

Annual Operating Plan

2024/25

DELIVERING
for **DAIRY**

Strategic framework

Dairy Australia has seven strategic priorities.
Each priority is underpinned by a goal, and key outcomes.

	1	2	3	4
Goals	More resilient farm businesses	Attract and develop great people for dairy	Strong community support for dairy	Thrive in a changing environment
	Farm businesses that are more profitable, resilient and innovative in managing price and cost volatility	Attract great people to the dairy industry, build their capability and careers, and foster a safe work culture	Enhanced trust and value in the Australian dairy industry, its farmers and products	Profitable farm businesses that adapt to the changing natural environment and provide good stewardship of resources
Outcomes	a Business planning that leads to better decisions and sustained success	a Greater awareness of Australian dairy as an attractive industry with rewarding career opportunities	a The Australian dairy industry is trusted and accepted by the community	a Greater ability to adapt to changes in the natural environment
	b Clear and understood drivers of dairy farm profitability and productivity	b Clear and supported skill development and career pathways	b Australian dairy is valued for superior health and nutrition benefits	b Efficient and profitable use of land, water, carbon and energy resources which nurtures and sustains the natural environment
	c Expanded range of risk management initiatives	c Access to capable and skilled farm employees and service providers	c The Australian dairy industry is committed to animal wellbeing	c Proactive action to reduce global warming and greenhouse gas emissions
	d Innovation in finance that increases access to capital for expansion and new entrants	d Support farm businesses and their service providers to get the basics right		

<p>5</p> <p>Success in domestic and overseas markets</p>	<p>6</p> <p>Technology and data-enabled dairy farms</p>	<p>7</p> <p>Innovative and responsive organisation</p>
<p>Improved access to high-value dairy markets, backed by trusted market insights and a favourable regulatory and policy environment</p>	<p>Inspire more agile and responsive dairy businesses through greater integration of technology and data</p>	<p>An organisation that is farmer-focused, with talented people who embrace innovative thinking and decisive action</p>
<p>a Australian dairy is valued around the world for its premium products</p>	<p>a Accelerated genetic progress in feedbase and animal breeding</p>	<p>a We have a farmer-focused service delivery model</p>
<p>b A favourable policy and regulatory environment</p>	<p>b More flexible and agile dairy production systems</p>	<p>b Our culture of learning and innovation, values and ways of working deliver success</p>
<p>c Access to trusted market insights that inform decision-making</p>	<p>c Greater use of high-value technology on farm</p>	<p>c Our infrastructure, resources and processes allow us to be informed, agile and responsive</p>
	<p>d Connected dairy production systems utilising multiple data sources to enhance decision-making</p>	<p>d We have effective and transparent management of resources</p>

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Introduction

In this Annual Operating Plan, the Dairy Australia team sets out the range of services and activities to be delivered in 2024/25 in line with the fifth and final year of our current strategic plan. The plan sets out Dairy Australia's investments and shows how we will continue to focus on maximising value for dairy farmers.

It's timely to evaluate progress against our seven strategic priorities and while each remains relevant, we have identified critical areas of focus in consultation with farm leaders. To develop this annual plan, we consulted with Australian Dairy Farmers and Australian Dairy Products Federation, as well as listening to feedback from farmers through our regional teams. Our priorities also consider government imperatives and community expectations.

Many dairy farmers have experienced several years of strong profitability, enabling them to invest further capital into their operations and/or pay down debt. However, there continues to be numerous factors inhibiting a substantial increase in milk production. The outlook is for this year's milk production to remain at similar levels to 2023/24.

With around 30 per cent of our national milk supply exported, maintaining market access and a globally competitive cost of production remain key areas of focus for farmers and the industry. Dairy Australia continues to play a pivotal role in investing in innovation that benefits farmers, including the latest research in herd and feed genetics, harnessing global agtech and scoping related partnership opportunities.

We remain focused on the industry's sustainability commitments, supported by the Australian Dairy Sustainability Framework. The framework covers four commitments: enhancing farmer livelihoods and developing an industry that is rewarding and profitable; improving the wellbeing of people by providing nutritious, safe and quality dairy products; providing best care for animals throughout their lives; and reducing environmental impacts and the challenges around climate. While our focus spans these broad commitments, managing climate initiatives, such as farmers knowing their carbon footprint to reduce carbon emissions on farm, will be scaled.

Our commitment to sustainability will be supported by industry marketing efforts that work to maintain strong community trust.

Emphasis will remain on attracting new people to the industry, while encouraging people working on dairy farms to consider a long-term career in dairy. We will support farm owners and managers in developing employee management capabilities, career progression opportunities and succession planning roadmaps.

Our flagship business planning program, Our Farm, Our Plan, will also support farmers make key decisions to enhance farm business management.

Our regional service delivery will be further embedded throughout this year. We will optimise our way of working regionally to maximise the efficiency and effectiveness of services that we deliver to farmers.

Our services are based on a levy collected from every dairy farmer, which is matched by a contribution from the Commonwealth Government, for investment in research, development and extension (RD&E). While this income has contracted over recent years due to reduced milk production, this year we are forecasting a slight increase in milk production and related levy income. Total expenditure is also planned to increase slightly from \$65.2 million in 2023/24 to \$65.9 million in 2024/25, with a planned deficit of \$1 million.

In 2024/25 Dairy Australia will continue to evaluate the effectiveness of its investments, prioritise to address potential headwinds, and work to deliver improved outcomes for dairy farmers.



A handwritten signature in black ink, appearing to read 'D Nation'.

David Nation Managing Director



Overview

The following is an outline of our key investments in 2024/25.

1 More resilient farm businesses

- \$5.9 million investment (+\$0.5 million from 2023/24).
- Continued focus on delivery of business planning through Our Farm, Our Plan.
- Enhance the analysis and insights of all farming systems via the Dairy Farm Monitor Project and DairyBase national dataset.
- Invest in data collection and analysis capabilities to maximise insights into local and global dairy industry productivity and competitiveness.

2 Attract and develop great people for dairy

- \$5.9 million investment (-\$1.4 million from 2023/24).
- Ongoing commitment to attracting people to work on dairy farms.
- Improve the experience of working on dairy farms and creating opportunities for capability building.
- Increase focus on improved farm safety and 'best practice' standards.
- Expand regional services with an ongoing commitment to extension and training.

3 Strong community support for dairy

- \$6.3 million investment (+\$0.3 million from 2023/24).
- Elevated commitment to sustainability.
- Continued commitment to maintaining trust and support for the Australian dairy industry through marketing efforts that demonstrate our commitment to sustainability.
- Continued commitment to reinforcing dairy's role in a nutritious and sustainable diet.
- Support the industry commitment that all calves will enter a valued market chain by 2035.

4 Thrive in a changing environment

- \$12.8 million investment (+\$0.8 million from 2023/24).
- Expand the number of farm businesses that have estimated their carbon footprint.
- Embed new knowledge to manage climate variability and empower business decision-making.
- Deliver new research for improved management practices across soil, land productivity and methane reduction through our investment in DairyFeedbase projects.

5 Success in domestic and overseas markets

- \$6.8 million investment (no change from 2023/24).
- Positively influence the policy and regulatory environment in domestic and international markets.
- Ongoing availability of trusted and credible dairy market data and insights.
- Leverage the Dairy Australia trade alumni network to gain access to insights within key international markets.

6 Technology and data-enabled dairy farms

- \$9.5 million investment (-\$0.3 million from 2023/24).
- Deliver new innovations for pasture and animal genetics via DairyBio 2021–26.
- Expand the available options for agronomy and nutrition management for farmers.
- Renew our five year commitment with DataGene to deliver world class genetic evaluation and data services to inform on farm decision making.

7 Innovative and responsive organisation

- \$8.3 million investment (+\$0.4 million from 2023/24).
- Increase investment in working one-on-one with farmers through a new farm engagement model.
- Collaborate with Regional Development Program (RDP) boards to contemporise regional ways of working via new processes, systems and structures.
- Identify non-traditional pathways to improving productivity and sustainability on dairy farms through innovation activities.

Our vision

Leaders in shaping a profitable
and sustainable dairy industry





Our purpose

To provide services that collectively benefit and advance dairy farm businesses and the industry, including investment in research and innovation, learning and capability development, marketing, policy research, market insights and trade development.



Investors and collaborators

Dairy Australia’s primary investors are dairy farmers through the payment of a Dairy Service Levy. All dairy farmers pay the levy on a milk solids basis (per kilogram of fat and protein), which is collected by processors and paid to the Australian Government. Dairy Australia receives this levy to deliver services that benefit dairy farmers and the industry.

The Australian Government also invests in Dairy Australia activities by matching the investment of levies for eligible expenditure in research, development and extension.

Dairy Australia collaborates widely to increase the value and utility of our projects. Major collaborators and project-level investors include:

Australian Federal Government

State governments

Regional Development Programs

Gardiner Dairy Foundation

Universities and other research providers in Australia and overseas

Private sector partners who are major technology and service providers

Individual farmers and dairy businesses

Cross-industry collaborators, especially other industry services organisations

Representative organisations, such as Australian Dairy Farmers and state dairy farmer organisations, Australian Dairy Products Federation

Australian dairy processors

International organisations to advance the dairy industry, including the International Dairy Federation, Global Dairy Platform and the Sustainable Agriculture Initiatives Platform (both global and national)

External stakeholders such as investors, non-government organisations, community groups, retailers, customers



Our members

Dairy Australia is a company limited by guarantee with two membership categories.

An overview of corporate governance is available on the Dairy Australia website.

- Group A members are levy payers
- Group B members are Australian Dairy Farmers Ltd and Australian Dairy Products Federation Inc.

Operating environment

Better-than-expected weather conditions, improved milk production, increased retail volumes and some rebound in global commodity values have bred industry optimism in the broader context of a persistently challenging macroeconomic environment.

Most Australian dairy farmers expect to record a profit in the 2023/24 season. High farmgate milk prices and more favourable operating conditions have supported industry confidence, with at least four in five farmers feeling confident in their own businesses:

- 68 per cent of farmers feel positive about the future of the industry.
- 83 per cent are confident about the future of their own business.
- 86 per cent reported an operating profit in 2022/23.
- 80 per cent expect to report an operating profit in 2023/24.

Lower input costs have also been welcomed – prices for supplementary feed dropped below those for last year in many regions, and cheaper water has been advantageous for farms reliant on irrigation. Fertiliser costs are also tracking below long-term averages.

After consecutive profitable seasons, Australian dairy farmers are well placed for the challenges ahead. Lower debt levels have helped reduce exposure to high interest rates (as highlighted by the 2023 Dairy Farm Monitor Project results), which are unlikely to fall until late 2024. However, high interest rates are adding to the challenge of attracting investment to the industry, particularly in the case of young or expanding farmers requiring higher levels of debt finance.

