



# Investment opportunity northern outback Queensland abattoir

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#### **Acknowledgement and Disclaimer**

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# **Northern Outback Queensland Abattoir**

## **Investment Attraction Document**

### **Executive Summary**

The beef cattle industry in Far North Queensland is an important, vibrant industry, and local producers are actively seeking ways to reduce costs and increase their marketing options. Cattle producers in the MITEZ and Gulf-Savannah regions currently face heavy transport costs in delivering cattle to SE Queensland processors or live export ports. Many producers would welcome the development of a local abattoir to provide a competing option and to capitalise on the significant freight cost savings available.

A Pre-feasibility Study recently sponsored by the Queensland and Commonwealth governments with support from local government and producer groups suggested that these potential savings would be significant and also compared the potential of site locations throughout the Far North Queensland producing area. It identified that savings to the industry would be maximised at locations in the western part of the region, close to labour sources and with optimum transport cost differentials. However, there are many sites throughout the region that would be attractive to investors.

Changing global demand patterns, including consumption growth in Asia relative to established western world markets, suggest that Queensland producers are well placed to meet demand in growth centres. Far North Queensland producers using a local processor would also have easy access to domestic markets, and export markets, either through existing Brisbane-based supply chains or through new export options through growing container ports such as Townsville.

This document is intended to provide potential investors with a background to the issues and conditions pointing to the viability of a Far North Queensland beef processor, and to offer support and assistance to any such investors.

### **Why invest in a Far North Queensland beef Abattoir?**

- The Queensland beef industry is the largest and most technologically advanced in Australia
- Guaranteed animal health and high food safety standards
- Access to lower cost supply chains
- Proximity to emerging export ports
- Weakening live export outlook for Queensland producers
- Increasingly stable cattle supply
- Improved value-add opportunities through irrigation developments

## **Overview**

Queensland is the largest cattle producing state in Australia, responsible for the production of almost 50% of Australian beef, and 10-20% of live cattle exports. The state's beef and cattle industry is worth A\$4.7 billion annually including \$A3.4 billion of export.

The Queensland cattle industry covers a vast area of agricultural and pastoral land from the temperate south to the tropical north-west. Climatic, agricultural and economic conditions vary greatly between regions, with cattle density lowest in the northern grasslands. Northern Queensland has abundant inexpensive pastoral land, providing beef producers with a competitive advantage. However, the path to market (from paddock to plate) often involves long distance live cattle transport which is relatively expensive.

There is an opportunity for investors to share in reduced supply chain costs through the development of a beef processing plant in north-western Queensland. The facility would become the key asset in a new supply chain that would open up cheaper paths to market for the abattoir operator.

A pre-feasibility study recently undertaken with the support of the Queensland and Commonwealth governments the Northbeef producer group, and the Mount Isa Townsville Economic Zone (MITEZ) and Gulf Savannah Development Inc (GSD)<sup>1</sup> found that cattle numbers exist for an abattoir with significant supply chain cost advantages to operate in the region.

## **The traditional supply chain**

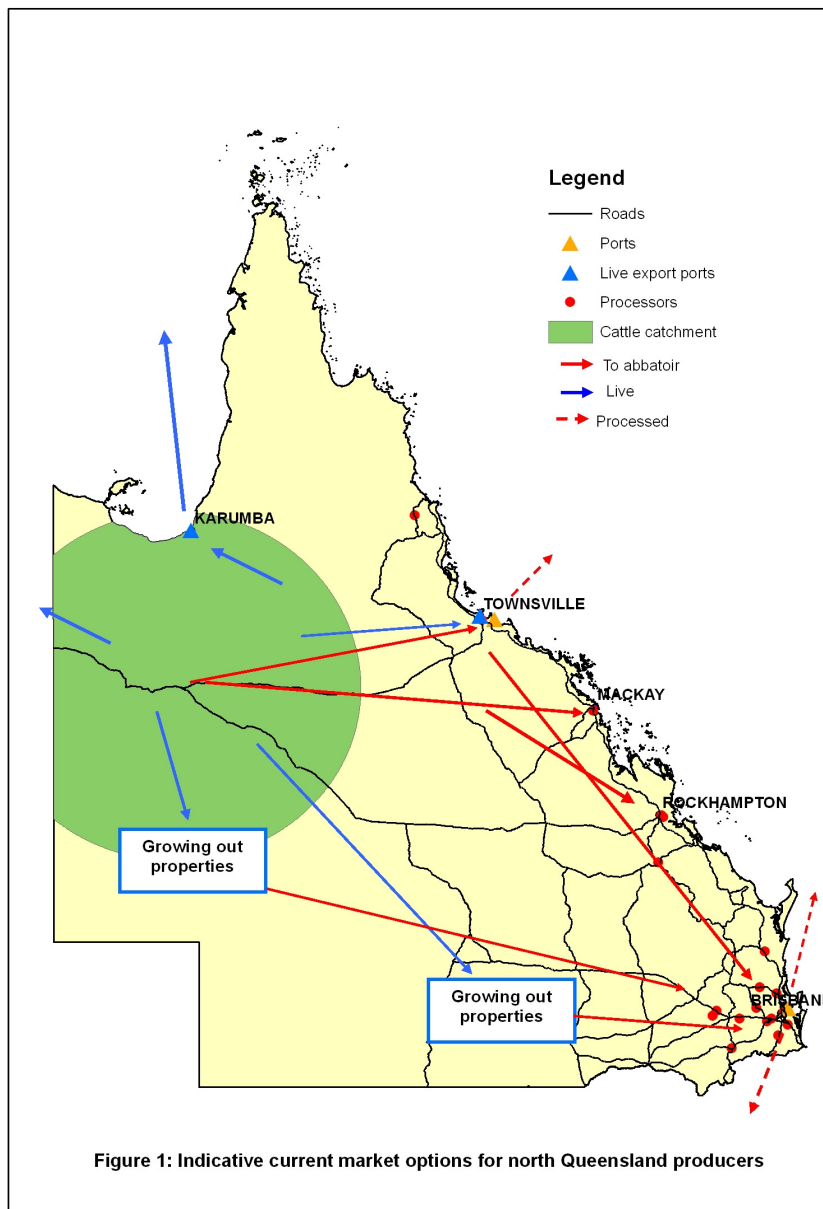
Producers in this region have two outlets for their cattle:

