case study 3
lamboo station
kimberley, western australia

MANAGING
INDIGENOUS
PASTORAL
LANDS
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Executive Summary

Background

Lamboo Station is owned by the Ngunjiwirri Aboriginal Corporation (NAC) on behalf of the Ngunjiwirri people. Lamboo is an Indigenous station in the East Kimberley. The property was purchased in 1994 by the (then) Aboriginal and Torres Strait Islander Commission (ATSIC) through the WA Aboriginal Lands Trust (ALT) and handed over to the local people in the same year.

Some of the key take out messages from the case study are as follows:

Early Objectives of the Land Transfer to the Ngunjiwirri People

At the time of the purchase of Lamboo Station, the primary focus of the Western Australian Government was to provide land for the Ngunjiwirri people on which to live, rather than as a business enterprise. Little attention was paid to the standard of infrastructure or the number and quality of the cattle that were included in the sale.

From the outset, the property was only in fair condition (at best). Approximately 1,000 head of poor quality, Shorthorn cattle were also included in the purchase.

The issues that impeded progress at Lamboo began during the period following purchase:

- There was a lack of a focus for the purchase, with little thought to the future in regards to employment or managing social issues.
- The property struggled for a number of years with various managers, limited funds and few cattle sales.

By the early 2000s, the herd had dwindled to around 300 head due to poor management and a dearth of finance.

Over the past decade, the station’s herd has been rebuilt to reach approximately 1,200 head by the end of 2012 and station management has undertaken a range of infrastructure projects that has lifted the standard of the property’s infrastructure and enabled improved cattle management. Despite this, the NAC enterprise still operates below its full potential. The legacy of the initial purchase decision continues to affect the business.

NAC runs its 1,200 head on 20% of the available area, with the balance land leased out to other pastoral enterprises. A further 4,500 cattle are run on the balance of the property by the sub-lessees; albeit NAC earns annual lease payments from this business.

Unless funding sources can be accessed, continued growth to the NAC pastoral business will be limited to natural increase in the existing herd. While this can be successful, it will be a slow path to follow.
NAC’s Objectives in 2013

Today, NAC’s vision is clearly articulated:

‘to create a business enterprise that will demonstrate longevity, and is available to offer the Indigenous youth of Halls Creek and the NAC a working environment, with structured learning/mentoring and the option of local employment’.

The aim of NAC is to operate a viable pastoral business, commercially independent of welfare funding.

Development and Changes to Herd and Grazing Management

NAC has been successful in gaining over $300,000 in Indigenous Land Corporation (ILC) funding for two separate projects; to construct new fencing and stock waters and install a new set of cattle yards that incorporates latest technology.

Through the development of this infrastructure, better control has been exerted over the small herd which has allowed improved herd management techniques, such as more drafting, weaning and weighing of cattle.

The new system of paddock trap gates and laneways has also significantly reduced mustering costs and has enabled better management of grazing. Limited rotational grazing has been introduced using the system of trap gates to move cattle rather than mustering them. This new approach has also assisted in quietening the herd, as there is little or no use of helicopters.

Business Planning and Management

A detailed five year business plan is in place for the business, which is supported by an annual work plan and annual budget. Costs are managed closely.

Other Sources of Income

The major issue for Lamboo to overcome is the slow growth of the herd, due to the need to sell cattle to generate cash flow. The station’s herd, at 1,200 head, remains insufficient for a self sustaining pastoral property of this size.

Accordingly, NAC and management have secured alternative forms of income and funding to contribute to the continuation of the business. These include:

- Leasing two parcels of land, representing approximately 80% of the total landholding, to other graziers and grazing companies. This land is currently surplus to Lamboo’s herd requirements.
- Levying an annual fee under an Indigenous Land Use Agreement to a mining company whose mine (under Care and Maintenance) is located on the station property.