For Australian consumers, high interest rates are contributing to cost-of-living pressures and remain key drivers of shopping behaviour. Nonetheless, the Australian domestic market consumption continues to perform strongly for the dairy supply chain with the volumes sold of cheese, dairy spreads and yoghurt now returning to growth. Retail shoppers are purchasing cheese, dairy spreads and yoghurt products more frequently, as they gravitate towards increasing in-home consumption in lieu of eating out.

Dairy retail price increases have slowed, in line with broader trends across the sector. While this provides challenges for value growth, the increased volumes sold across key dairy categories will help support overall category value retention.

Similar economic challenges are being faced by consumers globally and continue to limit imports of dairy products by buyers in key markets, such as South-east Asia and the Middle East, where buyers continue to buy product as required, rather than accumulating inventories. A weakened economy in China is having a negative impact on its domestic consumption and import demand, while the country's local milk production and powder stockpiles remain robust. Continued geopolitical tensions and subsequent shipping challenges also add complexity to global dairy trade.

Leading into 2024, global dairy commodity prices experienced a supply led recovery. This was driven by contractions in milk supply across New Zealand, the United States and Europe, the result of lower farmgate milk prices and challenging weather conditions. Such fluctuations in global milk production remain the key driver of dairy commodity prices while international demand growth remains limited.

Persistent economic challenges lie ahead and the 2024/25 season is likely to see increased pressure on dairy farm profitability if global trends of lower milk prices are reflected in Australia. However, better export returns, strength in Australian domestic consumption and growth in national milk production provide some cause for optimism.



Financial position

Income and expenditure summary

As per the five-year strategic plan, Dairy Australia is proposing a deficit budget position in 2024/25. This will continue to wind-down our surplus of available reserves towards Target A level, while continuing to invest in projects, activities and services that align to our strategic priorities.

Table 1 shows a budgeted \$1 million deficit in 2024/25.

Profit and loss position

Income summary

The majority of Dairy Australia's income is derived from farmer levy and Commonwealth matching payments, with other external contributions received for investment in specific projects.

This income is closely linked to milk production. Farmers are levied based on production while Commonwealth matching payments are based on the gross value of production for the industry.

Levy

Levy income is based on an estimate of 8,300 million litres for 2024/25, with milk volume assumed to be no different to production in 2023/24. Levy cents per litre remains at \$0.359 c/L, based on 3.42 per cent protein and 4.17 per cent milk fat composition.

Commonwealth matching payments

Commonwealth matching payments are based on matching all levy expended on eligible RD&E expenditure. Dairy Australia is eligible to claim matching payments to the lower of 0.5 per cent gross value of production or 50 per cent of RD&E spend.

External contributions

Income received from government or other external parties, such as research organisations or universities, which contribute or allow Dairy Australia to carry out specific projects or activities and services.

Expenditure summary

Expenditure is comprised of projects, activities and services, and overheads.

Dairy Australia's expenditure has been allocated across our strategic priorities (Figure 1). Note the percentage allocation of expenditure does not necessarily reflect the importance of each priority. Expenditure that is matched with external sources of income (such as large projects in strategic priority 4) also impacts on the relative size of each priority.

Table 1 Profit and loss analysis

	2023/24 ('000)	2024/25 ('000)
Income	62,820	64,958
Expenditure		
Projects	35,504	35,550
Activities and services	19,725	19,871
Overheads	9,968	10,534
Total expenditure	65,197	65,955
<i>Salaries included in the above</i>	22,398	24,670
Surplus/(deficit)	(2,377)	(997)

Table 2 Income analysis

	2023/24 ('000)	2024/25 ('000)
Income		
Levy	28,013	29,772
Commonwealth matching payments	27,103	28,513
External income contributions	6,625	6,154
New external income	780	-
Voluntary processor income	-	-
Other	299	519
Total income	62,820	64,958
Production – litres (million)	7,810	8,300
Production growth (%)	(8.8)	6.3
Farmgate milk price (\$/kg MS)	9.55	8.50

Table 3 Expenditure summary

	2023/24 ('000)	2024/25 ('000)
Expenditure		
Projects	35,504	35,550
Activities and services	19,725	19,871
Overheads	9,968	10,534
Total expenditure	65,197	65,955

Figure 1 Projects, activities and services by strategic priority – 2024/25

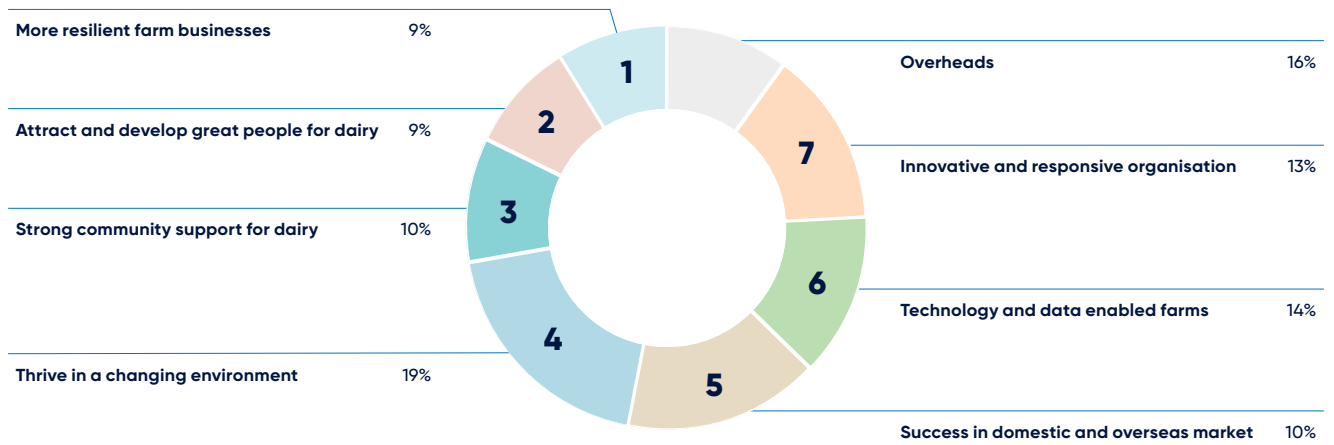
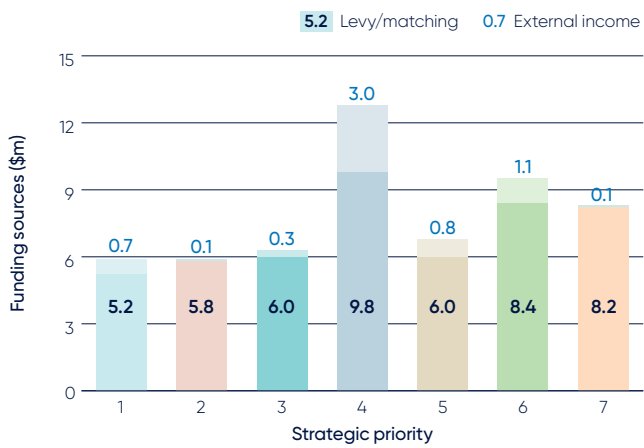


Figure 2 Funding sources by strategic priority





Our portfolios

The plan has seven portfolios, each representing a strategic priority.

This structure allows for portfolios to change over time, while retaining the same set of strategic priorities.

Each strategic priority is set out with its goal and strategic outcomes. The operating plan identifies focus areas for each outcome and then describes the portfolio structure.



1

More resilient farm businesses

Goal

Farm businesses that are more profitable, resilient and innovative in managing price and cost volatility.

2024/25 investment: \$5.9M

Strategic outcomes

- a Business planning that leads to better decisions and sustained success
 - b Clear and understood drivers of dairy farm profitability and productivity
 - c Expanded range of risk management initiatives
 - d Innovation in finance that increases access to capital for expansion and new entrants
-



Portfolio structure

Key projects	a	b	c	d
Our Farm, Our Plan	•	•		•
DairyBase		•		
Dairy Farm Monitor Project		•		
Large supplier engagement	•			
International productivity analysis		•		
Farm Business Management co-development project with DairyNZ	•			
Managing farm costs		•	•	
Dairy Farm Business Analysis		•	•	
Economics of intensive farm systems		•		
Milk Value Education Series		•		
Mozzie Mapping			•	

These are our key investments in 2024/25 and not a complete list of projects

Key partners we work with

- Federal and state governments
- Gardiner Dairy Foundation
- Australian Dairy Farmers (ADF) and state based dairy farmer organisations (SDFOs)
- Banking sector and other providers of capital
- Processing sector, service providers and their farmer clients
- Research and development corporations (RDCs) and universities, both domestic and international.

Strategic outcome 1a

Business planning that leads to better decisions and sustained success

A robust and regularly reviewed business plan is essential to manage farm businesses. This forms the basis to set goals, measure farm performance, confidently make decisions and capture opportunities.

We will renew the focus on farm business planning and the supported utilisation of that plan to assist dairy farms achieve their goals.

2024/25 target	Project	Key 2024/25 activity
80% of dairy farm businesses perform systematic, periodic business reviews at least annually	Our Farm, Our Plan (OFOP)	Continue to support farmers to set long-term goals, improve business performance and manage risk by delivering workshops using committed partner funding. Provide ongoing training for people involved in delivery of OFOP, including Dairy Australia's regional teams. Leverage the insights gained through the program and build on the benefits to farmers who have undertaken OFOP, by developing a plan to transition OFOP to a business-as-usual activity.
	Large supplier program	Support organisational planning and business governance for corporate farming businesses by providing follow-up sessions building on previous OFOP participation.
	Farm business management co-development project with DairyNZ	Enhance the farm business management services available to Australian farmers by collaborating with DairyNZ, who have successfully developed the Mark & Measure program and are interested in our approach to online delivery.
80% of dairy farm businesses make key long-term decisions using a documented business plan	Our Farm, Our Plan	Continue to support farm businesses to enhance their business plans by developing a 'plan on a page' through one-to-one OFOP delivery sessions and scaling participation.
	Large supplier program	Lift the focus on strategic planning, managing teams and risk management in larger dairy businesses by providing local and international technical specialist support.

Strategic outcome 1b

Clear and understood drivers of dairy farm profitability and productivity

The drivers of profitability and productivity can differ between regions and production systems, which is especially important in times of increased volatility and disruption to normal business operations. However, by understanding the drivers, their differences and levers, farmers can improve margins on farm.

We will deliver insights, tools, strategies, training and support that enables businesses to understand their margin and the profitability and productivity drivers of their farm.