1. Sale to processors located in coastal and south east Queensland, often via finishing properties or feedlots in central and southern Queensland. Processed beef products supply Australian domestic and export markets
2. Sale to live exporters at northern ports (mainly Townsville, Karumba and Darwin)

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<sup>1</sup> Northern Beef Abattoir Pre-feasibility Study, Feb 2012

Figure 1 indicates the market options currently available to north Queensland cattle producers.



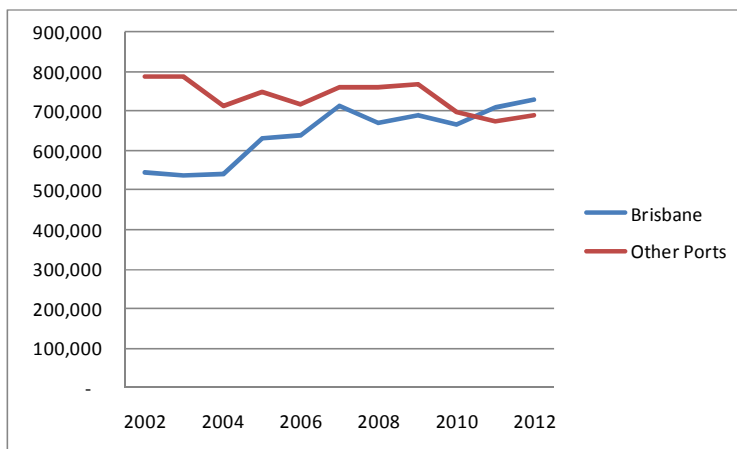
There are no substantial inland beef processing plants serving northern Australia. Producers bear significant live cattle transport (rail and road) costs, which for some makes live export a viable alternative. Rising transport costs and insecurities in the live export chain are making local processing increasingly attractive.

## International beef market

World consumption of beef is currently steady, at about 56 million tonnes per year. Australia produces about 4% of this volume, but is the second largest exporter of beef. Consumption in the developed world is starting to decline, but this trend is being matched by an increase in developing parts of the world.

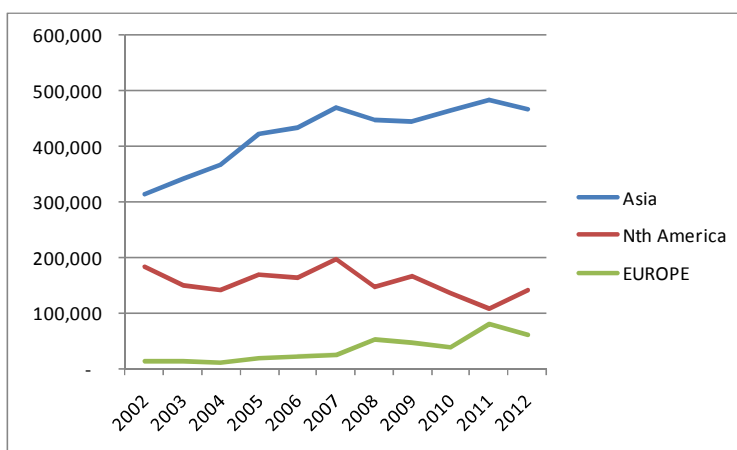
Export markets are an important outlet for Queensland beef with the Port of Brisbane being the sole export outlet for Queensland processed products. Brisbane has a growing share of Australian beef and veal exports, rising from 41% in 2002 to 51% in 2012, reflecting the increasing competitiveness of Queensland beef on world markets.

