403 728 920
- Jamie Gorry** Director, Community & Environment Sustainability
 Balonne Shire Council
 p. 07 4620 8822 m. 0429 599 117
- Anthony McAvoy** Senior Counsel & NSW Barrister
 McAvoy Senior Counsel Frederick Jordan Chambers 53 Martin Place Sydney NSW 2000
 p. 02 9229 7395

*Additional references available upon request

Insurances

Insurer	Policy type	Policy No.	Limit	Expiry Date
AIG	Public Liability	9646876CMB	20 million	23/11/18
Bizcover	Professional Indemnity	SOB/11684/000/1611	10 million	23/11/18
I CARE	Workers Compensation	119940801	Covers all employees	23/11/18