2024/25 target	Project	Key 2024/25 activity
60% of farm decision-makers can accurately state the profit metrics for their farm	DairyBase	Provide a platform for farmers and their advisors to identify opportunities to drive profit and manage risk through DairyBase, a detailed online farm analysis tool.
	Dairy Farm Monitor Project (DFMP)	Provide evidence-based insight into farm profit metrics by capturing and reporting data through the DFMP. Improve the statistical design, increase the farm sample size and enable a greater degree of economic analysis, insights and reporting by negotiating a resourcing and collaboration agreement with the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES).
	Dairy Farm Business Analysis	Provide more farmers with an advanced understanding of the economic principles of analysing their farm business and introduce them to DairyBase, by refreshing the Dairy Farm Business Analysis course. This includes updated materials, farmer case studies and the production of online content to support delivery.
	Managing farm costs	Support farmers in understanding and managing cost of production drivers by developing and delivering a focused extension program around Dairy Australia's Farm Business Snapshot tool.
	Economics of intensive farm systems	Provide evidence-based insight into intensive system farm profit metrics and greenhouse gas outputs by capturing and reporting data from farms in Victoria and New South Wales.
90% of farm decision makers can accurately state the productivity drivers for their farm	Milk Value Education Series	Deliver online workshops and develop resources to grow knowledge of producers and service providers around milk price dynamics and margin maximisation.
	Our Farm, Our Plan	Support farmers to better understand the current position of their business, including productivity drivers and areas for improvement, using the Farm Fitness Checklist and Farm Business Snapshot as entry points to OFOP.
	Dairy Farm Monitor Project	Provide an evidence-based assessment of farm profit metrics and productivity measures by capturing and reporting data through the DFMP.
	International productivity analysis	Support an informed industry conversation about drivers of productivity by conducting and delivering research that compares the relative performance of other nations, such as the United States, New Zealand and Ireland.



Strategic outcome 1c

Expanded range of risk management initiatives

Compared with our major overseas competitors, Australia has under-developed tools for securing farm operating margins in an environment of price and cost volatility. Given the ongoing volatility in Australia, it is important to rapidly improve tools for risk management.

We will build awareness, confidence and greater adoption of risk management tools.

2024/25 target	Project	Key 2024/25 activity
80% of farm businesses are actively using risk mitigation initiatives	Managing farm costs	Enhance the opportunity for farmers to manage risk in their business by supporting the uptake of the Farm Business Snapshot tool to facilitate simple forward-looking business analysis and scenario planning.
	Dairy Farm Business Analysis	Empower farmers to manage risk by providing an advanced understanding of economic principles relating to farm business, including analysis of key farm physical and financial data, farm performance metrics and KPIs.
	Mozzie Mapping	Research the feasibility and logistics for a data aggregation and prediction service to alert dairy farmers and service providers to high-risk periods for vector-borne diseases that could significantly impact animal health and production, such as bovine ephemeral fever, pinkeye and theileria.

Strategic outcome 1d

Innovation in finance that increases access to capital for expansion and new entrants

As finance is a highly innovative sector, it's important for dairy businesses seeking finance to have better access.

Note: This strategic outcome will, over time, be less focused on finance and more on farm succession and increasing the capacity of people to progress their business plans from business entry through to farm ownership.

2024/25 target	Project	Key 2024/25 activity
80% of farm owners and managers have the opportunity to access capital to meet their requirements	<i>Not applicable</i>	<i>As we are currently tracking well on this indicator, there is no major activity planned in 2024/25. We will continue to monitor and capture the level of farmers who have access to the capital they need.</i>
	Our Farm, Our Plan	Grow awareness among dairy farmers about successful investment pathways into dairy farming by publishing current case studies.

2 Attract and develop great people for dairy

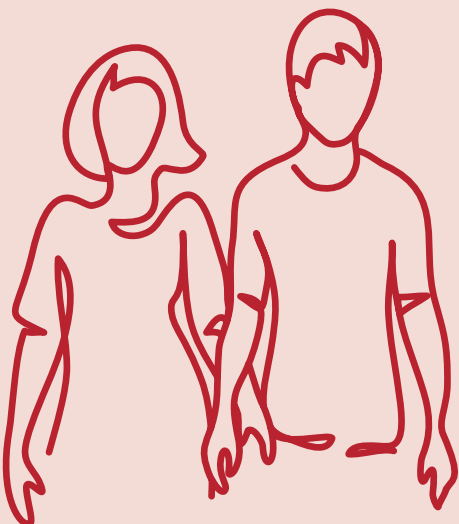
Goal

Attract great people to the dairy industry, build their capability and careers, and foster a safe work culture.

2024/25 investment: \$5.9M

Strategic outcomes

- a Greater awareness of Australian dairy as an attractive and rewarding industry with rewarding careers
 - b Clear and supported skill development and career pathways
 - c Access to capable and skilled farm employees and service providers
 - d Support farm businesses and their service providers to get the basics right
-



Portfolio structure

Key projects	a	b	c	d
Extension		•	•	•
Farm safety	•			•
People in Dairy	•	•		•
Workforce attraction	•	•	•	
Leadership Pathways Framework		•		
Dairy Capability Guide		•		
Rural Safety and Health Alliance	•			

Note: These are our key investments in 2024/25 and not a complete list of projects.

Key partners we work with

- Regional Development Program Boards
- Gardiner Foundation
- Dairy People Development Council
- Peak representative bodies (ADF, National Farmers' Federation, SDFOs, People Policy Advisory Group)
- International associations (TEAGASC, DairyNZ)
- University of Tasmania
- Marcus Oldham College
- University of Sydney
- AgriFutures Australia
- State government departments
- Department of Home Affairs
- Skills Impact
- Primary Industries Education Foundation Australia (PIEFA)
- Rural Safety and Health Alliance
- National Centre for Farmer Health

Strategic outcome 2a

Greater awareness of Australian dairy as an attractive industry with rewarding career opportunities

There are strong community perceptions about dairy, based on historic views of long hours and hard work. Modern dairy operations are much more diverse with roles that are highly skilled and provide genuine career opportunities.

We are investing to support the expansion of the available talent pool wishing to pursue a career in dairy.

2024/25 target	Project	Key 2024/25 activity
80% of dairy farm employers can describe why dairy is rewarding to work in	People in Dairy	<p>Develop resources and communities to support best practice people management on farm.</p> <p>Increase senior students' understanding of the dairy industry by simplifying the People in Dairy platform and extending resources and frameworks to regional teams and the education sector (tertiary and final three years of secondary school).</p>
30% of Australians would consider working on a dairy farm	Workforce attraction	<p>Raise awareness of job opportunities in dairy through targeted marketing and pre-employment experiences.</p> <p>Enable people to take up a career in dairy by establishing clear pathways to enter the industry.</p> <p>Provide regional support with online and group learning to support dairy farmers to improve their systems and leadership capability.</p> <p>Drive engagement with the secondary education sector to promote awareness of dairy as an attractive career.</p>
All dairy farms implement good safety practices	People in Dairy	<p>Improve safety practice on farm by providing online resources and extension through regional teams.</p>
	Rural Safety and Health Alliance	<p>Improve work health and safety (WHS) on farm by sharing resources, best practice and collaborative research and development (R&D) with other regional development corporations (RDCs).</p> <p>Key research projects being undertaken include:</p> <ul style="list-style-type: none"> • Work health and safety (WHS) best practice communication in agriculture. • Improving mobile and fixed plant and vehicle safety. • Collection and collation of timely data on injury and illness for WHS performance. • Managing fatigue in agriculture as a key factor to serious incidents and injuries.
	Farm safety	<p>Ensure all farm safety resources and other technical resources are compliant with work health and safety legislation through working with external subject matter experts to provide technical expertise.</p> <p>Launch safety management learning program to assist farmers with establishing safety systems within their own businesses.</p>
	Workforce attraction	<p>Provide support for farmers to uplift work health and safety management systems.</p>

Strategic outcome 2b

Clear and supported capability development and career pathways

To meet the evolving needs of the dairy industry a capable and sustainable workforce is required. In enabling a capable workforce, we will create clear learning and development pathways that foster the development of skills, knowledge, attitudes and behaviours for a successful career in dairy, including pathways to business ownership.

We will engage with peak representative bodies to support advocacy priorities relevant to building a capable and sustainable workforce.

2024/25 target	Project	Key 2024/25 activity
70% of employees have clear, logical and supported development pathways in dairy	People in Dairy	Improve career awareness of current industry participants and those interested in joining the dairy industry through the online People in Dairy resources and regional extension.
	Workforce attraction	Support new entrants to seamlessly enter the workforce by providing pre-employment experiences and regionally based resources.
	Extension	Provide quality learning experiences and resources through regional teams (face-to-face and online) across the breadth of capabilities needed on farm. Provide fundamental to advanced knowledge development and transformation of practice, as driven by the individual's desired career progression.
	Dairy Capability Guide	Enhance the farm employee experience through personal and career development enabled by the Dairy Capability Guide which will be piloted. Farmer feedback sourced through the pilot will be used to develop resources and inform successful implementation of the guide.
70% of employers have clear, logical and supported development pathways for themselves	Leadership Pathways Framework	Provide stepped pathways and extension for improved leadership development on farm through the development and launch of the Leadership Pathways Framework, which builds on the Dairy Capability Guide.
	People in Dairy	Improve awareness of careers and pathways for employees, with templates for creating a career pathway and determining what learning activities support career goals. Deliver through the online People in Dairy resource and regional teams.
	Workforce attraction	Support farmers in managing people and providing people on farm with clear development pathways. Deliver through online resources on the People in Dairy website and online learning.
	Extension	Provide quality learning experiences and resources through regional teams (face-to-face and online) across the breadth of capabilities needed on farm.

Strategic outcome 2c

Access to capable and skilled farm employees and service providers

Farm businesses will continue to require skilled labour on farm as well as access to quality external service providers. Success requires employers to be confident and capable to recruit, manage, lead and provide a safe work environment for capable people. Service providers need to invest in their own capability and support a new generation of talented professionals.

We will plan for future people needs in the dairy industry, address critical weaknesses in required skills and experiences and expand the capacity of employers to recruit skilled people. We will support peak industry bodies to ensure the immigration system meets the specific capability needs of Australian dairy farms.

2024/25 target	Project	Key 2024/25 activity
80% of employers report the time taken to find a new employee was less than one month	Extension	Support adoption of effective and efficient recruitment processes by building recruitment skills.
80% of employers were able find an employee with the right capability for the role in the last 12 months	Workforce attraction	Increase the number of people considering a career in dairy by: <ul style="list-style-type: none">• Raising awareness of the strong career opportunities in dairy through a targeted marketing campaign and pre-employment experiences.• Establishing clear pathways to enter the industry.• Providing regional support for people to take up a career in dairy.