In regard to the sub-leased areas of the property, NAC and management intend to negotiate new arrangements with the sub-lessees requiring them (the sub-lessees) to develop parts of the leased areas. NAC plan to progressively take back land as the Lamboo herd increases.

In addition, the Property Manager earns off-property income through his role on the Kimberley Indigenous Management Support Service. Management has also accessed funding from a range of public sources. As well as the ILC Land Management Grants, Lamboo management has availed itself of
assistance from FarmBis, WA Department of Agriculture and Food and the Community Development Employment Program (CDEP).

**Governance**

The NAC Board of Directors is responsible for the oversight of the business including strategy, compliance and risk management. The Board has appointed Robin Yeeda as Station Manager who is responsible for the day to day operations of the property and the business.

The membership of the NAC (which reflects the local clan groups) elects the directors for two year terms. Directors must be Traditional Owners of the land. Half the Board positions are re-elected in alternate years to provide some continuity to the Board’s experience. The Board is assisted by a Management Committee that includes several directors, the Station Manager and two advisors from the Kimberley Indigenous Management Support Service (KIMSS) now known as the Indigenous Landholder Services North (ILSN) who provide expertise in governance and pastoral management.

**Markets and Marketing**

Two years ago, the Station changed from marketing steers to marketing young bulls due to structural problems with the old yards which made it difficult to process bulls. Since then, Lamboo has developed good markets for bulls weighing 200-500 kg - both in the live export market and for slaughter in Perth.

An association with the local stock agent has helped provide good market information and reasonable marketing outcomes for the turnoff.

**Leadership**

Robin Yeeda, the Station Manager, is committed to ongoing training and development and has achieved a wide range of competencies required for a pastoral enterprise. In the ten years since he became Station Manager, Lamboo has made significant progress in infrastructure development and the establishment of a fledgling pastoral business. These achievements have largely been a result of Robin’s early vision, commitment and efforts, with the support of the Board of Directors.

Ten years’ continuity of service by the Station Manager has also been a big advantage to NAC and Lamboo. Robin continues to remain committed to the NAC vision and undertakes professional development which he can utilise to the benefit of the business and future employees.
Important Questions Highlighted by the Case Studies

This case study, together with the Case Studies undertaken by the Study Team of Delta Downs and Warrigundu Stations highlights a series of important questions that Traditional Owners (TOs) or Aboriginal corporations need to answer when considering starting a pastoral business. The following list is not intended to be exhaustive but provides a snapshot of the key messages arising from the Case Studies:

- What is the purpose for beginning the pastoral enterprise?
- Where can advice be sought to assist in the setting up of a commercial business?
- Is the property or area suitable for raising cattle and is it large enough to carry enough cattle to produce the desired outcomes?
- What infrastructure is in place and what is the condition of the improvements?
- Is there access to sufficient funds to carry out a development program without incurring debt?
- What cattle are available to begin operations?
- Is there access to sufficient funds to purchase enough cattle to operate a commercial business without incurring debt?
- Where are the nearest markets?
- What is the incidence of drought?
Land and Property Information

Lamboo

Lamboo Station (‘Lamboo’ or ‘the Station’) is owned by Ngunjiwirri Aboriginal Corporation (NAC) on behalf of the Ngunjiwirri people.

Location

Lamboo Station is situated approximately 45 km south west of the township of Halls Creek, in the East Kimberley region of Western Australia (WA). The property covers an area of 361,391 hectares with approximately 70,000 hectares (20%) north of the Great Northern Highway and the balance on the southern side.

Figure CS3.1  Location of Lamboo Station in Relation to Halls Creek
Tenure

Lamboo is located on a WA Pastoral Lease which expires at the end of June 2015. Pastoral leases in WA, whether for Indigenous or non-Indigenous owned land, have to meet certain requirements to enable them to be renewed. The offer of lease renewal in 2015 will be subject to the following conditions:

- compliance with lease conditions, including stocking requirements and maintenance of infrastructure, at the time of expiry on 30 June 2015
- there being no Soil Conservation Notices or other orders by the Commissioner of Soil and Land Conservation in force
- there being no unfulfilled requirements of the Commissioner of Soil and Land Conservation and/or the Pastoral Lands Board in relation to the observance of lease conditions under the Soil and Land Conservation Act 1945 (WA) and the Land Administration Act 1997 (WA)
- exclusion of areas from the existing lease that may be required for public works, conservation, national park, nature reserve or other State purposes.