**Figure 2 – Exports from Brisbane compared with all other Australian ports**



The destination regions for Brisbane exports are shown in Figure 3.

**Figure 3 – Brisbane exports to international regions 2002-2012 ('000 tonnes)**

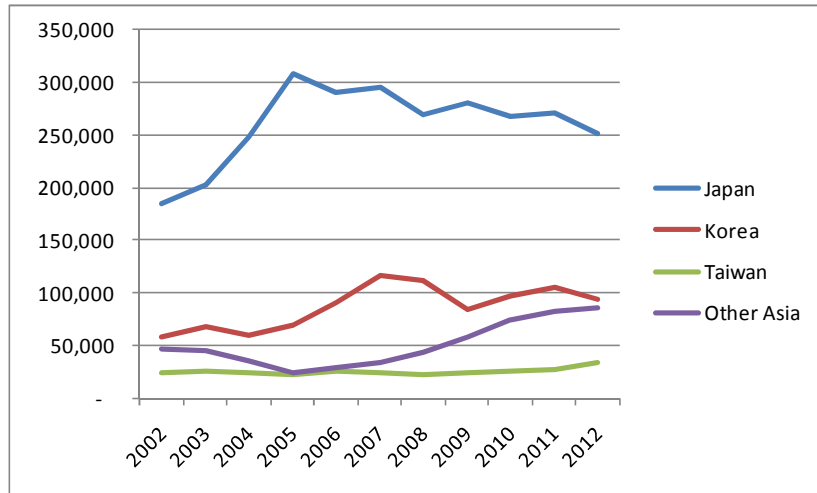


Source – DAFF Red Meat Statistics

The proportion of exports from Brisbane to Asia has been increasing steadily in comparison with more stable export volumes to the US.

Of exports destined for Asia, the mix between traditional and emerging markets is also changing. Japan has been the long term dominant market, but growth in demand from elsewhere in Asia is responsible for the significant increase in exports to this region, as shown in Figure 4 below.

**Figure 4 – Brisbane beef and veal exports to Asian destinations 2002-12 ('000 tonnes)**



Source – DAFF Red Meat Statistics

The major importing nations and ports in the “Other Asia” category are Indonesia, Philippines, Malaysia, Singapore, Hong Kong and China.

The growth in meat consumption in South East Asia and China corresponds with rising levels of affluence, and has the potential to continue in the long term. Queensland is very well located to capitalise on this growth, and the Port of Brisbane is a cost-effective export location, offering daily sailings and low sea freight rates to all destinations.

### Investment opportunity

With increasing cattle turnoff in northern Queensland, the opportunity exists for a new processor to capitalise on the Asian demand growth. The two existing basic paths to market (via processors in south eastern Queensland, and live export) involve the transport of live cattle over long distances. The Port of Brisbane is 1800km south east of Mt Isa and 1300km south of Townsville. The cost of livestock transport by road is increasing due to several factors:

- animal welfare and driver fatigue regulations
- rising fuel costs
- rising labour costs and competition with the mining resources sector

The cost of rail transport of live cattle is also increasing and will continue to do so following the privatisation of the rail service in Queensland in 2010.

In some cases, the cost of getting some cattle to an abattoir for slaughter exceeds the return available to the producer due to livestock freight charges.

## Live exports

The live export market has been an outlet for certain types of cattle for northern Australian beef producers for two decades. Recent developments have demonstrated that this outlet option is subject to significant uncertainty. Animal welfare concerns and moves towards self-sufficiency in Indonesia have resulted in a contraction in export numbers from 954,000 in 2009 to 694,000 in 2011. A further reduction in 2012 appears likely. Future live cattle export numbers can therefore be expected to be subjected to substantial political and market variability.

**Table 1 – Live cattle exports from key exporter states 2007-2012**

live cattle	2007	2008	2009	2010	2011	2012*	fall from 2009
Northern Territory	318,000	388,000	327,000	292,000	283,000	238,000	27%
Queensland	84,000	112,000	198,000	92,000	53,000	37,000	81%
WA	263,000	303,000	362,000	369,000	237,000	181,000	50%
Total (main export states)	665,000		887,000	753,000	573,000	456,000	49%

