

Ngemba Community Working Party
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30 August 2020

Indigenous Land and Sea Corporation
GPO BOX 5212
Brisbane QLD 4001

Mark Denning
Eastern Divisional Manager

Dear Mark

Re: Future land use management plan and creation of a suitable entity to hold future title of Merriman Station

We write in response to your letter dated 18 August 2020 regarding our consultation with the Brewarrina community on the future use of Merriman Station.

As the lead organisation representing the needs of the Brewarrina First Nations community on the Murdi Paaki Regional Assembly for the Murdi Paaki Region, the Ngemba Community Working Party (NCWP) has always been and still are the best placed body to facilitate this work on behalf of the Brewarrina community. Over the past two years, we have been working actively in our volunteer capacity to develop a Future Land Use Management Plan that will ensure the most benefits to the greatest number of First Nations community members through the lease and ownership of Merriman Station. We have developed strong relationships and potential partnerships with a wide range of regional service providers and industries to ensure benefits will flow to all First Nations groups and individuals in Brewarrina, enabling participation and training in a range of business ventures.

We understand there are several action items requested by the ILSC, as outlined in emails over the past year, that are still outstanding. This letter outlines our efforts to date to deliver on these action items, as follows:

- 1. Send RJ the current Murdi Paaki Regional Plan.**
- 2. Send RJ the current Ngemba Community Action Plan.**

Grace Gordon, Chair NCWP, emailed these plans to Mark Denning and Richard Johnston on 24th August and as a follow-up, to Christopher Martin on 26th August. These plans are both available freely on the Murdi Paaki Regional Assembly website (<https://www.mpra.com.au/>) for interested community members and departmental representatives to access at any time.

3. Ngemba to write a business plan for using Merriman Station as a conference facility and send it to RJ.
8. Details of any additional aspirations regarding the future use of Merriman that were not addressed in the FLUMP that the NCWP would like the ILSC consider prior to the development of a lease.

Future aspirations for the Merriman property include the use of the station as a conference facility, as a meeting place for regional governance bodies, for scholarships and training opportunities and for possible businesses relating to food security and cultural activities, such as tours. These have all been discussed in detail with Strategic Small Business Solutions and members of the ILSC over the last 2 years. Please find attached the Merriman Future Use Plan which has some detail filled in to outline the intended use of Merriman. Further detail will be added when there is a clear indication of what will be happening with the lease. The NCWP request an extension of time and some additional support if a more comprehensive business plan is required at this stage beyond the information included in the Future Land Use Management Plan and the attached template.

4. 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.
7. Any minutes or notes regarding implementation of the FLUMP since NCWP confirmed finalisation of the plan 27 September 2019
9. Copy of the meeting dates, attendance and minutes on matters related to the future use of Merriman Station for the NCWP monthly meetings between July 2019 and June 2020. (new item) *

As the peak representative body for the First Nations Brewarrina Community, The Ngemba Community Working Party takes its direction from and reports to the Murdi Paaki Regional Assembly. In this capacity, the NCWP has been recognised by State and Federal departmental bodies (including the NSW Department of Aboriginal Affairs and NIAA - previously PM&C) and other key service providers for many years now. The Murdi Paaki Regional Plan and Community Working Party Action Plan give direction on how consultation is conducted within community through the NCWP, which always works with the Murdi Paaki Regional Assembly code of conduct. Any issues with this entrenched and award-winning Regional governance structure can be addressed to the Assembly.

The Ngemba Community Working Party has a constitution according to which it conducts business. This constitution declares membership of the NCWP to be open to any and all Brewarrina Community members. From the beginning of its current structure in 2014, the NCWP worked with NIAA (then PM&C) to hand deliver invitations to meetings to every service provider in the community. Meetings are held on the last Wednesday of every month, as is commonly known throughout the community. The NCWP runs to this schedule and always operates with quorum. Community consultation on the Future Land Use Management Plan was conducted in these meetings with

additional word of mouth advice that the consultation would be held. Strategic Small Business Solutions made the decision that this level of consultation was appropriate.

Additional minutes specific to Merriman Station and the FLUMP are noted on the attachment provided.

In addition to community consultation on the FLUMP, the NCWP has worked throughout the last two years to bring in service providers and external agencies to ensure that activities at Merriman Station will bring the most benefit to the First Nations community. We have had initial conversations with considerable interest in partnerships with the following organisations: Rural Fire Service, REDI.E (Regional Enterprise Development Institute), TAFE NSW, Aboriginal Affairs NSW, MPRA (Murdi Paaki Regional Assembly), NTSCORP (Native Title Service Corporation) Ngemba Ngiyamppa Wongaipon Weilwan Prescribed Body Corporate.

We would also like to note, in response to the stated concerns about the consultation process, that the NCWP has its own complaints procedures, as outlined in the constitution. Any complaints need to come to the Chair so we can address issues directly first, before they are escalated further. Preceding your letter, we had not received any correspondence outlining complaints.

5. **An 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.**
6. **An outline of the election process for all elected positions within the entity.**

As we have previously stated, we request a solid commitment from ILSC that we will be definitely be granted the lease and also that Western Lands will be able to convert the lease from a grazing lease to include all of the business types we are planning to undertake. Given that we operate the NCWP from a completely voluntary capacity while also in full-time employment, it is only when we have this commitment that we will be in a position to create an entity and register as a board.

We thank you for the opportunity to so far to lead our community in this incredibly important venture which will be of great benefit to the First Nations community in Brewarrina now and into the future.

Grace Gordon *Grace Gordon*
 Chair
 Ngemba Community Working Party



2020

Merriman Pastoral Station business plan



Summary

Beef is the fastest growing Australian export to China.

MPRA and NNIC sees the opportunity. Ngemba Nation Indigenous Corporation will use Merriman station to target this opportunity through the implementation of the land use plan developed in 2018.

The Primary purpose of the business is to Profitably offer cattle adjustment services, grazing and fattening services to quality clients with global market presence who sign a 5 X 5 year service agreement from 2021 to 2031

With the assistance of Murdi Paaki Regional Assembly NNIC has found a client and is ready to transition Merriman station from Indigenous Land and Sea Corporation back to ownership by the community by profitably operating the station for 3 years

Table of content

Company Snapshot	3
Business model	4
	5
Industry Facts	
Industry overview	6
	6
mission	6
vision	6
	6
Goals	6
Critical success factors	6
	8
Customers	10
	11
	11-15
	15
	17
	18
	19-25
	26-28
	29-31
	30-33
	34
	34
	35