Strategic outcome 2d

Support farm businesses and their service providers to get the basics right

For a farm business to produce milk, many interconnected, complex decisions must be made on a daily basis. This includes applying experience from fundamental areas like soil management, pasture agronomy, animal nutrition and milk quality.

We will continue to provide a range of opportunities that enable people to get the fundamentals right for dairy production.

2024/25 target	Project	Key 2024/25 activity
80% farm businesses have access to the information and tools they need to get the fundamentals right on farm	Extension	Provide quality learning experiences and resources across the breadth of capabilities needed on farm. Deliver tailored development and extension activities to meet farm business needs.
	Farm safety	Embed and uplift farm safety as a critical aspect of all farm businesses by ensuring extension courses, information sessions and safety promotions are regularly made available to farmers. Promote farm safety systems by developing a training program which provides a practical step-by-step approach to safety system establishment. Increase access to wellbeing and health resources for farmers and their employees.
	People in Dairy	Provide information and tools for getting farm safety and people management fundamentals right on farm through maintenance and further development of the People in Dairy online resource, along with extension through regional teams.
80% service providers have access to the information and tools that they need to get the fundamentals right on farm	Extension	Provide access to up-to-date information and tools based on Dairy Australia research outcomes through digital resources and regional services.



3 Strong community support for dairy

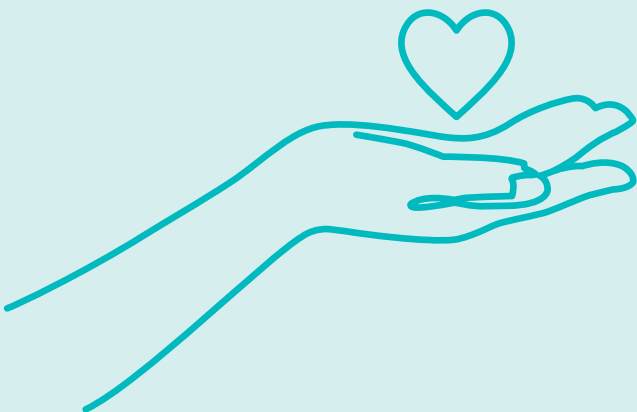
Goal

Enhanced trust and value in the Australian dairy industry, its farmers and products.

2024/25 investment: \$6.3M

Strategic outcomes

- a The Australian dairy industry is trusted and accepted by the community
 - b Australian dairy is valued for superior health and nutrition benefits
 - c The Australian dairy industry is committed to animal wellbeing
-



Portfolio structure

Key projects	a	b	c
Consumer marketing	•	•	•
Health and nutrition	•	•	
Health influencer communications		•	
Schools engagement	•	•	•
Industry sustainability framework	•	•	•
Farmer ambassadors	•		
Growing beef from dairy			•
Non-replacement dairy calf project	•		
Australian Surplus Calves Roadmap			•
Dairy Manufacturing Workforce Webinars	•		
Supporting manufacturing sustainability	•		
Delivering on the Dairy Sector Food Waste Action Plan	•		
In-feed antibiotic stewardship	•		
Data-driven animal health and welfare benchmarking			•

Note: These are our key investments in 2024/25 and not a complete list of projects.

Key partners we work with

- Sustainability Framework Consultative Forum
- Global Dairy Platform, International Dairy Federation, Sustainable Agriculture Initiatives Platform, Global Dairy Sustainability Framework
- Industry representative groups – ADF, ADPF, SDFOs
- Milk processors and retailers
- Nutrition Policy Reference Group
- Meat and Livestock Australia
- Meat processors
- Animal genetics companies
- International Antimicrobial Usage Forum (United Kingdom, Ireland, USA, Canada, New Zealand, Australia)
- Animal Industries Antimicrobial Stewardship RD&E Strategy (cross-RDC)
- National Animal Welfare Research Development and Extension Strategy (cross-RDC).
- ADF Animal Health and Welfare Policy Advisory Group (PAG)
- DataGene
- Murdoch University
- Food Agility Cooperative Research Centre (CRC)
- The University of Technology Sydney
- Coles Sustainable Dairy Development Program
- The University of Sydney
- Charles Sturt University

Strategic outcome 3a

The Australian dairy industry is trusted and accepted by the community

The Australian community is taking a greater interest in the food they consume and the way it is produced. Trust and acceptance in agriculture, including dairy, cannot be taken for granted. Sustainable production of dairy foods requires a demonstratable commitment to people, animal care and the environment. This commitment includes understanding and staying ahead of community expectations and working with industry to set targets and measure progress at a national and global scale.

We will enhance community trust and acceptance of dairy, support the industry sustainability targets and publicly report progress through a world-class sustainability framework.

2024/25 target	Project	Key 2024/25 activity
79% of the community trust the dairy industry	Consumer marketing	<p>Drive support for Australian dairy by delivering initiatives that ensure the community values dairy foods in their diet, trusts that we produce dairy in a sustainable way and approves of the Australian dairy industry. This will be supported by the Australian Dairy Sustainability Framework, which underpins the industry commitment to sustainability.</p> <p>Campaigns and initiatives will focus on younger, more 'conscious consumers' who have lower levels of trust than the rest of the population. A wide range of media channels will be used to reach this target audience, including digital, social, podcasts, content partnerships and public relations. The farmer ambassador program will focus on championing these key messages.</p> <p>Campaigns will share our industry commitment to sustainability and promote the 'You Ask We Answer' web platform, which addresses community questions around dairy foods and the way we farm.</p>
	Schools engagement	<p>Educate school children on the health benefits of dairy, the way food is produced and careers in dairy to ensure farmers and the industry continue to be supported.</p> <p>Engage primary school children through the eight-week program, Picasso Cows. Seek further income opportunities to leverage this program.</p> <p>Continue to leverage the Discover Dairy education platform and resources linked to the curriculum.</p> <p>Leverage messages through existing initiatives such as virtual classrooms, virtual reality and the Life Education and Primary Industry Education Foundation Australia partnership.</p> <p>Engage with regions to further amplify this message to school children and work with ambassadors to promote dairy to a younger audience.</p>
	Health and nutrition	<p>Engage with key opinion leaders to ensure dairy is well positioned in dietary guidelines. Communicate with health professionals (including GPs and dietitians) and influencers to ensure they have the knowledge and tools to recommend the value of dairy foods in a healthy and nutritious diet.</p> <p>Focus on key campaigns to these audiences including addressing plant-based alternatives and barriers to dairy consumption including digestion and lactose intolerance.</p> <p>Leverage the fracture trial research linking dairy consumption to less falls and fewer fractures in older adults through communicating and achieving real change in diets of older Australians.</p>
	Industry Sustainability Framework	<p>Undertake a review of the Australian Dairy Sustainability Framework to inform its future direction and delivery, enhance its operations, and respond to emerging needs and events in a changing world.</p> <p>Ensure the commitments in the framework align with community expectations and underpin the industry's commitments to health and nutrition, animal care, environment and supporting Australian communities.</p>
	Non-replacement dairy calf project	<p>Support the industry commitment that all calves will enter a valued market chain by 2035, and thereby align with community expectations, through development of the Australian Calf Roadmap and Growing Beef from Dairy extension development project.</p>

Strategic outcome 3a cont.

2024/25 target	Project	Key 2024/25 activity
	In-feed antibiotic stewardship	Develop new technical resources for nutrition advisors and veterinarians so they can better assist dairy farmers to identify and manage cow diets to ensure their health and welfare without in-feed antimicrobials. This will help the industry maintain international markets and reduce the risk of developing antimicrobial resistance.
40% of farmers actively promote the industry	Farmer Ambassadors	Identify and engage farmer ambassadors to actively promote dairy's commitment to sustainability and reinforce trust and value in dairy. Amplify positive messages about dairy products and the way we farm. Leverage this program to reach a broader audience and champion messages on other farmer-related programs and initiatives. Implement online tools that support all dairy farmers to promote the industry.
85% of consumers prefer to buy Australian made or locally produced dairy products wherever possible	Consumer marketing	Reinforce the value of Australian dairy through targeted campaigns to conscious consumers and more overtly through campaigns and initiatives such as World Milk Day. Embed the Australian Grand Dairy Awards partnership, which incorporates judging by the Royal Agricultural Shows. Further leverage Dairy Destinations regional itineraries. Engage farmer ambassadors and influencers to amplify these key messages.
75% of consumers agree dairy farmers do a good job caring for the environment	Consumer marketing	Engage socially conscious consumers through the Dairy Matters 'trust' campaigns to showcase how Australian dairy is tackling a changing climate. Share the industry's environmental actions including natural resource management, waste reduction, sustainable packaging, efficient water use, biodiversity and nutrient management.
	Industry Sustainability Framework	Ensure commitments in the Sustainability Framework continue to align with community expectations around caring for the environment, with particular focus on baselining greenhouse gas emissions intensity for dairy farmers and waste (silage wrap, packaging and food).
80% of community representatives on the consultative forum recognise, support and trust the Sustainability Framework as providing evidence of industry's commitment to sustainable dairy practices	Industry Sustainability Framework	Continue to review all sustainability commitments, goals, targets and indicators in line with outcomes from the operational and materiality reviews, to ensure they reflect the right level of ambition and progress expected by the broader community. Ensure representation and engagement in the Consultative Forum aligns with outcomes from the operational and materiality reviews, to enable better alignment with community expectations. Continue to report progress against our Sustainability Framework to inform the community of the industry's sustainability credentials and aspirations.
Dairy manufacturers representing 90% of milk pool are engaged in industry-led initiatives to improve the water, waste, packaging and emissions intensity of their operations.	Supporting manufacturing sustainability	Continue to lead the Dairy Manufacturers Sustainability Council to share knowledge, improve compliance, report on progress against sustainability targets and develop key projects. Convene technical working groups in support of food waste reduction and sustainable packaging, expanding industry representation and impact. Work with dairy farmers, dairy manufacturers and other animal-based industries, to assess bioenergy opportunities in regional Victoria.
	Dairy Manufacturing Workforce Webinars	Continue to upskill the Australian dairy industry by delivering a webinar program which draws on local and international experts to share knowledge and insights.
	Delivering on the Dairy Sector Food Waste Action Plan	Partner with Stop Food Waste Australia, Australian Dairy Products Federation and Gardiner Foundation to support implementation of key recommendations from the Dairy Food Waste Action Plan.

Strategic outcome 3b

Australian dairy is valued for superior health and nutrition benefits

There continues to be varied opinions around the role of food for good health and nutrition, which competes with established science-based advice. Consumers require access to information that supports their ongoing consumption of healthy and nutritious foods.

