

business . operations

Business Planning Directorate

The Business Planning Directorate operates within the enterprise development strategic initiative of the NILS 2001–2006, in accordance with the ILC Corporate objective of creating and maintaining an environment where appropriate governance instruments, principles and standards are established, practised and achieved, through its activities in effectively managing the physical and financial resources of the ILC commercial businesses.

The responsibilities of this directorate are to:

- Manage nine commercial businesses on behalf of the ILC;
- Support the activities of the ILC Board Business Enterprise Committee; and
- Provide business support to ILC Divisional Offices, including enterprise assessment and management advice for land acquisition and land management projects.

ILC Business Operations

Under the guidance of the Business Enterprise Committee, chaired by Mr Kevin Driscoll, ILC businesses are operated as commercial enterprises in accordance with sound business principles. The combined profit of the businesses for 2004–2005 was \$4.8m (see *Appendix 4*). A survey, conducted by Meat and Livestock Australia and released in September 2004, showed that the ILC combined businesses had a beef cattle turnoff (measured as estimated tonnes of carcase weight) ranked as number nineteen in the top twenty-five beef producers in Australia.

The ILC employed a total of eighty-four Indigenous people (full-time and seasonal) in its businesses during 2004–2005. ILC businesses are located in rural and remote Australia where economic and development opportunities generally revolve around the land and its natural resources, to further increase employment and on-the-job training opportunities for Aboriginal people in the pastoralism and tourism industries.

Roebuck Plains Station Via Broome, WA



Property Description

- Program Stream: Economic
- Primary Purpose: Pastoral business/cattle production.
- Size: 294,000 hectare pastoral lease.
- Livestock: Cattle herd 22,604 head.
- Infrastructure: The property is subdivided into twenty-one paddocks with thirty-seven bores, twelve trap yards and two main cattle yards.

Benefits Sought/Achieved

- Employment: Fourteen Indigenous men were employed as casual stockmen.
- Training 2004–2005:
 - Six staff – Certificate II and III in beef cattle.
 - Five staff – Horse riding and handling.
 - Ten staff – Low-stress livestock handling.
 - Two staff – OH&S.

Key Activities 2004–2005

- Improvements to livestock performance through installation of mineral supplementation via water dispensers.
- New set of cattle yards completed.
- Very low wet season rainfall required implementation of a drought management plan.

Financial Position

The pastoral business recorded a net operating profit of \$3.811 million for the year ended 30 June 2005. This figure takes into account the change in market value of livestock over the financial year. The ILC incurred additional expenses for holding title to the land during this period that are not in the net result of the business.

Training, low stress stock handling, Roebuck Plains Station, WA.



ILC Business

Myroodah Station Via Derby, WA



Property Description

- Program Stream: Economic.
- Primary Purpose: Pastoral business/cattle production.
- Size: 405,800 hectare pastoral lease. Only 38% (154,500ha) of this land is developed with fences and waters to enable effective livestock control and management.
- Livestock: Cattle herd 13,060 head.

Benefits Sought/Achieved

- Employment: Twenty-one Indigenous men employed as casual stockmen.
- Training 2004–2005:
 - One staff – Certificate III in beef cattle.
 - Five staff – Low stress livestock handling.
 - Two staff – OH&S.
 - Two staff – Chemical awareness.

Key Activities 2004–2005

- Fencing infrastructure – building laneways to facilitate droving, reducing size of larger paddocks, creating new paddocks, erecting spear trap yards and watering squares.
- Improved staff accommodation facilities.
- Continuing to improve the quality and size of the herd by culling shorthorn females and purchasing 840 replacement Brahman heifers from Roebuck Plains.

Financial Position

The pastoral business recorded a net operating profit of \$1.274 million for the year ended 30 June 2005. This figure takes into account the change in market value of livestock over the financial year. The ILC incurred additional expenses for holding title to the land during this period that are not in the net result of the business.



Dusk, Myroodah Station, WA.

Home Valley Via Kununurra, WA



Property Description

- Program Stream: Economic/Tourism.
- Primary Purpose: tourism and cattle production.
- Size: 248,934 hectare pastoral lease.
- Livestock: Estimated carrying capacity less than 1,000 cattle units.
- Infrastructure: Very little cattle infrastructure and a basic tourist accommodation facility.

Benefits Sought/Achieved

- Social/cultural: Project with WA Justice Department where eleven to fifteen Indigenous prisoners participated in visits to the property to erect fence lines. Five Indigenous students participated in rural operations TAFE course held at Home Valley.
- Training 2004–2005:
 - One staff – Responsible serving of alcohol.
 - Two staff – MYOB.