The annual lease rental for the lease up to 30 June 2015 will apply to the renewed lease. The rental review period for the renewed lease will continue to apply every five years in accordance with Section 123(4) of the Land Administration Act 1997 (WA).

History

The property was purchased in 1994 by the (then) Aboriginal and Torres Strait Islander Commission (ATSIC) through the WA Aboriginal Lands Trust (ALT). ATSIC/ALT handed the Station over to the local people in the same year. Ngunjiwirri elders at the time included Mr Charlie Yeeda, the father of the Station’s current Manager, Robin Yeeda.

At the time of the purchase, the primary focus of the WA Government was to provide land for the Ngunjiwirri people to live on and not as a business enterprise.

Little attention was paid to the standard of infrastructure or the number and quality of the cattle that were included in the sale.

As a result, there were significant issues that impeded progress of the pastoral enterprise.

The property was only in fair condition, and a period of around 18 months was required to bring it up to a suitable standard. Approximately 1,000 head of poor quality, Shorthorn cattle were included in the purchase.

The issues that impeded progress at Lamboo began during the period following purchase. Due to the lack of a focus for the purchase, apart from a need to provide a community area, there was little thought to the future, for employment or managing social issues. The property struggled for a number of years with various managers, limited funds and few cattle sales.
By the early 2000s, the herd had dwindled to around 300 head through poor management and a dearth of finance.

- In 2001, a young TO named Robin Yeeda realised if Lamboo was to develop it needed good leadership.
- He subsequently attended Katherine Rural College where he gained a Certificate III in Beef Cattle Production.
- He returned to the Station and took on the Manager’s role.
- To overcome the problems of lack of finance and low livestock numbers he has been instrumental in:
  - continuing studies to improve his skills and knowledge
  - finding work off property as an Indigenous Liaison Officer at ILSN
  - encouraging the sub-leasing of approximately 80% of the property to local landholders including a major pastoral corporation
  - ensuring owners of a local ‘mothballed’ mine on the property paid a token payment for land use
  - sourcing Property Management funds from the Indigenous Land Corporation (ILC) to carry out infrastructure development and ensure that the property is developed efficiently and with sound improvements.

Robin has taken advantage of ongoing professional development to further his business and management skills. He is a Director of NAC and a former Chairman of Directors.

In addition to Robin’s efforts, the term of Board members was changed from one year to two years to enable improved decision making through the experience gained in a Director’s first year of appointment. Half of the Board is elected each year to give continuity.

The area of Lamboo that is not sub-leased currently carries about 1,200 head of Brahman-cross cattle. A herd of this size does not provide employment opportunities for more than the occasional part-time employee.
This will continue until such time as a way is found to attract funds to purchase breeding cattle. This is difficult as funds cannot be borrowed against the land due to caveats on Indigenous land that prevent it from being used as collateral.

The issue of pastoral lease renewal, due at the end of June 2015, should be covered by the development work being completed and the standard of stewardship shown by the Board and management.

Map

The following map shows the area north of the Great Northern Highway that NAC uses for operating its cattle enterprise. This area represents approximately 20% of the property. All significant fences, yards, watercourses and named existing waters are displayed.