There is also an opportunity to further increase the strong support for dairy products and the industry and continue to reinforce the reasons to consume and buy Australian dairy.

The voice of farmers is essential to convey pride in their industry and to speak positively about being in dairy.

We will reinforce the essential role of dairy for good health and nutrition and the value of consuming dairy every day.

2024/25 target	Project	Key 2024/25 activity
87% of the community trust dairy as a wholesome and healthy food	Consumer marketing	Drive trust and value for Australian dairy through the promotion of Dairy Matters campaigns. Reinforce the role of dairy in a sustainable diet for protein and muscle and bone health. Address key health barriers including digestion, weight management and plant-based alternatives.
	Schools engagement	Educate school children on the health benefits of dairy, the way food is produced and careers in dairy to ensure farmers and the industry continue to be supported. Continue to leverage the Discover Dairy education platform and curriculum-linked resources. Engage primary school children through the eight-week program, Picasso Cows. Promote the health message through existing initiatives such as virtual classrooms and virtual reality. Promote the value of dairy in a healthy diet through campaigns and activations delivered through the Life Education partnership. Engage with regions to further amplify this message to school children and work with ambassadors to promote dairy to a younger audience.
86% of consumers hear positive health messages about dairy foods from health professionals	Health influencer communication	Educate health professionals (including GPs and dietitians) to ensure they value dairy and have the knowledge and tools to recommend dairy foods in a healthy balanced diet. Deliver targeted campaigns that communicate dairy's role with respect to plant-based alternatives, and the benefits of dairy in an aging population.
	Health and nutrition	Influence policy makers, regulators, key opinion leaders and credible third parties with evidence-based health and nutrition messages. This work supports a positive policy and regulatory operating environment for the dairy industry and includes active contribution to the review of the Australian Dietary Guidelines.
55% of consumers make an effort to consume dairy every day	Consumer marketing	Deliver campaigns that drive value in dairy and promote the health and nutrition benefits. Implement the next phase of the Dairy Matters 'trust' campaign, with a focus on health as the number one consumption driver. Engage farmer ambassadors and influencers to amplify these key messages.
	Health and nutrition	Influence policy makers, regulators, key opinion leaders and credible third parties with evidence-based health and nutrition messages to enable a positive policy and regulatory operating environment for the dairy industry. Educate health professionals (including GPs and dietitians) to ensure they value dairy and have the knowledge and tools to recommend dairy foods in a healthy balanced diet. Deliver targeted campaigns that communicate dairy's role, with respect to plant-based alternatives and the benefits of dairy in an aging population.

Strategic outcome 3c

The Australian dairy industry is committed to animal wellbeing

The wellbeing of animals is critical to the Australian dairy industry. Appropriate care for our animals is essential to the success of every farming business and our moral responsibility. There is opportunity to continue to improve our practices, report transparently on how we are progressing, and identify where we need to do more to ensure industry practices align with community values.

We will work with farmers, processors and industry groups to provide the best whole-of-life care for all animals.

2024/25 target	Project	Key 2024/25 activity
77% of consumers believe the dairy industry meets their expectations in doing the right thing	Consumer marketing	Proactively and transparently address community expectations and build trust in the industry with respect to animal care through a 'You Ask We Answer' platform and related sustainability campaigns. Share and build trust in the way we farm by reinforcing the industry's sustainability commitments. Undertake ongoing monitoring of community perceptions, behaviour and trends.
	Growing beef from dairy	Develop extension resources and an adoption support model in partnership with MLA to assist farmers in implementing socially acceptable and economically viable management strategies for non-replacement calves. This project utilises the outputs of the non-replacement calf pathways project as well as the latest global research.
	Industry Sustainability Framework	The sustainability framework continues to underpin the industry's commitment to animal care and providing best whole-of-life care for animals. The commitment, goals and targets are being reviewed and will be finalised in 2024/25 and incorporated into the sustainability Framework.
80% of the community agree that dairy farmers do a good job caring for their animals	Consumer marketing	Address consumer concerns related to animal welfare through the 'You Ask, We Answer' platform and via targeted public relations activities and influencer engagement that demonstrate our commitments.
	Schools engagement	Demonstrate the industry's commitment to animal care to students through Discover Dairy lesson plans, resources and virtual experiences.
	Data-driven animal health and welfare benchmarking	Research, develop and test a prototype animal health benchmarking report to meet the needs of individual farmers and the industry in monitoring and improving animal disease, welfare, antimicrobial usage and antimicrobial resistance metrics. The project will leverage DataGene's Data Connect project.
	Australian Surplus Calves Roadmap	Support the industry commitment that all calves will enter a valued market chain by 2035, and thereby align with community expectations, through the development of the Australian Calf Roadmap and Growing Beef from Dairy extension development project.

4 Thrive in a changing environment

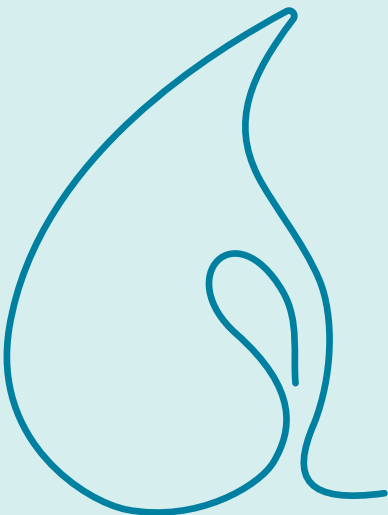
Goal

Profitable farm businesses that adapt to the changing natural environment and provide good stewardship of resources.

2024/25 investment: \$12.8M

Strategic outcomes

- a Greater ability to adapt to changes in the natural environment
 - b Efficient and profitable use of land, water, carbon and energy resources which nurtures and sustains the natural environment
 - c Proactive action to reduce global warming and greenhouse gas emissions
-



Portfolio structure

Key projects	a	b	c
DairyFeedbase 2023–28	•	•	•
Adapting dairy farming systems	•		
Dairy HIGH 2		•	•
Dairy Bio - Forages	•	•	
C4 Milk	•		
Farm Environmental Tracker		•	
Soil function in varied pasture systems	•	•	
Climate resilience with mixed species and nutrient cycling	•		
Anaerobic Digestion			•
Carbon Farming Outreach Program			•
Biodiversity in dairy event 2025		•	
Know your Carbon Number			•
Profitability and Emissions Intensity			•
National Pasture Genebank	•		
Design livestock effluent system: building capacity of information providers		•	
Odour sampling for intensive dairy farms	•		
Contained housing transition and operation guide	•		
Climate change adaptation for dairy farms	•		
Improving effluent systems in the Australian dairy industry		•	
Profitability of improving soil health		•	

Note: These are our key investments in 2024/25 and not a complete list of projects.

Key partners we work with

- Dairy farmers, manufacturers and service providers
- ADF Natural Resource Management Policy Advisory Group
- Dairy Manufacturers Sustainability Council
- Federal and state governments, including National Landcare Program
- Tasmanian Institute of Agriculture
- University of Melbourne

Strategic outcome 4a

Greater ability to adapt to changes in the natural environment

Dairy faces immediate and substantial risks from the impacts of climate variability, far more so than our competitors. Pressures from changes to the natural environment are wide-ranging, from restricted access to water, to more extreme climatic events and less secure access to nutrients and feed sources. As these pressures increase with the predicted impacts from climate change, we will need to innovate.

We will continue to embed new knowledge to manage climate variability, empower business decision making, speed up the development of policy options and expand capability development for better adaptation.

The previously established transformative across-agriculture joint initiative (Ag Innovation Australia), with an initial focus on climate, will deliver a prospectus to attract additional private sector investment.

2024/25 target	Project	Key 2024/25 activity
90% of farmers have access to enough information to understand the impacts of changes in the environment	DairyFeedbase 2023–28	Increase efficiencies of inputs through delivering new research into the role of the rhizosphere (zone surrounding the plant roots) and next generation products to enhance soil function. Deliver new options for increasing biodiversity, feedbase resilience and productivity through new research into long-term feeding options and opportunities with multi-species pastures. Deliver new research into mitigating methane emissions by exploring whole-of-lactation strategies in pasture-based systems.
	DairyBio – Forages	Deliver new forage alternatives through continuing research on warm season species through investment in DairyBio 2021–26.
	National Pastures Genebank	Mitigate future risk of a changing environment by investing in the genebank, Australia’s repository for all available breeding pasture varieties.
	Soil function in varied pasture systems	Deliver new research in soil function under differing pasture systems, through our investment in Dairy HIGH 2.
	Climate adaptation development	Enable dairy farmers to adapt to a changing environment by developing a national climate adaptation extension program that caters to specific farm systems and regional needs.
95% of farmers have the right information and skills to thrive in increasingly volatile climatic conditions	Adapting dairy farming systems	Support farm businesses and key stakeholders to manage farm system changes involving feeding and housing infrastructure, through the Farm System Evaluator online tool.
	Climate resilience with mixed species and nutrient cycling	Deliver support to farmers on improving soil function and plant production, through work on soil ecological diversity and function of mixed species pastures and conventional pasture systems, including its impact on nitrogen and carbon cycling.
	C4 Milk	Deliver new research in fodder cropping rotation options in Queensland and Northern Victoria and the application of the Proportion of Ungrazed Pasture (PUP) grazing strategies, through the final phase of investment in the C4 Milk project.
	DairyFeedbase 2023–28	Deliver new research for improved management practices across soil, land productivity and methane reduction through our investment in DairyFeedbase projects.
	Climate adaptation development	Enable dairy farmers to adapt to a changing environment by developing a national climate adaptation extension program that caters to specific farm systems and regional needs.
	Odour sampling for intensive dairy farms	Initiate modelling of odour profile from contained farm systems to determine appropriate separation distances between intensive dairy farms and neighbouring properties (e.g. houses, townships).
	Contained housing transition and operation guide	Empower farm businesses investing in significant contained housing infrastructure changes to improve daily operations through the adoption of National Contained Housing System Operational Guidelines.

Strategic outcome 4b

Efficient and profitable use of land, water, carbon and energy resources which nurtures and sustains the natural environment

Future success depends on efficient use of natural inputs with a focus on land, water, carbon and energy. This efficiency needs to be considered over a longer term to nurture and sustain the natural environment and be profitable for dairy businesses.

We will innovate with ways to support farmers and the wider dairy industry to meet market, corporate, financial and social expectations around the management of the natural environment while not compromising profitability.