Key Activities 2004–2005

- Commenced the tourism enterprise from 1 May 2005.
- Commenced major refurbishment of homestead area buildings to improve the tourist accommodation amenities.

Contribution(s) from Other Agencies/Providers

- Department of Justice – Wyndham Work Camp.
- East Kimberley TAFE.



Fishing, Home Valley Station, WA.

Financial Position

The tourism business recorded a net operating loss of \$107,734 for the year ended 30 June 2005. However, this represents only two months' trading and improved results are expected next year. The ILC incurred additional expenses for holding title to the land during this period that are not in the net result of the business.

ILC Business

Roelands Village Orchard Via Bunbury, WA



Property Description

- Program Stream: Economic.
- Primary Purpose: horticultural – citrus production.
- Size: 225 hectare property with 13 hectare citrus orchard.
- Orchard: 3,100 trees of mainly grapefruit, mandarins and oranges.
- Livestock: Cattle herd 143 head.
- Infrastructure: The orchard is well laid out with irrigation supplied from a large dam on the property. Fruit is packed on the property in a purpose-built packing shed.

Benefits Sought/Achieved

- Employment: One junior Indigenous casual fruitpicker/station hand.
- Training 2004–2005:
 - One staff – Chemcert.
 - Seven staff – Farm Safe training.
 - Six staff – Fire safety.
 - Three staff – 1st aid.
 - Twelve staff – Freshcare (QA).
 - Six staff – All-terrain-vehicle training.
 - Five staff – Cattle handling.
- Social/cultural: The ILC has commenced working with the applicant group to develop a horticulture traineeship program on Roelands for Indigenous people.



Roelands Village Orchard, WA.

Key Activities 2004–2005

- Property acquired in September 2005.
- Office installed and new orchard machinery purchased.

Contribution(s) from Other Agencies/Providers

- WA Department of Education and Training provides funding to the Bunbury TAFE to deliver training.

Financial Position

The orchard recorded a net operating profit of \$20,460 from acquisition to 30 June 2005. This figure takes into account the change in market value of livestock and orchard over the financial year. The ILC incurred additional expenses for holding title to the land during this period that are not in the net result of the business.

Cardabia Station Cardabia Pastoral Company Pty Ltd Carnarvon, WA



Property Description

- Program Stream: Economic.
- Primary Purpose: Pastoral business/cattle and sheep production.
- Size: 199,808 hectare pastoral lease.
- Livestock: Cattle herd 2,344 head, Sheep flock 9,643 head.
- Infrastructure: The property is well developed but much of the infrastructure is old and badly affected by the salty environment.

Benefits Sought/Achieved

- Employment: One Indigenous person is employed fulltime as the property manager, with four Indigenous people employed on a casual basis including a bookkeeper and three stockmen.
- The management board of Cardabia Station includes six traditional owners.

- Training 2004–2005:
Two staff – OH&S.
Three staff low-stress livestock handling.

Key activities 2004–2005

- New cattle yards constructed.
- Increased the cattle herd from 1,695 head to 2,344 head.

Financial Position

The pastoral business recorded a net operating profit of \$176,250 for the year ended 30 June 2005. This figure takes into account the change in market value of livestock over the financial year.



Station manager, Ron Barron,
drenching sheep at Cardabia Station, WA.

ILC Business

Murrayfield Station Bruny Island Hobart, TAS



Property Description

- Program Stream: Economic.
- Primary purpose: Pastoral business – sheep production.
- Size: 4,097 hectares of which 2,200ha is cleared and sown to pasture.
- Livestock: Sheep flock 15,549 head.
- Infrastructure: A well-developed property with the necessary infrastructure to run a large sheep flock.

Benefits Sought/Achieved

- Employment: One Indigenous person was casually employed in a variety of roles such as building renovation and environmental rehabilitation.
- Training 2004–2005:
Three staff – All-terrain-vehicle training.
One staff – electrical equipment testing and tagging.

Key Activities 2004–2005

- Aboriginal heritage study completed.
- Native vegetation study completed.
- Pasture renovation continuing.

Financial Position

The pastoral business recorded a net operating loss of \$114,933 for the year ended 30 June 2005. This figure takes into account the change in market value of livestock over the financial year, with sheep values in TAS falling by 30% over the reporting period. The ILC incurred additional expenses for holding title to the land during this period that are not in the net result of the business.

Murrayfield Station, TAS.

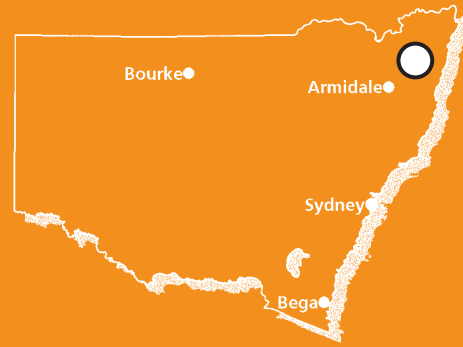


Protected Grass Trees, Murrayfield Station, TAS.