Figure CS3.2  Map of the Northern Section of Lamboo Station

- Existing paddocks marked in black
- Laura paddock, new fence-yellow.
- Mt Angelo paddock new fence-red.
- Dusty laneway-light blue top centre.
- Emull laneway-pale blue middle centre.
- Midnight lane way-white.
- Yellow numbered markers existing spears.
- Blue numbered markers new spears.
- Holding paddocks light green centre of map.
- New Yards
Climate
In this part of the Kimberley Region, the wet season (spring/summer) lasts four to five months and
the dry season (autumn/winter) lasts seven to eight months. The closest long-term weather stations
are at Halls Creek (Number 2012, 18.23° S, 127.66° E) and Ruby Plains Station, (Number 2026,
18.60° S, 127.64° E). An average of records for the two weather stations gives a reasonably accurate
picture of climate in the Lamboo area.

Table CS3.1 Climate Average Annual Values

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean max temp</td>
<td>33.6°C</td>
</tr>
<tr>
<td>Mean min temp</td>
<td>20.0°C</td>
</tr>
<tr>
<td>Average rainfall</td>
<td>507.5 mm</td>
</tr>
</tbody>
</table>

Land Types – Soils
For geological purposes the region around Lamboo is classed as part of the Southern Kimberley
Ranges Province. The area comprises:

- hills, ranges and plateaux, with some undulating plains and lowlands on granitic,
  volcanic and sedimentary rocks
- stony soils with some red deep sands, red/brown non-cracking clays and yellow loamy earths.

Stony soils dominate most of the hilly terrain. Red/brown non-cracking clays are found on the basalt
hills. Other soils include yellow loamy earths, red deep sands, yellow deep sands, red loamy earths,
self-mulching cracking clays and red shallow loams.

Land Types – Vegetation
Vegetation is characterised by eucalypt woodlands with spinifex and mixed grasslands. Snappy gum
over curly spinifex is the most common vegetation association. Bloodwoods are sometimes found
in this association with areas of baobabs over spinifex also present. Elsewhere, snappy gums,
and sometimes bloodwoods, are found over short grass or hard spinifex.

Tall grass savanna woodlands of bloodwoods, woollybutt and stringybark over curly spinifex and
upland tall grasses such as native sorghum are found in upland areas. Woodlands of grey box and
cabbage gum over white grass or ribbon grass are also found in these areas.

Property Infrastructure
On the northern side of the Great Northern Highway, where the Lamboo herd is run, there are nine
paddocks, most of which have laneway access. There are also nine bores and three dams. The bores are
operated by a combination of windmills and solar-driven submersible pumps.

On the same side of the road, Lamboo has built a new set of yards, funded with a grant from the ILC.
The yards are modelled on a Temple Grandin design with modifications made by Robin Yeeda and
Rod McColm, from KIMSS Kununurra. There are a further three sets of yards north of the highway,
but these are in poor condition.
Lamboo has also constructed a series of trap gates to facilitate mustering and moving cattle between paddocks and into the laneways that access the new cattle yards.

South of the highway in the sub-leased country there are a further six paddocks, 17 bores and four dams. There is also another set of yards but they are in a poor condition. The bores, dams and fencing are maintained by the sub-lessees.

The station homestead area includes housing, office, single accommodation units, machinery sheds and generator shed.

Photo CS3.1  Constructing New Yards

Photo CS3.2  Constructing Trap Gates
Business Management

Vision
To create a business enterprise that will demonstrate longevity and is available to offer the Indigenous youth of Halls Creek and the NAC a working environment, with structured learning/mentoring and the option of local employment.

Mission
The aim of the NAC is to operate a viable pastoral business, commercially independent of welfare funding.

Management
Lamboo Station is a pastoral enterprise owned by NAC. The NAC Board of Directors is responsible for the oversight of the business including strategy, compliance and risk management. The Board has appointed Robin Yeeda as Property Manager and his duties include:

- day to day operations of the property
- development of management and operational plans- both short and long term
- management of the two sub-leasing agreements
- management of staff
- organising training for staff and directors, with the assistance of ILSN.

Business Planning
All business planning is carried out by the Board with the assistance of the Management Committee (refer to page Governance, ‘14’ for details of this Committee).