Business snapshot

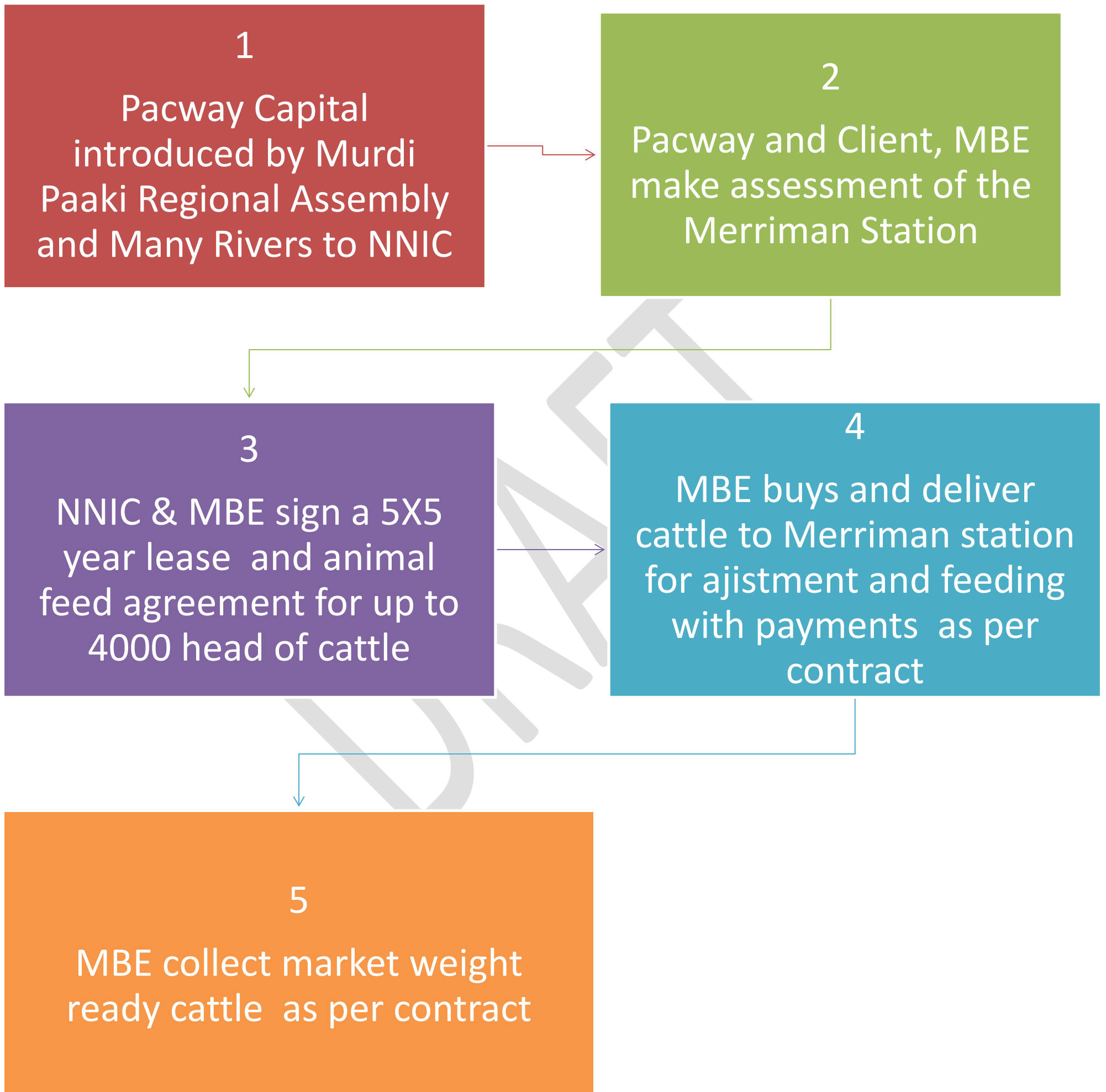
Legal name	Ngemba Nation Indigenous Corporation
ABN	
Business Address	
Business mission	The mission of the business is to Profitably offer cattle adjustment services ,grazing and fattening services to clients who sign a 5 year by 5 service agreement from 2021 to 2031
Vision	To be seen by 2030 as the organization that inspired indigenous land owners to become the biggest angus cattle producers in Australia
Size of property	Merriman Station is a 16,500-hectare property made up of five lots and is located at 9518 Tarrion Yarrowin Road Brewarrina. Approximately 12kms south west of the town of Brewarrina in North West NSW.
Water availability	<ol style="list-style-type: none"> I. Has 42 km of river frontage II. Two water licences for agricultural use III.
Proposed Herd size	<ol style="list-style-type: none"> A. For 2021-2022-1000 cattle in stage 1 B. For 2022-2023-1000 2500 cattle in stage 2 C. For 2024-2025 3000-400cattle in stage 3
Type of cattle	Angus cattle
Proposed fee per cattle	\$4-\$5 per week per cow
Asset improvements by owners	<ol style="list-style-type: none"> 1. Immediate upgrade to cattle fencing 2. Immediate upgrade of cattle loading bay 3. Immediate upgrade of current stockyard 4. Improvements on the houses on the farm 5. Study market and make application for feedlot licenses
Proposed Employees	<ol style="list-style-type: none"> A. Hire 1 Station manager B. Hire 3 cattle station hands
Clients obligation	<p>Clients provide-</p> <ol style="list-style-type: none"> A. The cattle and sheep for adjustment and fattening B. Client pays \$4-\$5 per cattle pw or \$0.08-\$1 per sheep pw. C. Client pays for cattle feed and compliments D. Client pays for wages of employees looking after animals E. Client provides management methodology of yhe feeding and animal car program on the property F. Pay for any water used from the water allocation
Complimentary business	Training in cert. II and cert.III in agriculture through an RTO training facility use agreement
Primary Land use	<p>Description Class 01440 Sheep-Beef Cattle Farming</p> <ul style="list-style-type: none"> • Agistment Service - Cattle • Beef Cattle Breeding, Farming Or Grazing • Beef Cattle Farming • Beef Cattle Farming And Grazing • Beef Cattle /sheep Grazier • Buffalo, Domesticated, Grazing • Cattle Agistment Service • Cattle Farm/sheep farm
Outlook	<p>Rate of return to total capital-2015-2019 is 5.30%</p> <p>Rate of return for top 25 beef produces in 2015-2019 is 9.30%</p> <p>The 10 year rend for the industry has consistently been up</p>

Employment projections

Year	2020	2021	2022
Projected Number of Employees	4	8	12
Projected no. of indigenous staff employed	3	7	11
Projected no. non indigenous employees	1	1	1

Beef is the fastest growing Australian export to China.

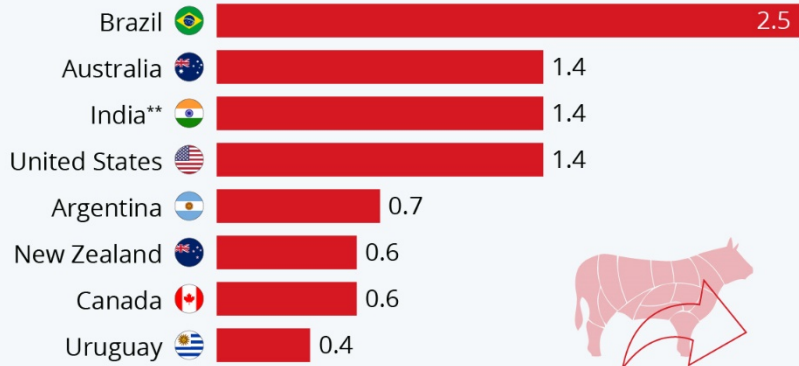
Business Model



Industry facts

The Biggest Exporters of Beef in the World

Export volume of beef and veal in 2020*, by country (in million metric tons)



* Forecast as of April 2020
 ** Includes other bovines (water buffalo)
 Sources: US Department of Agriculture; USDA Foreign Agricultural Service

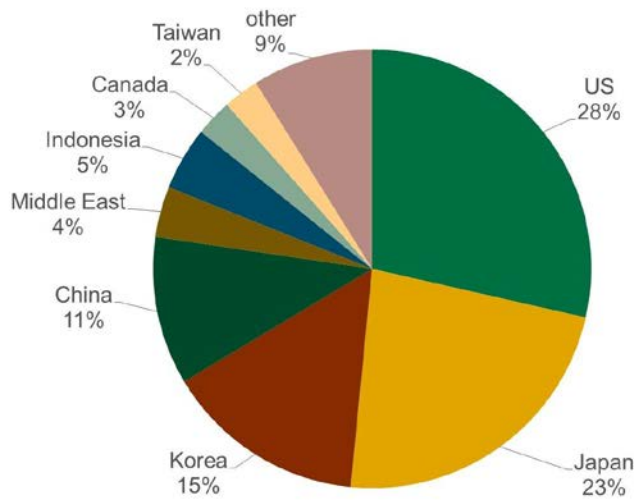


Key facts about the industry

Herd size	28 million head
Percent exported	60%
Beef Exports	\$5 billion
Live Exports	\$600 million
Producers	40,000
Herd size	28 million head
Percent exported	60%