ILC Business

Cangai Creek Via Jackadgery Grafton, NSW



Business Operations



Cangai Creek Station, NSW.

Property Description

- Program Stream: Economic.
- Primary Purpose: Pastoral business – cattle production.
- Size: 1,866 hectare pastoral lease.
- Livestock: Cattle herd 381 head.
- Infrastructure: Adequate fencing, water and yards for a small cattle herd. Two residences and three sheds.

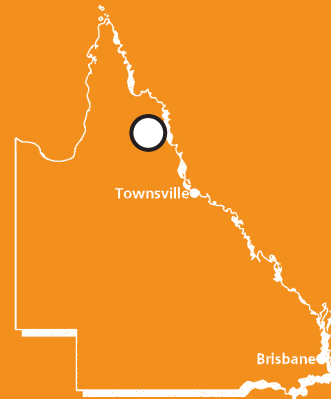
Key Activities 2004–2005

- A severe bushfire in August 2004 destroyed most of the fences and pastures on the property. The ILC was forced to sell all dry cattle and transfer all breeders and calves to another ILC business, Mimosa Station, QLD.
- Members of the applicant group (Cangai Aboriginal Corporation) assisted in the reconstruction of the fences and cattle yards.
- The ILC, in consultation with Cangai Aboriginal Corporation, decided not to re-establish a business on the property but Cangai Aboriginal Corporation members still continue to undertake cultural and social activities on Cangai Creek.

Annual Report 04–05

ILC Business

Crocodile / Welcome Station Via Laura, QLD



CDEP work gang at Crocodile/Welcome Station, QLD.

Property Description

- Program Stream: Economic.
- Primary Purpose: Pastoral business – cattle production.
- Size: 124,800 hectare combined pastoral leases.
- Livestock: Cattle herd 945 head.
- Infrastructure: The properties are not well developed, with few fences and barely adequate livestock water supplies. The two sets of cattle yards are old and will require refurbishment or replacement.

Benefits Sought/Achieved

- Employment: A program of fencing works to build new paddocks and secure the boundaries has provided employment for twelve to sixteen Indigenous people. The arrival of cattle created an employment opportunity for six Indigenous employees to undertake the required delivery protocols.

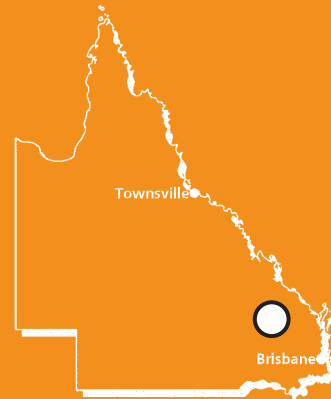
Key Activities 2004–2005

- Commenced business operation in December 2004 with the transfer of 905 Brahman heifers from Roebuck Plains Station.
- Program of works has commenced to establish the properties as viable cattle enterprises. This included constructing new manager's accommodation, construction of a boundary fence between Welcome and Lakefield National Park, de-silting of approximately twenty dams and clearing of fence lines on Crocodile.

Financial Position

The pastoral business recorded a net operating loss of \$138,636 for the year ended 30 June 2005. This figure takes into account the change in market value of livestock over the financial year, and the fact that businesses only commenced operations in December 2004 with no calves branded before 30 June 2005. The ILC incurred additional expenses for holding title to the land during this period that are not in the net result of the business.

Mimosa Station Via Gayndah, QLD



Property Description

- Program Stream: Economic.
- Primary Purpose: Pastoral business – cattle production.
- Size: 3,806 hectares.
- Livestock: Cattle herd 1,195 head.
- Infrastructure: The property was reasonably well developed but much of the fencing was old and dilapidated. Livestock water supply was also inadequate.

Benefits Sought/Achieved

- Employment: Six Indigenous people were employed as casuals.
- The property manager is the public officer of the applicant group.

Key Activities 2004–2005

- Commenced refurbishment of fencing, water and cattle yard infrastructure
- Plans are in place to build up a good quality herd of 500–600 breeding cows once the refurbishment is completed.

Financial Position

The pastoral business recorded a net operating loss of \$74,789 for the year ended 30 June 2005. This figure takes into account the change in market value of livestock over the financial year, and reflects the restructuring of the herd to improve its quality. The ILC incurred additional expenses for holding title to the land during this period that are not in the net result of the business.



New water infrastructure, Mimosa Station, QLD.



Learning essential skills, Mimosa Station, QLD.