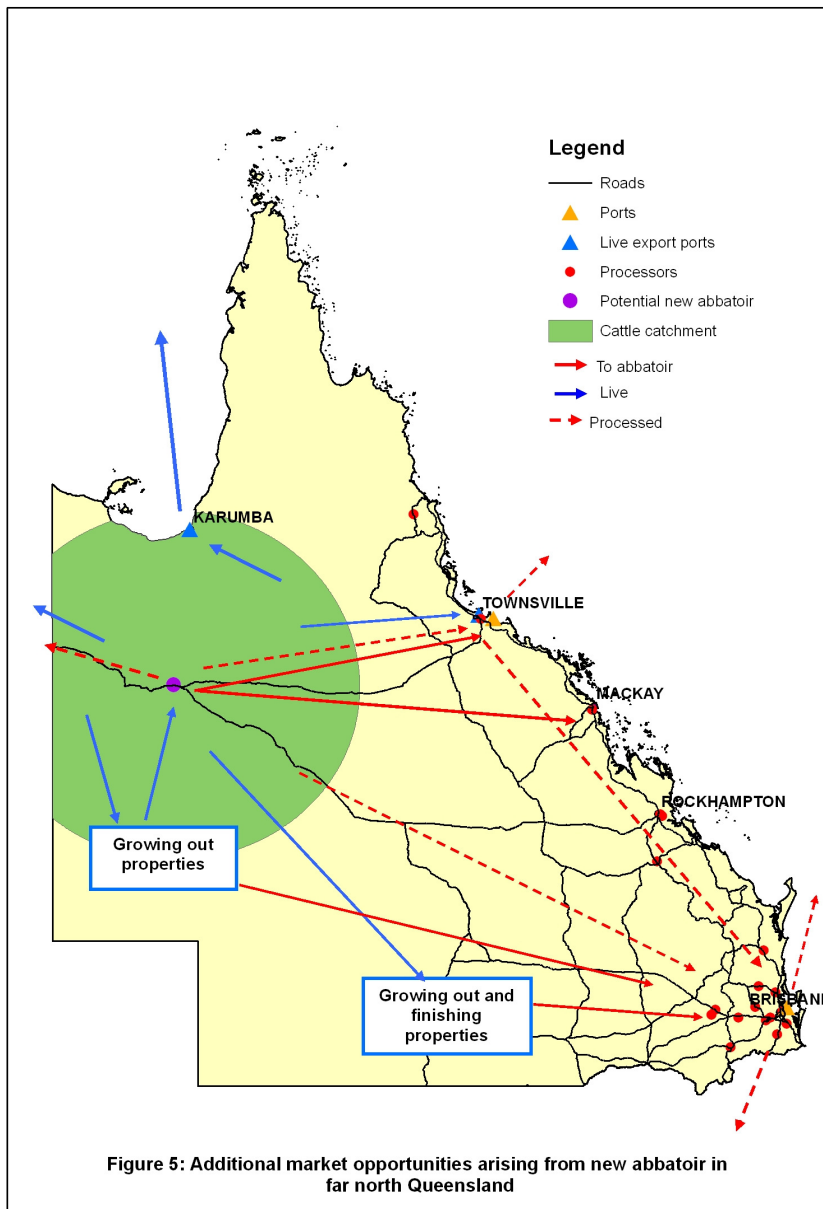
\* Annualised Jan-May 2012-08-16

Source - LiveCorp

Industry forecasts are for the live trade to remain an important component of Australia's beef and cattle marketing effort, but due to the location of available ports, Queensland producers will always have a lesser share, especially if the market continues to diminish. As Table 1 shows, live exports from Queensland and Western Australian ports have fallen by a greater amount than those from the largest export location (Darwin, NT). If live exports continue to decline, alternative disposal options will be more attractive to far north Queensland producers.

A local processor would create a new supply chain option that could capitalise on the changing cost profile and the global market. The delivery of processed beef to domestic and export markets from the production region would offer significant advantages over the current choices.

Figure 5 illustrates how a new abattoir would generate new supply chain options for local beef cattle producers.



### Available cattle numbers

The Pre-Feasibility Study provided analysis to estimate the expected economic cattle catchment of an abattoir at different locations within the region. The economic catchment is the number of slaughter ready cattle which enjoy a supply chain cost advantage versus the existing coastal Queensland abattoirs. The analysis estimated that up to 170,000 slaughter ready cattle per year would fall into the economic catchment zones at various locations throughout the region.

Currently older cattle and culled breeding stock from northern and western properties have little commercial value as the cost of transporting the animal to an existing processor exceeds the price received. An abattoir in the region would make transporting and processing of these animals from many northern properties economically viable, lifting local productivity considerably, and provide a source of cattle not readily available to more remote processors.

The Pre-Feasibility Study found that the benefits of a new processor would be most obvious in the north western part of the region (Cloncurry area), though benefits would also be available at most regional centres. It estimated an economic catchment of slaughter ready cattle turnoff from NW Queensland at 96,000 pa, slaughter ready cattle from Northern Territory at 14,000 pa and local culled breeders and older stock at 5,000 pa. This suggests a conservative total estimated cattle catchment for an abattoir in this area of 115,000 head per annum.

### **Freight cost savings**

Producers in far north Queensland face live cattle transport distances of 500-1000 km to their nearest abattoirs, with an additional 1000+ km for transfer of export beef product to the Port of Brisbane. For live exporters, the distance from producer to port is usually a minimum 500 km. A local processor would reduce the haul distance for live cattle and provide for much cheaper producer-market supply chain options.