2024/25 target	Project	Key 2024/25 activity
70% of dairy farm businesses have adopted technologies and management practices to achieve land, water, carbon, nutrient, and energy efficiency	DairyFeedbase 2023–28	Deliver new research for improved management practices across soil, land productivity and methane reduction through our investment in DairyFeedbase projects.
	Farm Environmental Tracker	Deliver resources and extension for measuring and improving farm environmental practices through the Farm Environmental Tracker tool.
	Soil function in varied pasture species	Investigate soil properties and function under differing pasture systems as a result of altered species and nitrogen management, through investment in the Dairy HIGH 2 farmlet study at the Tasmanian Institute of Agriculture.
	Dairy HIGH 2	Enable farmers to reduce reliance on synthetic nitrogen fertiliser and improve land productivity in pasture-based systems, through delivering new research from the Dairy HIGH 2 farmlet study.
	DairyBio – Forages	Deliver new innovations for pasture genetics to support better use of land and water assets, through research in plant nutrient and water use efficiency as part of our investment in DairyBio 2021–26.
	Improve effluent systems in the Australian dairy industry	Develop economic case studies on effluent management, update the manure management database and provide current information for dairy farmers on manure management. Increase the number of service providers who can provide recommendations on the design and management of effluent systems for intensive farm systems.
	Profitability of improving soil health	Enable farmers to adopt good nutrient management practices by investigating the Dairy Farm Monitor Project data to improve nutrient efficiency and protect natural resources.
	Biodiversity in dairy event 2025	Enable informed decision-making around biodiversity on farm that is fit-for-purpose, increases resilience to climate volatility, reduces environmental footprint and reliance on external inputs, by delivering an interactive and informative event.



Strategic outcome 4c

Proactive action to reduce global warming and greenhouse gas emissions

The dairy industry has committed to being part of the solution to global warming. This will require a reduction in greenhouse gas emissions, especially in the farm sector. Investment is required to identify commercial solutions.

We will accelerate adoption of existing solutions, seek and support new innovations, and retain a clear focus on reducing emissions in ways that deliver economic and environmental returns to industry.

2024/25 target	Project	Key 2024/25 activity
85% of dairy farm businesses generating renewable energy	<i>Not applicable</i>	<i>As we are currently tracking well on this indicator, there is no major activity planned in 2024/25. We will continue to monitor and capture the level of farmers who are generating renewable energy.</i>
40% of dairy farm businesses have access to and have adopted commercial solutions for reducing on farm emissions	Dairy HIGH 2	Enable farmers to reduce reliance on nitrogen fertilisers and associated emissions by delivering new research from the Dairy HIGH 2 farmlet study.
	DairyFeedbase projects 2023–28	Assess the methane reduction potential and productivity response of multiple technologies when applied to a pasture-based dairy system.
50% of dairy farm businesses with 300+ herd size understand their carbon footprint.	Measuring emissions intensity at dairy farm and industry scale	Empower farm businesses to understand and manage greenhouse gas emissions by increasing the adoption of the Australian Dairy Carbon Calculator.
	Anaerobic Digestion	Assess opportunities to reduce waste from dairy farms, dairy manufacturers and other animal-based industries in regional Victoria by collecting and converting waste into biogas. The resulting biogas would then be available for renewable energy production and nutrient reuse.
	Carbon Farming Outreach Program	Deliver extension to upskill farmers in understanding sources of greenhouse gas emission sources and sinks on farm.
	Profitability and Emissions Intensity	Investigate the relationship between farm profitability and emissions intensity and develop supporting case studies.
	Know your Carbon Number	Support industry emissions reporting and reduction by leading technical and stakeholder engagement work, including development of an extension program to enable farmers who know their carbon number to determine what action to take on farm.

5 Success in domestic and overseas markets

Goal

Improved access to high-value dairy markets, backed by trusted market insights and a favourable regulatory and policy environment.

2024/25 investment: \$6.8M

Strategic outcomes

- a Australian dairy is valued around the world for its premium products
 - b A favourable policy and regulatory environment
 - c Access to trusted market insights that inform decision-making
-



Portfolio structure

Key projects	a	b	c
International trade program	•	•	•
Technical policy support		•	
Market information and insights			•
National milk quality statistics	•		
Emergency animal disease response – decontamination policy		•	
Building trust in Australian agricultural traceability and credentials in South-east Asia	•		

Note: These are our key investments in 2024/25 and not a complete list of projects.

Key partners we work with

- Australian dairy manufacturers and exporters
- Dairy representative organisations (ADF, ADPF, SDFOs)
- Federal and state governments
- Industry Working Group on Milk Quality and Operational Procedures

Strategic outcome 5a

Australian dairy is valued around the world for its premium products

Favourable trade arrangements are linked to recognition that Australian products are premium in terms of food safety, provenance and meeting tight product specifications.

We will retain strong awareness and buyer preference in overseas markets for Australian dairy products.

2024/25 target	Project	Key 2024/25 activity
Australian dairy products are nominated as preferred status by customers in the key markets of Japan, Greater China and South-east Asia (Japan – 70%, China – 60%, South-east Asia – 60%)	International trade program	<p>Continue to build the value of Australian dairy in a way that is consistent, targeted and meets the needs of the international market, by further embedding the Thrive Together trade messaging assets.</p> <p>Increase impact in the key global markets of Japan, Greater China and South-east Asia by leveraging partnerships and external funding to deliver targeted trade programs.</p> <p>Further strengthen relationships with key stakeholders in Greater China and Japan by promoting the 25-year anniversary of the Dairy Australia Trade Scholarship Programs.</p> <p>Strengthen relationships and build Australian dairy’s international profile using external funding to deliver an Australian Food and Wine Trade collaboration program across Taiwan, Japan and two South-east Asian markets. Partners include Horticulture Innovation Australia, Meat and Livestock Australia, Seafood Industries Australia and Wine Australia.</p>
	Building trust in Australian agricultural traceability and credentials in South-east Asia	<p>Secure market access across South-east Asia by influencing and building awareness and understanding of Australia’s sustainability credentials.</p> <p>Seek to influence and educate South-east Asian markets on the science-based methodologies used in Australia, to counterbalance the pressure to conform to European Union (EU) standards.</p>
	National milk quality statistics	<p>Improve accuracy of data through streamlining the milk quality data submission from processors for the national Bulk Milk Cell Count and Bactoscan analysis, and associated Milk Quality Awards.</p>
Australian dairy makes tangible market access gains in all completed trade negotiations involving Australia	International trade program	<p>Advocate for improved market access for dairy into India, United Arab Emirates, Japan and any other areas with trade agreements that are newly negotiated or require industry input for revision by working with industry and government.</p> <p>Continue collaborating with dairy exporters on market maintenance measures and overcoming technical barriers to trade for Australian dairy exports.</p>

Strategic outcome 5b

A favourable policy and regulatory environment

Credible and fact-based insights matched with incisive policy analysis and broad industry backing are powerful tools to create a favourable policy and regulatory environment.

We will positively influence the policy and regulatory environment in domestic and international markets.

2024/25 target	Project	Key 2024/25 activity
All industry and government stakeholders that use policy related services value the work of Dairy Australia to inform policy discussions and help ensure access to markets.	Technical policy support	<p>Deliver strategic and technical policy research, analysis, insights and solutions with a focus on the key areas of biosecurity, human health and nutrition, water, climate change, animal welfare and workforce access. Ensure this agenda is closely linked to the Industry Sustainability Framework.</p> <p>Enable positive government engagement across the Australian dairy industry by providing resources and platforms, including an increased emphasis on delivering policy support on regional and state policy issues.</p>
90% of stakeholders that use market access related services value the work of Dairy Australia to help ensure access to markets.	<p>International trade program</p> <p>Emergency animal disease response - decontamination policy</p>	<p>Maintain and strengthen international relationships to support ongoing market access and mitigate trade barriers.</p> <p>Reduce the burden of issuing permits and increase the number of farms from which permitted collection of milk can occur during a foot and mouth disease (FMD) outbreak by developing decontamination policies and procedures for milk tankers which can be effectively implemented in field conditions.</p>



Strategic outcome 5c

Access to trusted market insights that inform decision-making

The Australian dairy supply chain is characterised by sophisticated collection of market data that is readily available to support decision-making by industry and government stakeholders.

We will ensure the ongoing availability of trusted and credible dairy market data and insights.

2024/25 target	Project	Key 2024/25 activity
Dairy Australia is considered by 85% of industry stakeholders as the most trusted and credible source of information to inform decisions related to dairy markets	Market information and insights	Deliver ready access to independent and relevant market information by continuing to refine the dairy market information and insights service. Support collective industry improvement efforts by providing expert input, data and insights to help contextualise and inform regional and state dairy strategies.
	International trade program	Explore ways to further leverage the Dairy Australia trade alumni network to gain access to primary data and insights within key international markets.
Dairy Australia's market information is widely utilised by 90% of industry and government stakeholders	Market information and insights	Respond to farmer and industry stakeholder needs by continuing to review the methods of delivery for Dairy Australia's market information and insights.
Dairy Australia is considered as the most trusted and credible source of dairy market information with 200 media articles per year referencing Dairy Australia's analysis or data	Market information and insights	Provide an accessible source of credible market information for farmers and industry stakeholders by proactively engaging with media on topical issues affecting the dairy industry.
Dairy Australia maintains and grows its access to industry data to inform market analysis by covering 95% of milk production, 90% of domestic market sales, 90% of manufacturing data	Market information and insights	Enhance the valuable resource that industry data provides by continuing to secure industry data contributions to Dairy Australia's data sharing program.



6

Technology and data-enabled dairy farms

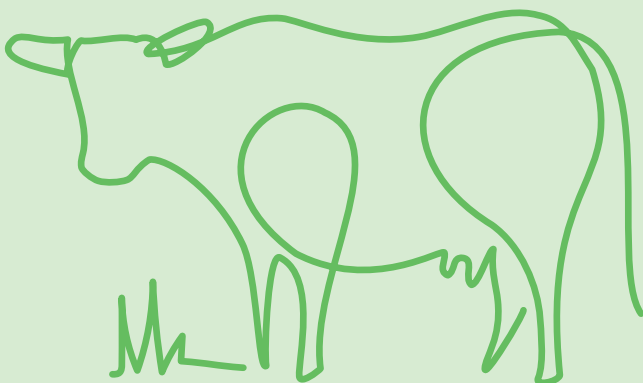
Goal

Inspire more agile and responsive dairy businesses through greater integration of technology and data.