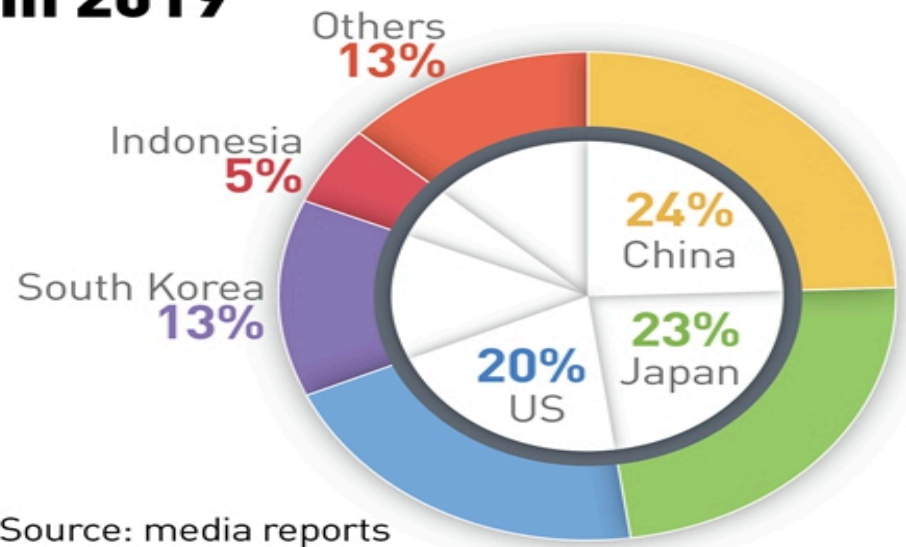
Australian beef exports 2015-16

Total = 1.17 million tonnes swt (2015-16)

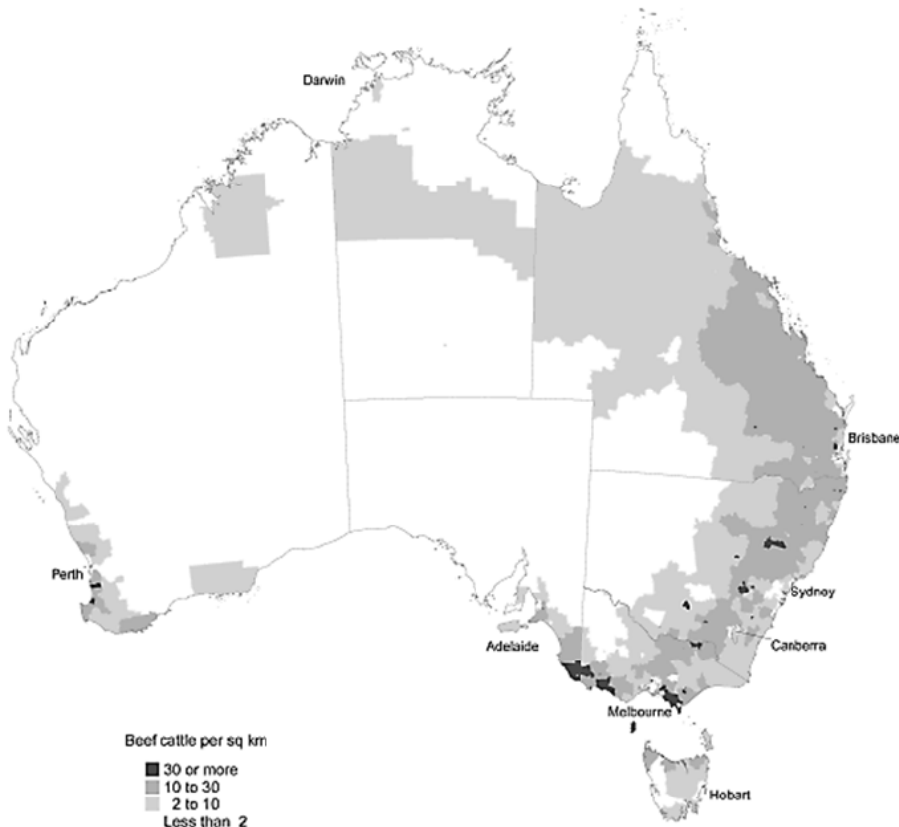


Source: DAWR

Australia's beef export in 2019



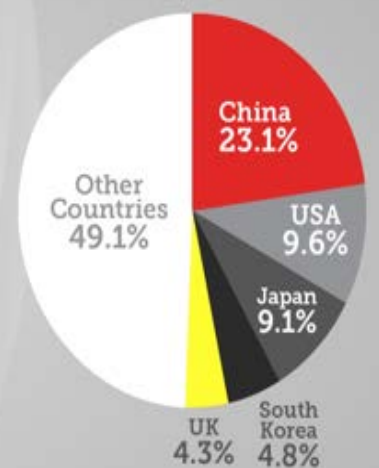
Source: media reports
 Graphics: GT



Top 5 Trading Partners

2016-2017

	China	\$155b
	USA	\$64b
	Japan	\$61b
	South Korea	\$32b
	UK	\$29b



Source: DFAT

Market overview

Australia produces only 3% of global beef production, but accounts for around 17% of world trade and has remained one of the largest exporters for over seven decades.

The global beef trade went through rapid change in the 1990s – roughly doubling in the decade to 2005 and almost again in the decade to 2015.

Australia exported 1.4 million CWT of beef in 2019.

China has overtaken Japan as the top destination for Australian beef exports, with shipments surpassing 300,000t SWTt up 84pc year-on-year.

This increase was underpinned by African swine fever and a swelling affluent consumer class.

Demand from China is expected to continue to grow in the immediate and long term

Mission	The mission of Ngemba National Indigenous corporation is to Profitably offer cattle adjustment services ,grazing and fattening services to clients who sign a 5 year by 5 service agreement from 2021 to 2031
Our Vision	To become the leading example of a community that sustainably generate wealth and employment in the community through self determination
Why this business?	<p>As Ngemba Nation Indigenous Corporation We want to run our own business because –</p> <ul style="list-style-type: none"> • we have land and human resource assets that have not been utilized to create wealth in the communities and reduce welfare dependency. • we want to participate in the economy and be actively involved in the federal government, state government and Murdi Paaki regional assembly goal • which is increase self reliance and self determination • Increase employment and economic activity in region • Increase and improve health outcomes in the community • Increase training and skills development outcomes in the community. • Increase and improve housing outcomes in the region.
Goal	<p>The 10 year goals for the corporation are as below.</p> <p><u>Short Term Goals (by February 2021)</u></p> <ul style="list-style-type: none"> • Sign a joint venture or service agreement with a capable international corporation with global beef investment credentials and secure agreement for agistment and feeding a herd of up to 3500 angus cattle starting with 1000 in first year • Create fulltime employment for 4 local people <p>Steps to Achieve:</p> <ul style="list-style-type: none"> • Complete business and land use plan • Gain the approval of Murdi Paaki Regional Assembly for the project • Gain approval of Indigenous land and sea corporation. • Gain introduction to an appropriate investor with a 10-20 year view of a business relationship • Gain commitment from ILSC to get all assets on the farm business ready-fencing etc • Gain ILSC agreement to fund totally or partially the establishment of a feedlot to counter effect of drought on animal feed • Enter a long lease agreement with capable investor with right market and financial credentials <p>Success Measure:</p> <ul style="list-style-type: none"> • Completed business and land use plan • Sign lease from ILSC • Confirmed funding for required upgrades to assets • Signed 5 X5 year contract with investor • Employment contracts for 4 people from the community <p><u>Medium Term Goals (by December 2022):</u></p> <ul style="list-style-type: none"> • Increase the animal stock under agistment and feeding contract to 2000 cattle • Use own funds to acquire 50-100 cows for fattening and sale with the help of the investor • Get feedlot license and build feedlot with capability to feed 7000 animals • Establish a training center through Joint venture with an RTO at the farm to deliver training in certII and Cert III agriculture and cert IV agribusiness. • Acquire skills in angus cattle breeding • Providing employment to 8 local people <p>Steps to Achieve:</p> <ul style="list-style-type: none"> • Upgrade fences on property to accommodate 3000 cows • Secure funding and approvals for feedlot for 7000 cows