Containerised processed product can be moved from north-western Queensland to port much more cheaply than the cost for livestock. Rail and road transport options are available, with potential for backload freight rates. QR National operates four services per week from Mount Isa to Townsville, and daily services direct to the Port of Brisbane. Road transporters carrying perishables into the mining centres in the region have cost-effective capacity for carrying processed product back towards the coast.

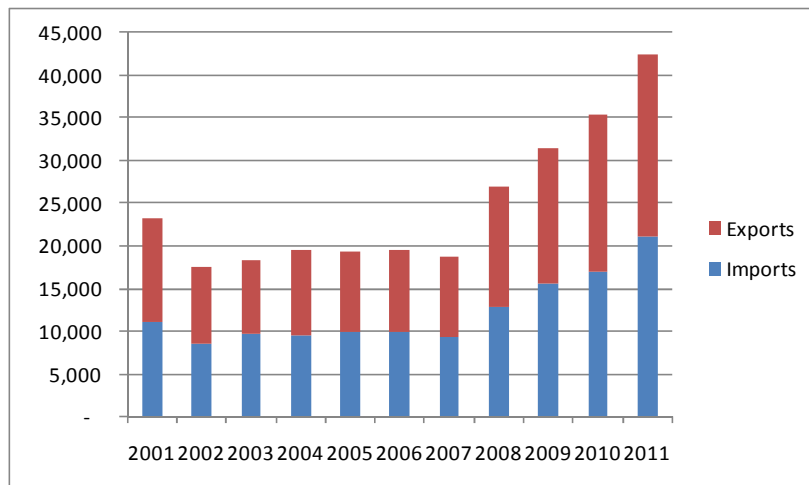
Freight savings were estimated in the pre-feasibility study at 15 cents/kg of beef, for a Far North Queensland abattoir.

### **Potential for use of a north Queensland port**

Northern ports have generally not been used as export gateways for Queensland meat products, due to the scale and efficiency of the Port of Brisbane and the location of processors. Backfreight opportunities for refrigerated containers to Brisbane port in the face of rising freight costs and increasing Asian demand for Australian food products signal the potential for this option to deliver substantial benefits to local producers in future.

Townsville is the most significant growth port for a local beef processor, and has been exhibiting impressive growth in its container trade in the last 5 years, as shown in Figure 6.

**Figure 6 – Port of Townsville container trade 2001-2011**



The Port is currently engaged in a significant expansion project to develop six new berths in advance of expected trade growth. The project will provide new container shipping capacity. Currently two container shipping lines link Townsville with ports throughout South-east Asia and China. A Townsville export option could provide additional cost-saving benefit for a local processor.

#### **Local producer support**

Local producers have been dynamic in their attempts to stimulate interest in a local beef processor. Through the Northbeef producer organisation and other forums, producers have developed a strong case in partnership with the Queensland and Commonwealth governments for a new supply chain alternative. Northbeef is active in promoting the production of high quality beef products in an environmentally and commercially sustainable basis in Northern Australia.

Northbeef producers perceive some disadvantages in the market place due to their distance from the processors concentrated in south-east Queensland. They believe a locally sited processor would be readily able to attract cattle supply through a more competitive supply chain than currently available.

A new local processing facility would be able to capitalise on significant savings in the cost of getting product to market. Northbeef producer representatives are keen to work with investors to devise commercial structures that would support the development of a processing facility in such a way as to share risk and manage seasonal issues, to the joint benefit of the regional industry. Northbeef can be contacted at [www.northbeef.com.au](http://www.northbeef.com.au).

### **Wet season issues**

The wet season commences at the end of November and finishes in late March or April. Impacts of the wet season can include inability to work stock on property, inability to load cattle (if no all-weather loading facilities are available), restricted truck access due to potential flooding and road damage, and a general shortage of slaughter ready cattle. While some Queensland abattoirs shut down for a period over the wet season, others have worked with producers to ensure continued cattle supply and enable year round operation.

A new northern Queensland abattoir would stimulate changes in producer practices including provision of all-weather load-out facilities, improved fodder production and use of finishing country close to the abattoir site to stock cattle moved prior to the onset of the wet. Additionally, there are now more all weather roads serving the grasslands areas under a continual improvement program by local authorities and the state's roads agency (TMR). These initiatives will be very important in reducing the seasonal supply shortfall and enable the abattoir to minimise any wet season throughput reduction/plant shutdown.

### **Irrigated agriculture**

A major agricultural development in north western Queensland is the establishment of an irrigation project on the Flinders River under the 'mosaic agriculture' philosophy. This project is conveniently located close to the ideal abattoir area. A similar project is under way on the Gilbert River. These projects are aimed at developing irrigated cropping and pastures to diversify the current agricultural profile of the region. Fifteen thousand hectares on the Flinders River have been identified for the use of water allocations currently available. These projects are being promoted and feasibility funded by both the state and federal governments. The availability of irrigated fodder supplies within the catchment of a new processor provides the following advantages:

- potential to reduce seasonal down-turns in pasture towards the end of the dry season.
- potential for improved quality of slaughter ready stock (heavier cattle at a younger age).
- potential increase to long term capacity of the region to support growing out of cattle to slaughter weight, rather than being sent (at high cost) to southern properties.