2024/25 investment: \$9.5M

Strategic outcomes

- a Accelerated genetic progress in feedbase and animal breeding
 - b More flexible and agile dairy production systems
 - c Greater use of high-value technology on farm
 - d Connected dairy production systems utilising multiple data sources to enhance decision-making
-



Portfolio structure

Key projects	a	b	c	d
DairyBio – Animals	•	•		
DairyFeedbase 2023–28		•	•	•
DataGene	•		•	•
Access to agricultural and veterinary chemicals		•		
Forage Value Index	•	•	•	•
Clinical mastitis treatment decision tool			•	•
Unlocking the potential of Kikuyu	•	•		
Unlocking the potential of the cow		•		•
DairyFeedbase – Development, farm path to change		•	•	
Forage crops		•		
Feeding Pasture For Profit		•		

Note: These are our key investments in 2024/25 and not a complete list of projects.

Key partners we work with

- DairyBio and DairyFeedbase investors and commercial partners
- Gardiner Dairy Foundation
- DataGene
- Commercial genomic service providers
- Regional Development Program Boards
- New South Wales Department of Primary Industries and other funding partners in DairyUP
- Food Agility CRC
- The University of Sydney
- University of Technology Sydney
- Charles Sturt University
- Coles Sustainable Dairy Development initiative

Strategic outcome 6a

Accelerated genetic progress in feedbase and animal breeding

Genetic improvement remains a major productivity driver on farm due to its ability to deliver permanent and cumulative gains in performance. Further innovation in genetics (including the expanded use of genomics) will accelerate genetic gain as well as broaden the range of traits and species/breeds that can be improved.

We will deliver new genetic solutions and evaluation that underpin pasture and animal breeding.

2024/25 target	Project	Key 2024/25 activity
>2% rate of genetic gain in ryegrass	DairyBio – Forages	Deliver new innovations for pasture genetics with further work in ryegrass and other pasture species through investment in DairyBio21–26.
	Unlocking the potential of Kikuyu	Increase quality of current Kikuyu varieties through research and development.
25% of farmers use Forage Value Index to select grass pasture	Forage Value Index	Drive feed innovation through supporting further adoption of the Forage Value Index, which in 2024/25 will include nutritive value (energy) in the index alongside predicted yield.
The rate of genetic gain for sires of cows in BPI units (\$30/year annual increase of BPI)	DairyBio – Animals	Deliver new innovations for animal genetics through investment in DairyBio21–26. Focal points for current research include new Australian Breeding Values, targeting animal survival, longevity and transition cow genetics in the herd.
	DataGene	Improve efficiency and effectiveness of genetic services and extension of genetic evaluation services through continued investment in DataGene.
The rate of genetic gain of cows in BPI units as a result of heifer genomic testing (\$25/year annual increase of BPI)	DairyBio – Animals	Deliver new innovations for animal genetics which will include enhanced genomic assessment options through investment in DairyBio21–26.
	DataGene	Improve efficiency and effectiveness of genetic services, including more rapid turnaround of genomic analysis of heifers and further extension of genetic evaluation services, through continued investment in DataGene.



Strategic outcome 6b

More flexible and agile dairy production systems

Many modern dairy farming systems need to modify their production systems according to seasonal conditions and changes in major input costs. These modifications are more extreme in warmer climates and with less reliable access to water.

We will innovate to increase flexibility and agility in dairy production systems.

2024/25 target	Project	Key 2024/25 activity
Development of 20 new feedbase options that increase flexibility and agility	DairyBio – Forages	Apply research output from the previous five-year program into pasture species beyond ryegrass.
	DairyFeedbase 2023–28	Examine farm system options and productivity of multi-species swards.
	Unlocking the potential of Kikuyu	Increase quality of current Kikuyu varieties and investigate options to make new Kikuyu germplasm commercially available through focused R&D.
	Access to agricultural and veterinary (agvet) chemicals	Provide alternate uses for selected herbicides and insecticides for dairy farmers, through access to the agvet chemicals grant program.
	Forage Value Index (FVI)	Enhance ryegrass variety selection decision-making through inclusion of nutritive value into the Forage Value Index in 2024/25.
	DairyFeedbase development – farm path to change	Enhance the robustness and productivity of pasture-based dairying, through planning adoption opportunities based on results from the research output of DairyFeedbase.
	Forage crops	Develop agronomic resources and tools to inform best management practices in the production of high-quality forage crops across all regions.
Development of 10 new non-feedbase system options that increase flexibility and agility	DairyBio – Animals	Increase breeding strategy options for dairy farmers by deriving new breeding values from the DairyBio research.
	DairyFeedbase 2023–28	Improve integration of multiple on farm data sources for enhanced decision-making on farm.
	Unlocking the potential of the cow	Deliver integrated, innovative, RD&E activities to address the needs of intensive dairy systems.
75% of dairy farm businesses have access to the information and tools that they need to run their chosen farm system	DairyFeedbase 2023–28	DairyFeedbase projects 3, 4 and 6 will deliver research output allowing for planned better individual cow nutrition and improved lifetime performance.
	Access to agvet chemicals	Minor use options for pesticides and herbicides that result from this project offer increased flexibility and production with a variety of forages.
	Forage Value Index	Use of the Forage Value Index allows for better pasture variety portfolio planning based on multiple years and sites worth of evidence.
	Feeding Pastures For Profit (FPFP)	Support development of pasture management skills required for entry level farm workforce and build additional application with new pasture assessment technology through redevelopment of FPFP.

Strategic outcome 6c

Greater use of high-value technology on farm

Access to on farm technology is increasing rapidly, while capacity to deliver insights from technology is lagging. Improvement will require a greater understanding of adoption challenges and greater alignment between the technology that delivers insights and farmer preferences for use of insights.

We will accelerate adoption of technology that provides production insights and enables better decisions on-farm.

2024/25 target	Project	Key 2024/25 activity
80% of farm businesses have successfully adopted technology that provides new insights for farm operations	DataGene	Support farmers to improve herd genetics by making the Australian Breeding Values and the accompanying indexes (produced by DataGene) available through sire selection tools such as the Good Bulls Guide, and heifer selection tools such as genomics.
	Forage Value Index	Enable farmers to take an evidence-based approach to pasture variety selection through the delivery of the Forage Value Index.
	Clinical mastitis treatment decision tool	Improve treatment outcomes and reduce antibiotic use with the support of an on farm mastitis decision-making tool.
	DairyFeedbase 2023–28	Build more integrated farm data options for effective and evidence-based decision-making.
	DairyFeedbase development – farm path to change	Enhance the robustness and productivity of pasture-based dairying through planning adoption opportunities based on results from the research output of DairyFeedbase.



Strategic outcome 6d

Connected dairy production systems utilising multiple data sources to enhance decision-making

A proliferation of data will be of value to dairy businesses when it can be integrated and available for generating insights. This will require integration for on farm usage and to improve service provision. Improved decision-making will need to account for farmer preferences for using insights.

We will lead industry initiatives to integrate data from multiple sources and explore new partnerships and investment opportunities to enhance decision-making with multiple sources of data.

2024/25 target	Project	Key 2024/25 activity
Five new methods of collecting or analysing multiple sources of physical data on farm	DataGene	Drive herd innovation through DataGene's continued collation and publication of Australian Breeding Values, the associated selection indexes and the Good Bulls Guide.
	Clinical mastitis treatment decision tool	Improve treatment outcomes and reduce antibiotic use through research and development of on farm mastitis decision support tool, using machine learning to analyse existing cow data (via the Central Data Repository) and pathogen information.
	DairyFeedbase 2023-28	Explore data integration opportunities with existing, on farm data sources.
80% of dairy farm businesses are routinely collecting three or more sources of physical performance data for decision making (e.g. herd testing, pasture measurement, lameness scoring)	DataGene	DataGene continues to aggregate herd test information and process Australian genomic prediction information.
	Clinical mastitis treatment decision tool	Enhance the predictability of mastitis treatment outcomes through development of this treatment decision tool.
	Forage Value Index (FVI)	Support farmers to make fully informed decisions on ryegrass variety applicability to their farm business by publishing the FVI.
Routine management decisions of 95% of dairy farm businesses (e.g. sire selection, irrigation scheduling, culling) are informed by multiple data sources	DataGene	Drive herd innovation through DataGene's continued collation and publication of Australian Breeding Values, the associated selection indexes and the Good Bulls Guide.
	Forage Value Index	Support farmers to make fully informed decisions on ryegrass variety applicability to their farm business by publishing the FVI.
	Clinical mastitis treatment decision tool	Assist farmers in further assessing how on farm clinical mastitis diagnostic tests can be interpreted.
	Unlocking the potential of the cow	Deliver integrated, innovative, RD&E activities to address the needs of intensive dairy systems, with application to other systems.
	DairyFeedbase 2023-28	Enhance how on farm data can be used to manage individual animals in the herd in a close to real time scenario.

7 Innovative and responsive organisation

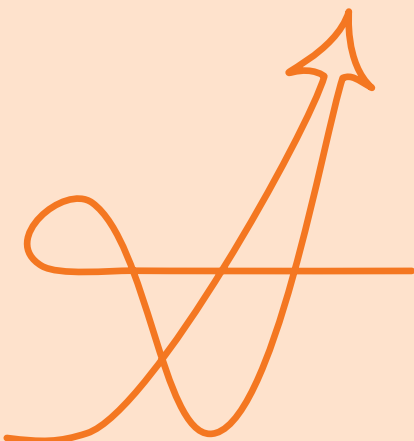
Goal

An organisation that is farmer-focused, with talented people who embrace innovation and take decisive actions.

2024/25 investment: \$8.3M

Strategic outcomes

- a We have a farmer-focused service delivery model
 - b Our culture of learning and innovation, values and ways of working deliver success
 - c Our infrastructure, resources and processes allow us to be informed, agile and responsive
 - d We have effective and transparent management of resources
-



Portfolio structure

Key projects	a	b	c	d
Issues management and emergency response			•	
Farmer Services Strategy	•			•
Farm engagement	•			•
Farmer communications experience	•			•
Digital experience	•		•	
Voice of farmer	•			
Innovation strategy		•		
Stakeholder relationship management platform	•		•	
Data and reporting	•			
Information technology security			•	
External impact assessments				•
Strategic Plan 2030				•
Employee attraction, retention and development		•		

Note: These are our key investments in 2024/25 and not a complete list of projects.

Strategic outcome 7a

We have a farmer-focused service delivery model

The work that Dairy Australia delivers is strongly focused on a deep understanding of farmers and farm businesses. Our work continues to be tailored to the needs of our primary stakeholders, dairy farmers.

We will deliver greater value to levy payers through an improved service delivery model that addresses their business needs.