The 2005-2009 business plan supported an application for ILC funding of $160,000 for fencing and stock water construction.

The current five year business plan covers the period 2010 to 2014. This plan was also used to support an application for an ILC Land Management Grant of $180,000 for the replacement of an old set of cattle yards. The construction of the new yards:

- incorporates new technology in yard design and construction
- enables more modern herd management techniques
- addresses issues of workplace health and safety.

Both funding applications were successful and the work was completed on time and within budget. Its record of performance meant Lamboo’s second application with ILC was a much simpler process to manage.
The business plan is a comprehensive document that covers all aspects of the business including:

- history of the business
- business structure
- key personnel
- risk management
- financial management (current and projected).

Annual work plans are also drawn up and carried out in accordance with the business plan. A sample work plan is provided in Attachment 1.

**Governance**

NAC was incorporated in 1987. Lamboo was purchased in 1994 and NAC was to operate the lease. At that time, there was no board; however a committee was elected by NAC, whereby all members of the corporation were eligible to vote. A minimum of five people were required to form a quorum for election purposes.

The committee system has now been replaced with a Board of Directors, with an improved structure and election procedures.

**Figure CS3.3  Lamboo Station Board Structure**

The membership of NAC (which reflects the local clan groups) elects the directors. Director election is undertaken by corporation members rather than community members, as the community includes people who are not TOs and therefore are not eligible to vote. Not all TOs vote, as some are not interested or do not live near enough to the Station to participate.
Directors do not receive any pay for their participation on the Board. They serve a two year term, with half the board up for election in any given year.

The Board is assisted by a Management Committee that includes several directors, the Station Manager and representatives from DAFWA Indigenous Land Services North.

Having the same Station Manager in place at Lamboo for over 10 years has been a big advantage to the business. Prior to 2001, there were four managers – three of which were Indigenous and one who was non-Indigenous, and was in the position for approximately one year.

Financial Information

From 1994 to 2002, the Station bookkeeping was conducted by the now defunct Noonjuwa Corporation. Reports were completed and the information forwarded to a Perth consultant who was responsible for the completion of end of year returns and Business Activity Statements, following the introduction of the Goods and Services Tax. Following his appointment in 2001, Robin Yeeda had a period of some 18 months of training, after which he was responsible for the bookkeeping.

Lamboo has relied heavily on the FarmBis program in its financial management activities. FarmBis was a program created and designed by the Australian government in conjunction with the respective State governments to provide financial assistance for education and training for farmers and land managers. Until the middle of 2012, FarmBis provided Lamboo with a bookkeeper who visited once a year to provide training to the Manager and to prepare accounts and reports. This information was then forwarded to an accountant in Perth who prepared the end of year statutory accounts and returns. This accountant was also funded by FarmBis.

The FarmBis program has now been discontinued; however it has been replaced with Farm Training WA (FTWA), a project that is attached to the Indigenous Landholder Services (ILS) Program of the WA Department of Agriculture and Food (DAFWA). FTWA arranges training at the request of Aboriginal land owners and managers on agriculture and pastoral properties throughout WA, that are associated with the ILS local branches, in this case the Indigenous Landholder Services North. Lamboo intends to use this new service for its bookkeeping and accounting.

The bookkeeper provided by FarmBis, also worked with the Manager to develop the annual budget. These annual budgets are closely adhered to as funds are normally low by the end of the year. Cost management measures are implemented to ensure that the business can get through until the first sales of the coming year. This process will be continued under the new FTWA system.

Income is generated through cattle sales, the two sub-leases and ‘mining royalties’. The mining royalties are Indigenous Land Use Agreement fees paid by a mining company for its mine on the Station land.

Previously, the mining royalties were paid as ‘dividends’ to the older TOs on the basis of an equal share for each. However the monies were being used by the younger members, so purchases of refrigerators and other white goods replaced the cash payments. However when these goods also started to change owners, the process ceased and the funds are now used in the station budget.
The mine has been in Care and Maintenance mode for eight years and royalties have been set at $10,000 per annum.