### **Changed producer practices**

Producers near a new abattoir have historically changed their production cycles and practices to maximize their net returns. These changes would also benefit the abattoir operator by improving the quality of stock, increasing the cattle supply overall, and reducing the seasonality in cattle supply. Expected producer changes would include:

- Retaining cattle to slaughter weight on finishing properties near the new abattoir and not sending them south 'out of economic range'.
- Use of better properties with finishing potential exclusively for finishing young cattle from the breeder-only properties in the far north. In addition, more intensive growing strategies might be employed including pasture improvement and use of fodder.

- Expansion of wet season supply capability (use of fodder and all-weather load-out) to capitalise on wet season premium prices.
- Improved breeding and genetics to take advantage of Meat Standards Australia (MSA) quality premiums, improve productivity and address abattoir operator preferences.

The combination of these programs and similar initiatives will enhance the viability of a processor in this area.

### **Financial viability**

The Queensland cattle industry is affected by varying conditions that impact on competitiveness, quality and viability. Factors such as climate, distance to market, infrastructure, and changes in the cattle growing strategies over time have resulted in supply chain inefficiencies and costs borne by producers. Processors and exporters also face challenges extracting quality price premiums.

A strategically located abattoir processing facility with the capacity to service all of the beef protein markets will maximise product value and supply chain efficiency. This would require a modern well developed business model based on an understanding of its available cattle characteristics and the markets it intends to service.

Northern Queensland is particularly suited to the low cost production of Bos Indicus cattle and this has resulted in Queensland becoming the beef production capital of Australia. The dominance of cattle production in the region and high beef output makes for an export oriented production and marketing strategy. Cattle and beef prices therefore reflect the international market levels, particularly in Queensland given the product profile and distances to east coast and southern markets.

The viability of a new processor will rest on its ability to capitalise on lower path costs to international markets and its ability to compete with coastal abattoirs for year-round local cattle supply. The location of the facility is therefore a critical decision.

### **Potential abattoir location**

The pre-feasibility study examined 10 centres in the region that could host a new facility, and included an analysis of the cattle catchment numbers and supply chain cost savings that might be achievable over current costs.

The opportunity/advantage enjoyed by an outback northern Queensland processor and its cattle suppliers derives from the lower supply chain cost, reduced shrink loss and improved meat quality (under the MSA system). Supply chain cost savings result from the freight cost differential of live cattle versus frozen cartons of beef. This advantage increases the further a processor is located away from the existing coastal processors.

Slaughter turn-off numbers for all locations were used to model expected total supply chain costs savings. This model also estimated the economic cattle “catchment” for each potential abattoir location. Additional processing costs associated with remote location were also factored into the model. The overall net supply chain savings, expressed as an annual total for each location, and as a

figure per head of catchment cattle are summarised in Table 2. This provides an indication of the value that might be available to the industry in supply chain cost reductions from a new abattoir.

**Table 2 – Summary supply chain benefits for each abattoir location (ranked according to cattle catchment estimates)**

	Potential abattoir location				
	Winton	Hughenden	Longreach	Charters Towers	Richmond
Potential cattle supply	167,352	139,687	128,977	119,586	119,037
total financial benefit	\$4,077,436	\$3,462,097	\$3,348,093	\$2,072,566	\$3,232,884
benefit/head	\$ 24.36	\$ 24.78	\$ 25.96	\$ 17.33	\$ 27.16
	Potential abattoir location				
	Julia Creek	Cloncurry	Mt Isa	Normanton	Georgetown
Potential cattle supply	96,116	96,116	69,705	47,653	40,480
total financial benefit	\$3,497,125	\$3,950,314	\$2,687,083	\$1,498,460	\$1,151,383
benefit/head	\$ 36.38	\$ 41.10	\$ 38.55	\$ 31.45	\$ 28.44

Based on this analysis, the Study concluded that an abattoir located in the Cloncurry area would offer the greatest cost saving opportunity with an estimated economic catchment of over 96,000 slaughter ready cattle per year based on existing Queensland regional turnoff rates. Additional culled breeders and older stock from adjacent shires, as well as cattle from the Northern Territory which currently pass through Cloncurry en route to Central Queensland finishing properties (estimated at 150,000 per year), would add to the potential throughput.

The supply chain savings would be shared with producers, with the abattoir operator able to secure cattle at a lower grid price, while producers would expect to see improved net returns through savings in livestock transport costs and shrink losses. In addition, the MSA meat quality premiums will be more readily achieved for local producers through the reduced live cattle transport distances.