	<ul style="list-style-type: none"> Secure training agreements with RTO and secure training budget from the federal government <p>Success Measure:</p> <ul style="list-style-type: none"> Number of animals on farm 2000 Enough funds to acquire 50-100 cattle for fattening Permit and funds available to build feedlot Training agreement with RTO Breeding training agreement with world class angus cattle breeder. Number of employed people <p>Long Term Goals (to December 2025+):</p> <ul style="list-style-type: none"> Ensure the farm has capacity and capability to hold 3000-5000 cattle Feedlot is built with capacity to feed 7000 animals Have access to enough money to buy and fatten 300 of own cows for sale with assistance of investor. Be offering world class training to 80 students a year under RTO agreement <p>Steps to Achieve:</p> <ul style="list-style-type: none"> Ensure all funding and permits are in place and feedlot constructed as specified. Continue saving and applying for grants to buy and fatten angus cattle. Ensure RTO has the international contacts to accept national and overseas students for experience placement and training at the farm all year round Get grant funding to use farm as an angus cattle research and breeding station <p>Success Measure:</p> <ul style="list-style-type: none"> Number of cattle 3000-5000 Completed feedlot Money to buy 300-500 cattle to fatten and sel Number of students trained each year 80
Critical success factors of the industry	<ol style="list-style-type: none"> Ability to work with investors to consistently feed and deliver disease free cattle with specified weight gain Ability to attract investor with strong international beef market links Ability to work with all levels of government to nurture and promote the business. Ability to forecast and work with the changing weather pattens
Size of property	Merriman Station is a 16,500-hectare property made up of five lots and is located at 9518 Tarrion Yarrawin Road Brewarrina. Approximately 12kms south west of the town of Brewarrina in North West NSW.

Customer

Market	Who is customer	Buying frequency
	Our customer is the investor who buys the 1000-3000 cattle and contract us to adjustment and feeding	The customer pays us monthly based on the number of animals in agistment



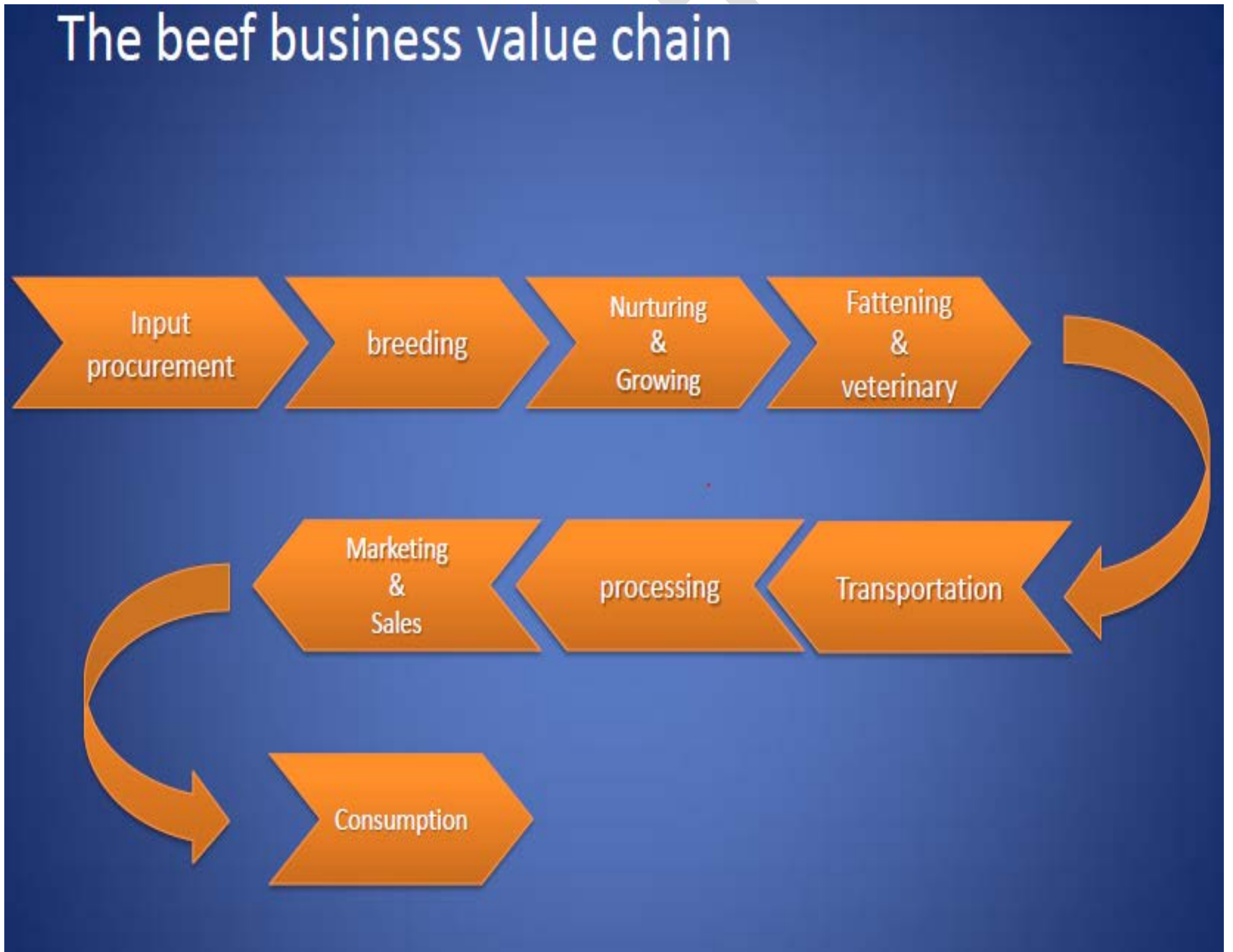
Our current skills	<p>Details</p> <p>Our corporation has the following skill sets-</p> <ol style="list-style-type: none"> 1. Business development and networking experience 2. Business management and consulting 3. People with cattle station experience 4. Skills in operation as an incorporated land council 5. Skills in managing stakeholders' expectations 6. Skills in networking and lobbying.
Knowledge	<p>we have good working knowledge of,</p> <ul style="list-style-type: none"> • Corporate Governance and operation of board • We in the community have good knowledge of local geography and climatic conditions • Some of our board members have business consulting and finance management experience
Community Support	<p>We have the support of</p> <ul style="list-style-type: none"> • The community to develop utilize the community assets to earn income for the community • The support of Murdi Paaki regional Assembly • The support of Indigenous land and sea corporation
Capital and assets	<p>Ngemba Nation Indigenous Corporation" has access and use of the following assets and capital to put toward the business.</p> <ul style="list-style-type: none"> • 16,500 hectares of quality agricultural Land • Merriman Station boasts caretaker's accommodation, • 10 rooms twin accommodating for 20 people • a large kitchen/ • Cattle yard • Cattle loading bay • dining /meeting and meeting area as well as • a fully functional shearing shed.