In regard to the leased areas of the property, NAC and management intend to negotiate new arrangements with the sub-lessees requiring them (the sub-lessees) to develop parts of the leased areas. NAC plan to take back land as the Lamboo herd increases.

Lamboo also accesses employees through the federally-funded Community Development Employment Program (CDEP). Station wages or contractors supplement these CDEP workers.

Lamboo has accounts with a commercial bank. NAC and the business carry no debt due to stringent control of income and expenditure by management.
Markets and Marketing

Two years ago, the Station changed from marketing steers to marketing young bulls due to structural problems with the old yards that made it difficult to mark bulls. Since then, Lamboo has developed good markets for bulls weighing 200-500 kg - both in the live export market and for slaughter in Perth.

The staff prepare the animals for sale, and the local Landmark agent drafts them for particular markets. An association with the local stock agent has helped provide good market information and reasonable outcomes.

- Cows are culled for age and sold at 10 years and over.
- Most heifers are kept as replacements.
- Cull bulls are sold at nine years and over.

The biggest issue to affect the marketing of livestock was the suspension of the live export trade in 2011, and the subsequent drop in quotas and the cattle price.

Grazing Land Management

NAC runs cattle on approximately 20% (70,000 hectares) of the property, which is restricted to the northern end. Since 2006, this area has undergone development whereby new waters, fences and yards were constructed. A system of paddock trap gates and laneways has been installed to significantly reduce mustering costs. This has also allowed grazing to be better managed. Limited rotational grazing has been introduced using the system of trap gates to move cattle rather than mustering them. This work was completed with assistance of DAFWA.

There are no major issues with overgrazing. Some erosion has been observed in association with fences and roads; but it is not particularly significant and can be managed.

The only weed of significance is parkinsonia, which is found along sections of the Laura River. There are also some areas of calotrope (rubber bush) infestation which is not a particular problem yet, but will develop if not treated.

The balance of the country south of the highway (approximately 290,000 hectares) is sub-leased. This area currently carries approximately 4,500 head, at a rate of approximately one head per 65 hectares. This area is managed by the sub-lessees but supervised by the Station Manager.

DAFWA has an officer in Broome who provides assistance to producers on land management issues.
Herd Management and Production

Herd Size and Composition

From the initial purchase in 1994, the herd numbers slumped from around 1,000 head to around 300 head until 2002. Through the development of infrastructure such as waters, fencing and yards, better control has been exerted over the small herd which has allowed improved management techniques, such as more drafting, weaning and weighing of cattle.

Lamboo currently carries approximately 1,200 head of cattle, made up of a mixed herd of breeders and young dry cattle. As previously mentioned, Lamboo does not castrate young male animals but instead turns them off for live export as entire males.

### Table CS3.2 Lamboo Station Herd Numbers, 1 January 2013

<table>
<thead>
<tr>
<th>Livestock Numbers</th>
<th>As at 01/01/13</th>
<th>2012 Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cows</td>
<td>765</td>
<td>0</td>
</tr>
<tr>
<td>Bulls</td>
<td>39</td>
<td>0</td>
</tr>
<tr>
<td>Heifers</td>
<td>250</td>
<td>0</td>
</tr>
<tr>
<td>Bulls/Steers</td>
<td>150</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>1204</td>
<td>200</td>
</tr>
</tbody>
</table>

Herd Management Operations

The development work has also assisted in improving the quality of the herd, through the ability to introduce better quality bulls, reduce the number of mickey bulls (unmustered bulls) and allow the segregation of weaners. It has also assisted in quietening the herd, as there is little or no use of helicopters. Consequently the Lamboo herd is better managed.