In addition to these modelled supply chain benefits, the Cloncurry area offers many operating cost, logistical and qualitative advantages. These include the following:

- Good major road access to all northwest Queensland and eastern Northern Territory production areas, all triple road train approved.
- Relative proximity to future potential export locations at Townsville and Darwin.
- Reasonable population and public services, and within 120 km of Mount Isa with 30,000 population and more expansive public and social amenities.
- Significant labour catchment.
- Within 120 km of the industrial infrastructure supporting the Xstrata mine at Mount Isa.
- Water, power and suitable land available. Fuel available, either tanker LPG or tanker CNG from the Mount Isa pipeline.
- Suitable finishing areas and future irrigated fodder production areas nearby.

- Located on the tick line, hence no producer tick clearance costs.
- Easy access to Mount Isa intermodal rail terminal for container exports.

When the supply chain cost savings as well as these practical factors are taken into account, the Cloncurry area appears to be the prime practical candidate for location of a facility. However, several other analysed sites also offer significant modelled benefits in terms of cost savings and potential cattle supply.

### **Business models**

A range of business models is available to investors, taking into account the Australian regulatory regimes, beef industry competitor operations, potential for vertical integration and the level of local producer support available.

Some business development options are:

- Development by an established Australian or international abattoir operator, to feed product into existing international and domestic supply chains and markets for Australian beef.
- Development by a pastoral company looking to take advantage of the benefits of vertical integration from breeding property to market. Alliances with existing stakeholders within the supply chain (beef wholesalers, retailers or large commercial consumers) could add value to the business model. Some south-east Queensland processors have already demonstrated the benefits of an integrated approach in the domestic market, through partnerships and ownership structures.
- Inclusion of local producers in the business model, either via ownership through a form of grower co-operative or through mutually beneficial supply contracts that establish supply and price arrangements.
- Involvement of international investors interested in food security, and focused on export into Asian and other market sectors experiencing strong demand growth. The likely candidate for this type of investment would be an importer, and or wholesaler in a particular international market such as China.

### **Likely cattle product mix**

The cattle herd of northern Australia has evolved using mainly the Zebu genetics which are a tropical and hardy group of breeds that are tick and heat tolerant, with recent trend to Bos taurus genetics giving more market options. The slaughter format for a remote abattoir would probably be similar to most of the existing abattoir operators on the East coast of Queensland, for example:

- Bulls 10-15% - all weights
- Trade and Boner Cows 20-30% - 180 to 350 kg Hot Standard Carcass Weight (HSCW)
- Grass and grain fed Young steers and heifers 30-45% - 235 to 350 kg HSCW
- Grass and grain fed Steers and bullocks 10-20% - 265 to 350 kg HSCW

The marketing of meat products and by-products of these classes of stock will require a reasonably sophisticated marketing organisation and/or end users that can extract value that will sustain the business viability.

## **Government assistance**

The Queensland government provides support for infrastructure development in remote regions through its Royalties for Regions programs, under which funds are directed into projects in areas where minerals extraction has delivered royalties to the state. Such projects include road upgrades and flood mitigation. The four year program is worth almost \$500m over 4 years, commencing in 2012/13.

The state's investment attraction agency, Invest Queensland (IQ) offering assistance through a 'one-stop shop' principle and provides a range of services to make the decision and investment processes as simple as possible. The services include but are not limited to:

- Business case: a tailored package of comparative information from business costs and skills availability through to site options.
- Site selection: IQ can arrange site visits throughout metropolitan or regional Queensland so that you can explore every possible opportunity.
- Introductions: IQ can facilitate introductions with industry experts, local supply chains and service providers.
- Government facilitation: IQ can guide you through relevant State Government processes, as well as facilitate meetings with both federal and local level government to ensure your project runs smoothly.
- Education and training: IQ can connect companies with universities and colleges and encourage the development of skills and capabilities needed by investors

Proponents need to have a defined project with funding arrangements in place

Additionally, various regional development and producer organisations are committed to supporting this type of development. Their statements of support appear below:

### **Mount Isa to Townsville Development Zone (MITEZ)**

*"MITEZ represents the seven local government areas across the Flinders Highway corridor and is responsible for promoting opportunities for economic development.*

*MITEZ members are committed to supporting the process and efforts of those seeking to establish a northern beef abattoir within the MITEZ region. Furthermore MITEZ will assist any of its shire councils wishing to promote the special advantages of their district that may entitle them to extra consideration in terms of improving the viability and sustainability of a meat processing facility.*

*Those advantages may include such items as available land, access to water and power, highway access and availability of labour, housing and other infrastructure such as freight depots.*

*MITEZ is happy to assist any potential investor wishing to obtain information or contacts within the region to examine the opportunities available."*

### **Gulf Savannah Development (GSD)**

*“GSD is committed to supporting the establishment of a northern beef abattoir within North West Queensland. GSD will assist with liaison between possible investors and Gulf Shire Councils/ Gulf stakeholders in this regard.”*

### **Northbeef**

*“Northbeef represents the interests of local producers carrying about one million head of beef cattle. Northbeef is convinced a new northern processing facility would be widely supported by producers. It would offer our industry much shorter livestock journeys, better animal welfare outcomes and truck driver fatigue management. Local community growth would be enhanced through employment opportunities and the trend of industry centralisation would be reversed. A new processor would encourage further pasture improvement and irrigation for fattening and growing. The majority of product would be range-reared, natural beef, a protein source recognised by consumers and health professionals as a healthy clean lean-fat antibiotic-free food source.”*

### **Services, infrastructure, labour:**

A new abattoir might start small (for example, 50,000 head per annum) but develop an ultimate capacity of between 100,000 and 200,000 head per annum. Key service requirements are potable water, electrical power and gas (or other thermal fuel).