SWOT ANALYSIS

SWOT Analysis	<u>Strengths</u> <i>(What are you good at doing for the business?)</i>	<u>Weaknesses</u> <i>(What can't you do very well that you might need help with?)</i>
	<ul style="list-style-type: none"> • 2 water licenses • We have 16,500 hectares of land • Experience in adjustment of land. • I working with Pacway capital the investment firm • Working with Many Rivers • Working with land council • Working with Murdi Paaki Regional Assembly • Working with NIAA. • Working with ILSC • Working with local, state and federal government. • Good at local geographic and climatic knowledge 	<ul style="list-style-type: none"> • Low business administration skills • Few technical skills • limited agribusiness management skills • No access to financial capital • low self-esteem in the community. • Isolation of the community •

	<p><u>opportunities</u> (What do your competitors not do well that your business can do better?)</p>	<p><u>Threats</u> (What are your competitors good at that they will be able to do better than you?)</p>
	<p>Our competitors have cost of land water and farm infrastructure that we don't have. We also have access to pacway capital and their network of investors and their international beef industry marketing network</p> <ul style="list-style-type: none"> • I can attract qualified investor to cooperatively invest on our land • We can work with ILSC to establish a feedlot on our land since we can secure 10 year service agreement with buyers of our services • We can use the water license to guarantee availability of fed even in drought years. 	<ul style="list-style-type: none"> • Political uncertainty can impact on our business • Other nations could get into the market and reduce our competitive advantage • Infections in Australia could reduce the demand for our products • Drought could severely impact the industry and availability of suitable grazing land

The beef industry value chain



The Operations and operational tasks

Why we focus solely and purely on this business value segment of the beef cattle

The Rational

We focus on agistment and feeding service because-

- I. Low technical skills requirement by cattle hands hence immediate employment for community members.
- II. Unlike sheep or dairy cattle very little on farm work is performed on beef cattle to get them market ready
- III. The skills and knowledge required to become a cattle station manager can be learned on the job at a pace determined by the local situation
- IV. The local community gets into the beef cattle business riding on the knowledge and expertise of the investor with skills transfer plan from day One.
- V. The investment partner has expertise, experience, networks and access to national and global markets
- VI. The project makes an immediate employment impact because 2-4 local people are employed immediately
- VII. Ngemba Nation Indigenous Corporation earns an income on their assets immediately.
- VIII. Ngemba Nation Indigenous Corporation get immediate, financial outlay entry into business producing angus cattle for which the demand has been established and primed to grow.
- IX. Skills transfer and business mentoring to Ngemba Nation Indigenous Corporation begins immediately

Mechanics of cattle production

Pastures are where the production system begins.

Cattle production is ultimately the conversion of grass or grain to weight and subsequently beef.

Some farmers rely on pastures that grow naturally in their region (many northern producers rely on this source of sustenance). The protein and energy in this pasture is lower than introduced pastures but it is generally more resilient than introduced pastures.

Other farmers will sow (plant) land to grass types that will produce abundant, highly nutritional fodder. Farmers must decide what market they wish to target with their cattle. Some markets include the vealer market (calves sold off the mother at 9 months), yearling market (12 months of age), feedlot market (18 months), or the grass-fed market. Once this decision is made, farmers will use a breed that allows them to target their market and handle the local environment.

Currently the Angus breed is the most popular breed in Australia.

This popularity is due to the ability of the Angus breed to produce premium quality beef (due to marbling).

Other popular breeds include the Charolais which provides significant growth advantages and the Brahman which is a hardy breed which can withstand hostile conditions

typically seen in northern production systems.

Once the decision of which breed to use is made, the farmer must source the right genetics.

This involves the selection of males (bulls) that may breed their desired animal.

Whilst some producers continue to rely solely on visual appraisal, many others use visual appraisal in conjunction with Estimated Breeding Values (EBVs).

By considering the traits of the mother, father and siblings

EBVs provide a genetic description of an animal for a range of traits. An example of this is the 200 day weight

EBV, which estimates the genetic difference of animals at 200 days of age.

EBVs are quite accurate and allow producers to purchase bulls based on their ability to produce progeny that supply the producers desired market.

Producers must then join their bulls to cows. Northern producers may leave their bulls in all year, whereas most southern producers will only join their bulls to cows for a set period each year (6-12 weeks). Southern producers do this to ensure that calving takes place at a time when feed is nutritious and plentiful. Such feed is important at

calving, to ensure milk supply is significant and to maintain the condition of the cow.

It is important to maintain the condition of the cow as they are typically joined back to the bull when their calf is 2 months old.

Southern beef producers will typically wean their calves at any age between 4-9 months (200-300kg). At this stage

they are either sold or kept by the producer. Northern producers will muster their cattle periodically and market

those that are in prime condition. Once weaned the calves will enter a backgrounding phase.

During this time the farmer tries to provide enough nutrition to the animals to support a strong growth rate.

The ability of farmers to do this depends on their target market, climatic and seasonal conditions.

Backgrounding will typically take place until the animals reach the weight required of the next process in the supply chain.

This is either the grass finisher or the feedlot. Weights required of animals entering the feedlot depends on the market that the animal will enter. For example, animals that will be killed for the long-fed Japanese market typically enter the feedlot at 380-480kg. Upon entering the feedlot, cattle are typically treated with vaccinations before being 'educated' about feedlot processes. Cattle are fed a specially formulated 'diet' which maximizes their weight gain.

This diet may change throughout the feeding program depending on what market the animal will be killed for and the time that the animal has spent in the feedlot.

Feedlots are typically located close to grain producing areas. This allows them to access feedstuffs without experiencing significant freight costs. The largest feedlot in Australia is located in southern Queensland, owned by

Nippon Meat Packers Australia and can feed up to 75,000 animals at any one time.

Operational Management

To maximize investment in the property both Ngemba Nation Indigenous Corporation and the investing group will ensure the persons employed to operate and manage the cattle grazing operation are best and fit for purpose.

The investment organization that buys the cattle for grazing on the property will pay industry expected wages for a manager and cattle station hands required for the station.

The investor will also coordinate and pay for the veterinary services as required for drenching and care at the station.

The farm manger and cattle hands will be required to have strong working knowledge of the grazing and veterinary services required and delivered to the farm by the contracted veterinarian.

Operational Management

The Operations and operational tasks		
People -staff	Job description	Skill required for position
Maintenance	Preparing facilities before bringing beef cattle to property	Fencing and general maintenance
buyer	Purchase only healthy animals.	Beef cattle expertise
Contract transporter	Prepare trailer for hauling cattle ensure clean and disinfected conditions prior to loading	Appropriate licenses and permits including Chemical handling and use
Contract transporter	Load and unload the cattle in a quiet and patient manner.	Appropriate licenses and permits including Chemical handling and use
Station manager	House your new arrivals in a small, secure holding lot and look them over for injuries.	Horse riding skills First aid Experience in cattle husbandry
Station manager	Keep new cattle separate from the rest of your animals so they have no fence line contact. -reduce spread of disease.	Horse riding skills First aid Experience in cattle husbandry
Station hand	Provide beef cattle with forage to keep their digestive systems functioning correctly. Always make sure your beef cattle have access to a clean, fresh, and plentiful supply of water.	Horse riding skills First aid Knowledge of grazing and cattle herding
Station manager	Provide a stress-free environment for the animals. Stress makes any living creature more susceptible to disease, and beef cattle are no exception.	Horse riding skills First aid Experience in cattled husbandry
Station manager/Vet	Create a vaccination schedule for your cattle and follow it. Monitor your animal's feed consumption. .Keep an eye out for changes in vital signs	

Plant and equipment

Plant & Equipment now	List Equipment we have now	
Holding chute Working chute Crowding pen Holding pen Scales Loading chute Loading ramp Mangers	Barns Sheds Hoop Barns. ... Feed Bunks. ... Portable Hay Feeders. Feed bunks Water point-water tanks Managers accommodation	Portable hay feeder Headgate Trailer Lawn mowers x 2 Whipper snipper with attachments Sprayers and mowers Equipment needed: Ride on mower Shearing sheds

Pricing

Item	price
Cattle agistment	\$ 4-\$5 per cattle per week
Sheep agistment	\$0.7-\$1 per sheep per week
Staff for Feeding of animals	\$47,000-\$52,000 per employee per year
Handyman services average jobs	\$130 per average job that takes about 2hours