The first round muster includes the following activities:

- cattle sales
- weaning and separation of male and female weaners
- weaners held in the yard for a few days and fed hay, if available
- weaners walked to a paddock away from their mothers and provided supplement
- bulls removed from the breeder herd (financial constraints do not allow a special muster to do this earlier)
- cows 10 yrs+ culled and sold
- bulls 9 yrs+ culled and sold
- calves earmarked, branded and dehorned
- vaccinations for botulism and bangtail of those vaccinated.
The second round is a cleanup round where unvaccinated cattle are handled, and calves and weaners missed in the first round are processed.

New Brahman bulls were purchased from the Fitzroy River Bull sale in late 2012. The bulls were selected based upon conformation and temperament.

**Supplementation Program**

From June onward, the herd is monitored and supplementation is provided as required. The normal form of supplementation is urea blocks. These are easy to handle and freight well without separation. Supplementation continues until the first storms, which mark the start of the wet season.
Husbandry, Health and Welfare

The management of Lamboo pay particular attention to animal husbandry, health and welfare. The improvement to infrastructure is designed to reduce stress on livestock, and the vaccination and supplementation programs address the issues of health and welfare.

Vaccination Program

Lamboo conducts an annual botulism vaccination program using Singvac botulism vaccine on weaners and those cows that have reached the three year booster stage.

Welfare and Handling

The improved infrastructure development has significantly assisted animal welfare through a quieter system of mustering, using traps and lanes, reducing the need for helicopter mustering.

The new cattle yards, in particular the water sprinklers for dust control, have also improved the handling of livestock, by reducing stress on both animal and stockman.

Staff training in low stress cattle handling has also improved animal welfare outcomes.
Human Resource Management

The major source of professional assistance has come from DAFWA. ILSN is a part of the Indigenous Landholder Services program. It has provided support and training for Indigenous pastoralists across the region since its inception in 2004. ILSN provides governance training to the various Indigenous boards, as well as other training and support.

Staff

The Manager has held the position since 2002 and has been an NAC Director for 12 years. He also held the position of NAC Chair for three years. Robin Yeeda has been committed to undertaking ongoing training and professional development and has achieved the following competencies:

- Certificate II in Welding and Property Maintenance
- Certificate III in Beef Cattle Production
- Certificate in Business Governance
- Diploma in Agri-Business
- Grazing for Profit
- MLA Nutritional EDGE Course
- KLR Marketing School.

Normally the station is run by the Manager with the assistance of one offsider who is a retired person who works for a small wage that supplements (within the guidelines) his pension.

Because of its small size, the enterprise is run on a very tight budget with permanent staff limited to the one older employee and casual stock staff as required for mustering or fencing. The CDEP program has been used in the past but is not being used at present due to the unreliability of the groups operating the scheme in Halls Creek.

Staff Remuneration

The Manager is employed on a rolling five year contract. He completes extensive training and also works as an advisor with the ILSN program.

Most workers are paid through the CDEP program, with station wages supplementation or use of contractors, when necessary.

Staff Recruitment

The majority of staff are recruited from within the local community. This group provides all the staff for the trainee programs, as well as experienced people as mentors for the young trainees.
**Staff Training**

As stated above, the Manager has completed extensive training and also works as an advisor with the ILSN program. As a local Indigenous man, he is backed up by staff who are all local people. There is a large group of eligible local people that are experienced in station duties, as well as a significant youth base who are interested in station employment.

All training is organised by ILSN, including governance training for existing and new directors. The Manager completes ongoing training and is currently undertaking an Aboriginal mentoring course.

**Photo CS3.3  Governance Training**

Burks Park Centre in Halls Creek assists Lamboo with training young people and provides courses in Certificate 2 and 3 in Beef Cattle Production. The training is usually organised by ILSN.

**Photo CS3.4  Stockmanship Training**
Occupational Health and Safety

At the time of writing Lamboo did not have a Workplace Health and Safety program in place; however, it was to be investigated in the near future.