Most centres in the region offer an adequate supply of potable water and mains electrical power for the highest expected plant throughput. The Carpentaria natural gas pipeline terminating at Mount Isa offers a ready supply of piped gas. Tanker delivered compressed natural gas (CNG) is also a viable alternative. Tanker delivered LPG would be required for sites remote from the natural gas pipeline. Alternative fuels such as bio-diesel (from tallow) and methane/biogas (from waste product processing) are options.

Additionally, industrial and social infrastructure is required to support an abattoir operation. Larger centres such as Mount Isa and Cloncurry offer the platform for development of these services.

Recruiting suitably skilled labour for a northwest Queensland abattoir would be a challenge. The population of the area is relatively low, and the mining and resources industries compete for skilled labour. Development sites in the west of the region will have access to the labour force based at Mount Isa, the biggest population centre (at approximately 30,000 residents) in the northwest of the state. An abattoir offers an alternative employment opportunity for many local people unable or unwilling to work in the mining sector. This includes indigenous workers, partners of mine staff, and small property owners who are either unable or unwilling to work within the mining industry.

Local authorities and labour agencies will assist with strategies to attract labour to a remote abattoir, which might include:

- Non traditional shift structure (eg. 3x12 hour shifts per week) which would be attractive to certain groups of prospective employees.
- Drive in/drive out whereby employees drive some significant distance to site and stay locally during their rostered shifts before driving back home.
- Subclass 457 Visas to sponsor overseas skilled workers when insufficient local employees are available.

Based on a possible payroll of 220 staff, employment data currently indicates a substantial pool of adults seeking employment within the Cloncurry and Mount Isa area. This does not include potential employees prepared to drive in to a proposed abattoir from surrounding towns and properties. Taken together, these sources represent a substantial labour pool from which a new abattoir could draw.

**Additional information:**

More detailed information on the commercial viability of a northern outback Queensland meat processing facility can be found at [www.daff.qld.gov.au](http://www.daff.qld.gov.au)

**Contacts:**

For more information on the viability of a northern outback Queensland meat processing facility and general Queensland beef industry information, please contact:

**Department of Agriculture, Fisheries, and Forestry**

**Animal Industries**

GPO Box 46

Brisbane Queensland 4001

Phone: +61 7 3224 6415

Email: [Chris.Chilcott@daff.qld.gov.au](mailto:Chris.Chilcott@daff.qld.gov.au)

Website: [www.daff.qld.gov.au](http://www.daff.qld.gov.au)

If you are interested in regional information, investment and development opportunities, please contact:

**Department of State Development, Infrastructure and Planning**

75 Camooweal Street

Mount Isa Queensland 4825

Phone: +61 7 4747 2170

Email: [rod.wilkinson@dsdip.qld.gov.au](mailto:rod.wilkinson@dsdip.qld.gov.au)

Website: [www.dsdip.qld.gov.au](http://www.dsdip.qld.gov.au)

If you are interested in investing in Queensland or establishing an agribusiness, please contact:

**Department of State Development, Infrastructure and Planning**

**Invest Queensland**

PO Box 15168

City East Brisbane Queensland 4002

Phone: +61 7 3405 4174

Email: [enquiries@investqueensland.com.au](mailto:enquiries@investqueensland.com.au)

Website: [www.investqueensland.com.au](http://www.investqueensland.com.au)

If you are interested in the Queensland Governments Royalties for Regions program, please contact:

**Royalties for the Regions**

Phone: +61 7 3404 3670

Email: [royalties@dsdip.qld.gov.au](mailto:royalties@dsdip.qld.gov.au)

Postal address: PO Box 15009, City East, Queensland 4002

If you are an investor seeking investment partnership opportunities with existing Queensland companies please contact:

**Queensland Treasury & Trade**  
**Trade and Investment Queensland**

**Food and Agribusiness**

Trade and Investment Queensland

PO Box 611

Brisbane Queensland 4001

Phone: +61 7 3224 4035 (8.30 am - 4.30 pm Monday to Friday)

Websites:

[www.export.qld.gov.au](http://www.export.qld.gov.au)

[www.export.qld.gov.au/contact-us.html](http://www.export.qld.gov.au/contact-us.html) (international offices or regional experts)

[www.facebook.com/TradeandInvestmentQld](https://www.facebook.com/TradeandInvestmentQld)

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