Income category	Income items	Income value
lease	Lease cattle \$4.5 per cattle per year-(1500 in first year	\$351,000
Labour	Payment of \$50,000pa for each farm worker (X4 workers)	\$200,000
Total		\$551,000
Ex Cost category	Expenditure Item Expense m	Expenditure Value
Human resources	Station manager and station hands	\$190,000
Occupancy	Rent /rates and occupancy costs	\$28,000Pa
Admin	Office equipment and consumables	\$4000
Finance	Finance insurances and bank charges	\$11,000
Out of town costs	maintenance	\$15,000
Others	, contingencies etc	\$17,000Pa
Total		\$265,000

Revenue Projections

3 Year Revenue projections				
Year	Income	Expenses	EBIT	
FY 2020-2021	\$553,600	\$265,000	\$286,000	
FY 2021-2022	\$878,000	\$360,085	\$527,915	
FY 2022-2024	\$1,160,400	\$480,875	\$679,525	



Business Risks

Risk	Details and required actions.(risk mitigation strategy)
Political risk	<p>Given that Australia only consumes 30% of the beef produced and exports almost 70% of the output there are political risks that can and do impact buying decisions from import markets.</p> <ol style="list-style-type: none"> 1. Study the markets closely to gain an understanding of the long-term political impact on industry 2. Work with individuals and organisations that can lobby both the Australian and overseas governments 3. Encourage investment by buyers and their government to invest in primary production 4. Lobby the Australian Government to provide subsidies for the industry 5. Encourage industry participants to diversify and expand the export markets 6. Work with government to ensure regulations are not a hinderance to the growth of the industry compared to international competitors 7. Cattle are the main producers of greenhouse gasses and could be a target of government regulations or international regulations that could impact investment sentiments.
Environmental and climate change	<p>The impact of climate change is profound on the beef industry .drought fire and other environmental factors in 2018 reduced Australian annual out put from 28million to 25 million cattle. The best mitigation strategies are-</p> <ol style="list-style-type: none"> 1. Keep abreast with most recent climate change research. 2. Have water management infrastructure including but not limited to feedlots for up to 5000 animals 3. Have agreements in place to enable cattle to move from draught affected farm to another less affected area 4. Going for a job and missing out because they had experience but no qualifications 5. Pollution of ground water to be managed by proactively testing water quality and investigating anomalies. 6.
Workplace safety risk	<p>The primary primary activities of beef cattle business are outdoor and subject to a variety of hazards to both animals and humans.</p> <p>The best mitigation strategies include-</p> <ol style="list-style-type: none"> 1. Ensure that all staff are competent with industry desired experience. 2. When individuals are out in the farms to be mindful of snakes and other venomous animals. 3. Avoid putting the animals under stress and hence unexpected response from the animal 4. Always work in pairs to ensure there will always be help if an accident occurs 5. Have workplace health and safety policies and procedure that are clear as required 6. Sun exposure is a major hazard , addressed by arranging work times in the field to avoid exposure to hot sun 7. Zoonoses is exposure to manure build up that must be regularly addressed to avoid unacceptable contact 8. Hazardous chemicals are always stored on farms hence ensure storage transport and use of chemicals si compliant to WHS legislations 9. Loading and unloading of livestock has several hazard that must be addresses through proper training and employment of experience farm managers and station hands to ensure all tasks are performed safely 10. Workers apply safe cattle handling practices such as point of balance and flight movement. 11. Animal welfare management policies and procedures must be in placed and practiced
Physical infrastructure	<p>Cattle and livestock physical infrastructure is critical to the success or failure of the business</p> <p>Fences and all containment and enclosure infrastructure is built and maintained to industry best stanbdars.</p> <ol style="list-style-type: none"> 1. Cattle yards are fit for purpose and adequate for the number of cattle to be handled (yard capacity is 2. Pens and yards are routinely maintained and in good condition. 3. All gates are fitted with slam-shut type locks, are well maintained, mounted at an appropriate height, and designed not to create pinch or crush points. Ground surfaces are clean and free of trip hazards. 4. Forcing pen and race are built so that they assist in the smooth movement of cattle – eg providing clear space ahead and minimizing distractions to eliminate the need for workers to enter the race. 5. Loading facilities include a forcing area and loading ramp for loading cattle onto vehicles and these facilities are sound and suitable for the purpose intended. 6. Surface of loading area is non-slip such as concrete. Loading ramp has solid sides to prevent the cattle from becoming distracted when being loaded onto vehicles.
Financial and investment	<p>Investors want security and certainty in the return on their investment in the industry.</p> <p>Strategies to manage financial risks include:</p> <ol style="list-style-type: none"> 1. Develop a strategic business plan. 2. Monitor financial ratios and enterprise benchmarks. 3. Control key farm expenses - consider other suppliers and alternative inputs. 4. Conduct a trend analysis to assess change in farm profits and owner's equity over time. 5. Consider purchasing Whole-Farm Revenue Protection to provide a safety net in poor earning years. 6. Communicate and renegotiate agreements with suppliers and loan terms with lenders. 7. Consider leasing and rental options rather than purchasing machinery, equipment or land. 8. Evaluate the possibility of expanding or contracting different enterprises.

	<p>9. Control or defer unnecessary family and household expenditures.</p> <ul style="list-style-type: none"> Find off-farm employment for a family member, preferably a job with benefits such health insurance, group life insurance, and a retirement program. Use non-farm investments such as IRAs or mutual funds to diversify your asset portfolio
Human resources	<p>The risk of injury or low profitability of the business has a correlation to the competency level of management and staff.</p> <p>Strategies to manage human resource risks:</p> <ol style="list-style-type: none"> Workers are assessed as competent to undertake the work task prior to work commencing. Workers are provided with recognized industry induction on procedures and any hazard areas on site. Training given to workers includes cattle handling, position and movement techniques and cattle behavior. Supervision provided to new workers while handling cattle. New or young workers provided with access to experienced stockmen/ workers as mentors when working with Develop and practice good “people skills” with family members, as well as employees. Evaluate alternative sources of labor. Provide adequate training for employees - formalized programs may help your safety record and improve performance. Communicate with employees and family members. Recognize and reward good performance.
Legal risks	<p>Management of legal risk and its mitigation is central to survival of the business</p> <p>Strategies to manage legal risks include:</p> <ol style="list-style-type: none"> Review business insurance policies and carry sufficient liability coverage. Choose a different business legal structure – as an example, a sole proprietorship is not always best. Understand business contracts and agreements - ask questions if you are unsure. Develop good relationships with neighbours and address their concerns. Use good agricultural practices to limit environmental risk. Know and follow state and federal regulations related to your farming operation.
Marketing	<p>The following mitigation strategies are usually used in the industry but are not applicable in the business model employed at the initial state of the operation Strategies to manage marketing risks include:</p> <ol style="list-style-type: none"> Develop a marketing plan with realistic sales forecasts and target prices. Form or join a marketing cooperative to enhance prices and guarantee a market. Increase direct marketing efforts to capture a higher price. Market through multiple channels or outlets to reduce reliance on a single market. Enter into sales or price contracts with buyers. Spread harvest and sales over the season by scheduling planting and considering storage. Conduct essential market research - understand your customers’ needs and preferences. Purchase Whole-Farm Revenue Protection to cover unexpected decline of market prices during the growing year.