Diversification

Lamboo Station and the NAC have entered into sub-leasing arrangements with two close neighbours, who sub-lease approximately 290,000 hectares of Lamboo Station located on the southern side of the Great Northern Highway. Both of these sub-leases have the approval of the Minister for the Department of Regional Development and Lands and the Pastoral Lands Board.
Attachment 1: Example of Lamboo Station Workplan

<table>
<thead>
<tr>
<th>First Quarter: Jan - March</th>
<th>Land</th>
<th>Early burn for fire breaks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stock</td>
<td>Contact live export cattle buyers, and other markets to determine price trends for coming year</td>
</tr>
<tr>
<td></td>
<td>Stock</td>
<td>Monitor herd, visual assessment of calving and herd health</td>
</tr>
<tr>
<td></td>
<td>Stock</td>
<td>Muster and drench work horses</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
<td>Vehicles serviced</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
<td>Fences repaired following wet season flooding of creeks</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
<td>Yards repaired</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
<td>All tools and equipment serviced</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
<td>Directors Meetings</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
<td>Governance training for directors and members</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
<td>Station plans and budget for coming year finalised</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Second Quarter: April - June</th>
<th>Land</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Plan and prepare for mustering</td>
</tr>
<tr>
<td></td>
<td>Order mustering supplies hay, Avgas etc.</td>
</tr>
<tr>
<td></td>
<td>Start first round mustering</td>
</tr>
<tr>
<td></td>
<td>Begin supplementation as required</td>
</tr>
<tr>
<td></td>
<td>Stock</td>
</tr>
<tr>
<td></td>
<td>Order mustering supplies hay, Avgas etc.</td>
</tr>
<tr>
<td></td>
<td>Start first round mustering</td>
</tr>
<tr>
<td></td>
<td>Begin supplementation as required</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
</tr>
<tr>
<td></td>
<td>Complete repairs to fencing and existing infrastructure</td>
</tr>
<tr>
<td></td>
<td>Track clearing and grading</td>
</tr>
<tr>
<td></td>
<td>Final check of waters and yards prior to muster</td>
</tr>
<tr>
<td></td>
<td>Vehicle maintenance and repairs</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
</tr>
<tr>
<td></td>
<td>Directors meetings – business correspondence</td>
</tr>
<tr>
<td></td>
<td>End of financial year statements, records and tax</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Third Quarter: July - Sept</th>
<th>Land</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Monitor for overgrazing as the season dries off</td>
</tr>
<tr>
<td></td>
<td>Stock</td>
</tr>
<tr>
<td></td>
<td>Sale cattle sold</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
</tr>
<tr>
<td></td>
<td>Repair fences following first round muster</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
</tr>
<tr>
<td></td>
<td>Directors meeting – business correspondence</td>
</tr>
<tr>
<td></td>
<td>Pastoral lease fees and hire rates paid</td>
</tr>
<tr>
<td></td>
<td>LCDC, ZCA and PGA meetings</td>
</tr>
<tr>
<td></td>
<td>Workers given break to attend cultural and historic Kimberley festivals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fourth Quarter: Oct - Dec</th>
<th>Land</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Monitor paddocks for over grazing, move any animals off areas demonstrating early stages of overgrazing</td>
</tr>
<tr>
<td></td>
<td>Stock</td>
</tr>
<tr>
<td></td>
<td>Supplementary feeding to minimise loss of older cows and weaners</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
</tr>
<tr>
<td></td>
<td>Vehicle maintenance and repairs prior to 2nd round muster</td>
</tr>
<tr>
<td></td>
<td>Water point maintenance becomes a prime concern as season dries out and heats up, placing stress on water points</td>
</tr>
<tr>
<td></td>
<td>Yard maintenance checks prior to second round muster</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
</tr>
<tr>
<td></td>
<td>Station report prepare for members</td>
</tr>
<tr>
<td></td>
<td>AGM, reporting requirements – returns to ORIC</td>
</tr>
<tr>
<td></td>
<td>Pastoral Lands Board stock return</td>
</tr>
</tbody>
</table>