Quality Control

Item	Quality assurance strategy
Physical Asset	<p>Mortality rate and loss of stock has a correlation to quality of physical infrastructure. The physical condition of the assets-</p> <ul style="list-style-type: none"> Must be of highest quality and comply to industry best practice specifications
Stock	<ul style="list-style-type: none"> The gene pool from which the cattle is bought must be well researched to ensure best of breed is purchased. The Healthy and defect free stock must be purchased at all times and kept disease free at all times.
Farm management	<ul style="list-style-type: none"> The expertise and knowledge of the people hired must not only be hire but be amongst industry best.
process	<ul style="list-style-type: none"> The animal management process must have high trackability to help with disease detection and control
Feed quality	<ul style="list-style-type: none"> The quality of feed and water must be maintained at the highest possible level to ensure disease free weight gain goal of the business



Protecting the Business	
Legal & Licenses (What licenses and permits do you need?)	<ol style="list-style-type: none"> 1. Agricultural and Veterinary Chemicals Code (AGVET) Code 2. Flood Work Approval 3. Annual Stock Movement Permit 4. Goods and Services Tax (GST) Registration 5. Grazing Stock Permit 6. Permit to Acquire Firearms 7. National Livestock Identification Scheme (NLIS) 8. National Vendor Declaration 9. Property Identification Code (PIC) 10. Transported Stock Statement (TSS) 11. Walking Stock Permit 12. Water Access Licence 13. Approval of Permanent Identifiers 14. Approval to Clear Native Vegetation 15. Approval to Connect or Work on a Water Meter - Brewarrina Shire Council 16. Approval to Install, Construct or Alter an Onsite Sewage Management System - Brewarrina Shire Council 17. Approval to Perform Sewerage Work - Brewarrina Shire Council 18. Biobanking Agreement 19. Biosecurity Permit Application 20. Bush Fire Hazard Reduction Certificate 21. Commissioner's Firearms Permit – Other 22. Controlled Activity Approval 23. Development Consent / Complying Development Certificate - Brewarrina Shire Council 24. Drone Accreditation 25. Employer Requirements - Superannuation Guarantee 26. Environment Protection Licence 27. Environmental Impact Referrals and Assessment 28. Fair Work Information Statement 29. Feedstock Permit - Methyl Bromide Fire Permit 30. Firearms Licence 31. Ground Applicator Licence 32. Licence to Graze Livestock on Crown Land 33. Miscellaneous Permit - Agricultural or Veterinary Chemicals 34. NSW Vehicle Registration 35. Occupation Certificate - Brewarrina Shire Council 36. Private Irrigation District Approval 37. Prohibited Matter Permit 38. Public Gate Permit - Brewarrina Shire Council 39. Registration as a PAYG Withholder 40. Registration of a Firearm 41. Registration of a Heavy Vehicle 42. Registration of Biodiversity Credits 43. Registration of Working Holiday Maker Employment 44. Regulated Water System Registration - Brewarrina Shire Council 45. Reserve Use Permit 46. Restricted Pesticide Authorisation 47. Training Permit 48. Tranquilliser Firearm Permit 49. Workers Compensation Requirements 50. Workplace Gender Equality Minimum Standards

Insurances , permissions and affiliations	
Insurance	(Insurance policies need to protect customers, employees and your business assets include the following) <ol style="list-style-type: none"> 1. Workers compensation 2. Public liability 3. Fire and theft 4. Personal accident 5. Wage protections 6. Directors indemnity 7. Stock in transit 8.
Cultural Permissions (What permissions do you need to obtain to operate your business?)	Prior to any development's appropriate heritage assessments will be conducted with cultural approvals aquired
Memberships & Affiliations (What associations do you need or are helpful to join?)	
The Finances	



Australian Government

Indigenous Land and Sea Corporation



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3 November 2020

Grace Gordon
Ngemba Community Working Party (NCWP)
Po Box 217
Brewarrina NSW 2839

Email: Grace.Gordon@mpra.com.au

Re: Future land use management plan and creation of a suitable entity to hold future title of Merriman Station.

Dear Grace,

Thank you for your letter of 30 August 2020 regarding Merriman Station. In my previous correspondence, Ngemba Community Working Party (NCWP) were requested to provide an update on numerous outstanding actions on the project. While some responses were provided, significant actions remain unattended to satisfactorily progress the project.

That said, I would like to recognise the work completed to date by NCWP. I believe we share the understanding that the property has the potential to provide opportunities to the Brewarrina first nations community and the properties future and continued viability needs to be secured through considered planning, strong management, and governance practices.

As advised in my letter of 18 August, the ILSC has received advice from multiple stakeholders expressing concern that the current plan and any future entity may not represent the wider communities' aspirations given the lack of opportunity to participate in the process to date. This issue remains a concern for the ILSC. As such, given the importance of collaboration and consultation, I would like the NCWP in partnership with the ILSC, to hold an information session at Merriman Station (date TBC) to provide an overview on the processes undertaken into the development of the plan. This meeting will also allow an opportunity for other stakeholders to express their views and aspirations. The ILSC will collate stakeholder feedback.

It is envisioned that through this process, the ILSC will have a common consensus that will assist towards continuing and completing this planning project. I thank the NCWP involvement into the process thus far and welcome your continued involvement. ILSC officer Richard Johnston will be in contact to discuss an appropriate date for the meeting.

Yours sincerely

Mark Denning
Eastern Divisional Manager

Brisbane Office

Level 18, 100 Creek Street, Brisbane, Qld 4000
GPO Box 5212, Brisbane, Qld, 4001

Telephone 07 3854 4600 | ABN 59 912 679 254

www.ilsc.gov.au

18 December 2020
Our ref: NTS 125

Mark Denning
Division Manager – Eastern Division Office
Indigenous Land and Sea Corporation
GPO Box 5212
Brisbane QLD 4001

By email only: Mark.denning@ilsc.gov.au

Dear Mr Denning,

Transfer and Management of Merriman Station

- 1 We refer to the above matter.
- 2 We are writing to you on behalf of the Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan Applicant to request further information regarding the transfer and future use of Merriman Station.
- 3 We understand that Merriman Station, to the south east of Brewarrina along the Barwon River, is currently owned and managed by the Indigenous Land and Sea Corporation (**ILSC**).
- 4 We understand that ILSC are currently investigating options for the transfer of ownership and management of Merriman Station to an Aboriginal corporation.

Role of NTSCORP

- 5 By way of introduction to us, NTSCORP Limited (**NTSCORP**) is a service provider to native title holders and claimants in NSW and the ACT. We assist native title holders in having their rights under the *Native Title Act 1993* (Cth) ('**NTA**') recognised. NTSCORP's functions and powers as a native title representative body, are prescribed by Part 11, Division 3 of the NTA.¹
- 6 NTSCORP's functions under the NTA are to facilitate and assist groups in making native title applications. NTSCORP provides specialised legal, research, strategic development and community facilitation services to native title claim groups and Traditional Owners across NSW and the ACT, including:
 - (a) Facilitation and assistance;
 - (b) Dispute resolution;
 - (c) Agreement making;
 - (d) Certification;
 - (e) Internal review; and
 - (f) Other functions.

¹ s 203B – s 203BK, Part 11 Division 3, *Native Title Act 1993* (Cth)

- 7 We also act as the legal representatives of native title holders and claimants. In this case, NTSCORP are the legal representatives for the Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan native title Applicant (NSD38/2019).

The Applicant

- 8 The Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan People, appointed and authorised the following ten native title holders to act as the “Applicant” in their native title claim:

I. Elaine Ohlsen	VI. Hilary Williams
II. Grace Gordon	VII. Danielle Flakelar-Carney
III. Jason Ford	VIII. John Shipp
IV. Philip Sullivan	IX. Peter Williams
V. David Clarke	X. Neville Merritt (now deceased)

- 9 The members of the Applicant were elected to represent the native title rights and interests of the Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan People in their proceedings, to third parties and the wider community.
- 10 The role of the Applicant is to represent the whole claim group and keep them updated on the progress of determining the native title claim. For all important decisions, the Applicant, assisted by NTSCORP, will convene a claim group meeting to take instructions from the claim group. The Applicant does not have an individual interest or family interest, but acts in the interest of the whole claim group.

The Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan People’s Native Title Claim

- 11 The Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan People’s native title claim was filed on 14 March 2012 and was registered by the National Native Title Tribunal on 12 April 2012.
- 12 The Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan People’s native title claim area covers the area from the Barwon River in the north, to the Lachlan River in the south, Castlereagh River in the east and Ivanhoe in the west.²
- 13 The members of a native title claim group are determined by their lineage, as descendants from those Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan People who lived and held connection to the area of country prior to European settlement.

Merriman Station

- 14 Merriman Station covers an area of 16,624 hectares over the following parcels,
- (a) Lot 4360 DP 767197;
- (b) Lot 5109 DP 46656;

² Further documentation on the Ngemba Ngiyampaa Wangaaypuwan and Wayilwan Native Title Determination Application can be accessed here:
http://www.nntt.gov.au/searchRegApps/NativeTitleClaims/Pages/details.aspx?NTDA_FileNo=NC2012/001

- (c) Lot 4495 DP 767650;
 - (d) Lot 6117 DP 768966; and
 - (e) Lot 5110 DP 46656.
- 15 Merriman Station falls within the boundary of the Ngemba, Ngiyampaa, Wangaaypuwan and Wayilwan Native Title claim area on the southern side of the Barwon River and is subject to s 47 of the NTA.
- 16 We understand that ILSC is investigating possible Aboriginal corporations to which the property could be transferred, having previously been engaged with the Ngemba Community Working Group of the Muddi Paaki Regional Assembly.
- 17 We understand discussions surrounding the future use and ownership of Merriman Station are currently on hold due to community concerns expressed in relation to the consultation process undertaken by ILSC. We understand that a community meeting and information session is intended to be held in early 2021.

Next Steps

- 18 The Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan Applicant are seeking information from ILSC in relation to the status of Merriman Station.
- 19 The Ngemba, Ngiyampaa, Wangaaypuwan and Wayilwan Applicant further request that the ILSC partner with the Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan Applicant to discuss the future use and transfer of Merriman Station. Through this partnership, the Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan Applicant intend to ensure a culturally appropriate future use of the Merriman Station, that reflects the aspirations of the Ngemba People.
- 20 The Ngemba, Ngiyampaa, Wangaaypuwan, and Wayilwan Applicant look forward to discussing this matter with you further.

Yours sincerely,



Isobel Brinin
Solicitor
NTSCORP Ltd



Matilda Vaughan
Law Graduate
NTSCORP Ltd



Australian Government
Indigenous Land and Sea Corporation



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24

22 January 2021

Isobel Brinin – Solicitor
NTSCORP Ltd
PO Box 2105
Strawberry Hills, NSW 2012

Email: mvaughan@ntscorp.com.au

Dear Ms Brinin

Re: Transfer and Management of Merriman Station

Thank you for your letter of 18 December 2020 ref: NTS 125. I can confirm that the Indigenous Land and Sea Corporation (ILSC) has commenced a process to progress the future use and ownership of the ILSC-held property Merriman Station, Brewarrina NSW.

Commencing in 2017, the ILSC sought assistance from the Ngemba Community Working Party (NCWP) to consult with the Brewarrina community on the future use of Merriman Station. This work was to include the development of a Future Land Use Management Plan (the plan) that would outline the creation of an Aboriginal entity representative of the wider Indigenous community. While the plan is not completed or entity identified, subject to the satisfaction of the ILSC, it is envisaged the process will result in a lease towards future ownership of Merriman Station.

In August 2020, the ILSC received advice from key stakeholders expressing concern that the NCWP had not considered all views into the development of the plan or the future ownership entity. Paying respect to these concerns, the ILSC in partnership with the NCWP will hold an information session for key stakeholders (date TBC) on the processes undertaken to date. This session will also allow for additional views, aspirations and individuals to be included ensuring that the asset and opportunity benefits all Aboriginal people eligible to be involved.

The ILSC encourages your clients (the applicants) to be a part of the above process regarding the future of Merriman Station. Please provide the relevant contact details so they can be invited at the appropriate time. Should you wish to discuss any of the advice provided please contact ILSC Manager, Chris Martin on (07) 3854 4600.

Regards

Mark Denning
Eastern Divisional Manager

Brisbane Office

Level 18, 100 Creek Street, Brisbane, Qld 4000
GPO Box 5212, Brisbane, Qld, 4001
Telephone 07 3854 4600 | ABN 59 912 679 254

www.ilsc.gov.au

Richard Johnston (ILSC)

From: Jason Ford <jford3757@gmail.com>
Sent: Tuesday, 2 March 2021 12:05 AM
To: Richard Johnston (ILSC)
Cc: Roy Ah See; grace.gordon@mpra.com.au; Des Jones; ngembanation@gmail.com; Natalie Eastwood
Subject: Re: Merriman Station - Current situation and future steps.

Richard

This is a Response to your email about the information session to be held on the 21 March 2021 relating to Merriman Station.

I must inform you that the ILSC decision to facilitate this Information session in the manner described in your email, and ignoring Ngemba Traditional advice in regards to engagement in Ngemba Country has again highlighted continued disrespect towards Ngemba Traditional Owners by ILSC.

1.

As an ILSC representative and project officer you have ignored key representatives from the Ngemba Nation and disregarded advice on matters relating to culturally appropriate engagement through Accepted ENGAGEMENT model of Ngemba Community Working Party. Also accepted by Ngemba Native title representatives.

2.

As the principle ILSC representative leading engagement you have said in your email that the info session to be held on the 21 March 2021 is for Key representatives of the community that have an interest in Merriman Station to date or so far. You have also stipulated in email that Invited Key representatives of community Organisations only are invited and chosen by you !! Unless otherwise approved after contacting you.

When did THE ILSC become the experts in relation to key representatives and engagement in Ngemba Country?

And who gave ILSC the Authority to implement a process that has the potential diminish Ngemba Cultural Authority in regards to engagement matters on Ngemba country?

3.

We believe as Traditional Owners with Apical ancestry connection to lands which includes Merriman Station, that the ILSC engagement decisions expressed in your email, violates cultural Authority and disrespects key Ngemba Traditional Owners cultural beliefs in regards to engagement.

We also believe that the ILSC actions are not consistent with the charter of the ILSC in regards to culturally appropriate engagement.

As key Ngemba representatives we believe ILSC decisions in relation to this matter violate our inherent rights and continued cultural role as Ngemba people to speak for our country and to provide guidance on best practice methods regarding culturally appropriate engagement.

Finally as a Ngemba representative I will never seek ILSC representatives permission in regards to engagement matters on my country, I will be exercising my cultural rights to invite members of the Ngemba Nation to attend any

info session held on my country ,as all Ngemba people have cultural Authority over any community organisation!! and their key representatives ! Especially in regards to land matters !

Ngemba representative

Jason Ford

On Mon, 1 Mar 2021, 6:37 pm Richard Johnston (ILSC), <Richard.Johnston@ilsc.gov.au> wrote:

The ILSC is holding an information session for key representatives from the community who have shown an interest in the future of Merriman station and the divestment processes so far. The intent of the session is to communicate a broad overview of what is happening and where we will go from here.

Topics discussed will be:

- The ILSCs purpose and how this is relevant to Merriman station
- An update on the divestment process so far
- The future steps leading towards divestment of Merriman station

There will be limited time to ask opportunity to ask questions at the end.

This meeting invitation is intended only for key representative of organisations who have shown an interest in the future of Merriman station and of the ILSC processes for divestment. Please do not forward this request to others without ILSC consent.

If you have any queries please contact Richard Johnston on 07 3854 4668 or Richard.johnston@ilsc.gov.au

Richard Johnston (ILSC)

From: Grace Gordon <Grace.Gordon@mpira.com.au>
Sent: Thursday, 4 March 2021 9:04 AM
To: Richard Johnston (ILSC)
Subject: Merriman Meeting - Friday 5th March 2020

Hi Richard

Just letting you know that Doreen McHughes, Natalie Eastwood, Kathleen Waites, Sherrie Gordon, Jeanette Ford, Paul Murphy, Kirsten Ford and Cassidy Murphy will be attending the Meeting all are prior interested parties. As discussed with you I don't believe that John Reidy should attend David Kirby and Tiffanie Winters are the reps for the Bre LALC.

Sent from [Mail](#) for Windows 10