2024/25 target	Project	Key 2023/24 activity
Farmer-focused service delivery model embedded across all our projects, services, infrastructure, communications and processes	Farmer Services Strategy	Improve how we support dairy farmers to meet their business needs through an effective engagement model, regionally relevant services and technical excellence.
	Farm engagement	Provide dairy farmers with tailored services and support to meet their business needs, which is delivered through our dedicated team of farm engagement leads.
	Farmer communications experience	Deliver a great experience for dairy farmers through impactful communications, needs-based engagement, and relevant quality services.
	Digital experience	Empower dairy farmers to easily access online information and resources through ongoing rationalisation and optimisation activities, to deliver a streamlined and consistent digital experience.
	Voice of farmer	Strengthen the opportunity and streamline the experience for dairy farmers and industry stakeholders to provide insights and feedback that inform priorities and decision-making.
	Stakeholder relationship management platform	Deliver timely and relevant communications, engagement and services to dairy farmers and stakeholders, by capturing and maintaining meaningful insights and data in our Salesforce platform.
80% of farm businesses feel Dairy Australia has an effective relationship management model	Data and reporting	Provide dairy farmers and stakeholders with timely and relevant communications, engagement and services by centralising data and standardising reporting to strengthen the insights that inform decision-making.
	Farmer Services Strategy	Improve how we support dairy farmers to meet their business needs through an effective engagement model, regionally relevant services and technical excellence.
	Stakeholder relationship management platform	Provide dairy farmers with timely engagement and relevant quality services, by supporting our people to effectively plan their activities and capture insights and data in our Salesforce platform.

Strategic outcome 7b

Our culture of learning and innovation, values and ways of working deliver success

A positive organisational culture guides the delivery of our Strategic Plan. Our way of working is highly collaborative with a strong focus on teamwork and decisive action.

Innovative thinking is highly valued to identify new opportunities that create value for farm businesses, co-create innovation projects with partners and pursue new approaches to innovation.

We will create an environment in which our people thrive.

We will value innovative thinking and new innovative approaches in our drive to deliver greater value to farm businesses.

2024/25 target	Project	Key 2023/24 activity
Employee engagement score increases from 63% to 80%	Employee attraction, retention and development	Continue to strengthen our ability to develop and retain talented people who embrace innovation and decisive action.
Dairy Australia values are known by 100% of employees	Employee attraction, retention and development	Sustain a positive culture of values that empowers our people to be decisive and outcome-driven in their actions.
Dairy Australia values are well understood by 100% of employees		
90% of Dairy Australia employees demonstrate commitment to our values		
80% of employees agree that Dairy Australia is decisive and effective in its actions		
80% of farm businesses value Dairy Australia for our ability to be innovative	Innovation strategy	Identify non-traditional pathways to improving productivity and sustainability on dairy farms through innovation activities. This includes the co-creation of ideas and solutions with farmers, and global and domestic industry collaborations.

Strategic outcome 7c

Our infrastructure, resources and processes allow us to be informed, agile and responsive

We have the right balance of infrastructure, technical and digital capability supported by talented people and efficient processes.

We will be agile and responsive to changing industry needs.

2024/25 target	Project	Key 2023/24 activity
90% of Dairy Australia's employees have the right tools and infrastructure to deliver the best service to levy payers	Stakeholder relationship management platform	Deliver timely and relevant communications, engagement and services to dairy farmers and stakeholders, by capturing and maintaining meaningful insights and data in our Salesforce platform.
	Information technology security	Improve information technology infrastructure and security to manage ever-changing cyber security threats and deliver operational efficiencies and cost savings.
75% of Dairy Australia employees agree that our processes allow for agility and responsiveness	Employee digital experience	Continue to enable our people to be agile and responsive by providing the right processes and tools. This includes a focus on improving the employee digital experience by simplifying access to a range of online applications.
80% of farmers agree that Dairy Australia is responsive to major industry events impacting the industry	Issues management and emergency response	Support dairy farmers and industry with a coordinated approach to identifying, analysing and responding to industry issues, risks and emergencies, including timely access to information and resources.



Strategic outcome 7d

We have effective and transparent management of resources

Effective governance and transparent reporting enable Dairy Australia to make the right decisions and be accountable.

We will ensure all resources are used responsibly.

2024/25 target	Project	Key 2023/24 activity
80% of levy payers are satisfied that they are well-informed about how Dairy Australia invests levy	Farmer Services Strategy	Improve how we support dairy farmers to meet their business needs through an effective engagement model, regionally relevant services and technical excellence.
	Farm engagement	Provide dairy farmers with tailored services and support to meet their business needs, delivered through our dedicated team of farm engagement leads.
	Farmer communications experience	Deliver a great experience for dairy farmers through impactful communications, needs-based engagement and relevant quality services. This will strengthen farmer trust and value in what we do.
Levy payers are satisfied that Dairy Australia is investing levies appropriately 8 out of 10 levy payer response	Annual and performance reporting	Inform dairy farmers and industry about how Dairy Australia is investing funding (received from farmer levies, government matching payments, grants etc) for the benefit of farmers and the dairy industry.
		This success indicator is a result of the work that Dairy Australia does across our seven strategic priorities. It indicates the overall satisfaction that dairy farmers have with Dairy Australia.
	External impact assessments	Demonstrate through evidence, the purpose and value of Dairy Australia through the delivery of up to four post-investment assessments of completed projects. The results will be published in Dairy Australia's Annual Performance Report.
	Strategic Plan 2030	Define Dairy Australia's purpose and value for dairy farmers and industry in our Strategic Plan 2030. This will be developed in consultation with stakeholders to define the priorities and outcomes we will deliver from July 2025 to July 2030.



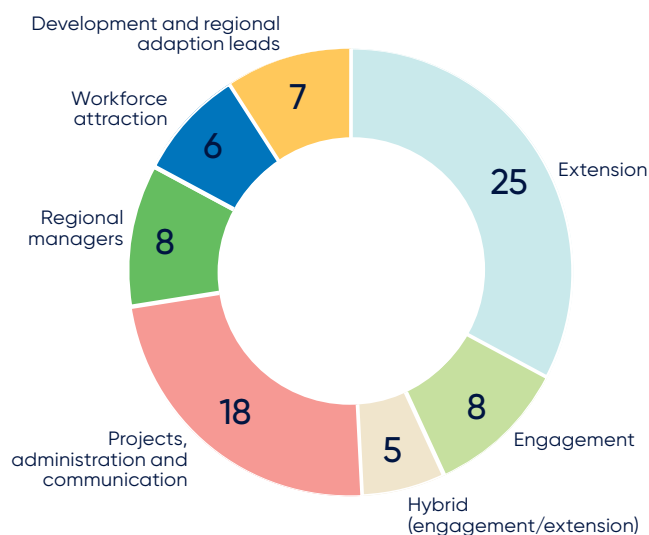
Regional services

Dairy Australia continues to invest in delivering services across all dairy farming regions.

Our Regional Services team supports dairy businesses by:

- 1 Delivering farmer-facing engagement and extension, providing services that are local and delivered to meet targeted needs.
- 2 Fostering regional partnerships with industry stakeholders (including regional dairy groups, government and local businesses) and industry-wide collaboration.
- 3 Being the gateway for the local region into Dairy Australia services, including linking Dairy Australia's resources to deliver long-term innovation and support day-to-day decision-making and on farm operations.

Figure 3 People in Regional Services roles



To meet the RD&E needs of dairy farmers, Dairy Australia's regional services are evolving.

Table 2 outlines how the roles within our regional teams tailor Dairy Australia's services to varying farm systems, farm business structures and regional nuances.

Table 2 Regional roles

Regional managers	<ul style="list-style-type: none"> • Lead and manage the regional team. • Understand and communicate the RD&E needs and priorities of farmers in the region. • Serve as the gateway for the region into Dairy Australia's services. • Provide a critical intersect between Dairy Australia, the relevant RDP Board and regional industry stakeholders.
Extension team	<ul style="list-style-type: none"> • Deliver professional and trusted extension to enable practice change and adoption of R&D on farm. • Provide technical proficiency in dairy extension. • Tailor extension delivery to meet regional needs.
Engagement leads	<ul style="list-style-type: none"> • Understand individual farm business needs and build tailored plans to meet farm business objectives. • Streamline access to Dairy Australia's services and resources. • Connect farmers to services and resources outside of Dairy Australia as required, to meet farm business objectives.
Development and regional adaptation leads	<ul style="list-style-type: none"> • Integrate new science and established knowledge into services and resources for farmers. • Ensure extension offerings are adapted for diverse farming systems and regional nuances.
Workforce attraction leads	<ul style="list-style-type: none"> • Support farmers with their workforce needs by attracting new employees to the industry. • Assist farmers to build their capability as leaders and employers. • Develop initiatives to promote the employment value proposition for the dairy industry
Projects, communications and administration	<ul style="list-style-type: none"> • Co-ordinate and deliver timely and regionally relevant communication to the local dairy community. • Support regional events and administration. • Provide local project coordination and delivery.

Regional ways of working - pilot program

Dairy Australia is currently piloting new ways of working in the Murray region, South Australia, Tasmania, and Western Australia.

The focus of the pilot is to enhance the services farmers receive, improve the efficiency of investment and delivery and continue to recognise regional diversity. The pilot is testing and trialling new processes, systems and contemporary ways of working to gain efficiencies and alignment, with farmer services at the heart. This work is proceeding in collaboration with the RDP Boards in the relevant regions.

The regional overviews outline key priorities for each pilot region and are an example of an improved process under the pilot to better integrate regional operating plans into Dairy Australia's over-arching Annual Operating Plan.

The four regions not involved in the pilot program will continue with the current arrangement where the RDP Board will prepare its own annual operating plan.



Murray region operating plan

Dairy is a keystone of the regional economy and a crucial partner for other agriculture industries, processors and transport/logistics operators in the Murray region.

Modernised irrigation infrastructure and efficient use of water supports the prosperity of dairy farms and provides a high level of supply security. This does not come without risk, as the Murray Darling Basin Plan and a drying climate will have an impact on cost and access to irrigation water in the future.

The Murray region spans alpine zones through to irrigated, high temperature areas. Climatic conditions for much of the region include a longer fodder growing season, a reliable autumn break and mild winters suitable for growing summer crops and forages. Reliable and cost-effective local access to a large dryland and irrigated cropping industry provides the option to buy-in feed.

Local processors have high levels of capacity, with multiple processing sites including a newly refurbished Fonterra factory, two Saputo sites, Lactalis, A2 Milk, Noumi, Goulburn Valley Creamery, Bega, Kyvalley Dairy and the newly re-opened Tongala processing facility.

Road and rail transport infrastructure provides efficient links to port, enabling cost-effective market access.

Murray region

Number of registered dairy farms*	861
Cows (milking and dry)	255 (000s)
Milk production	
Farmgate value \$m	\$1,184
(M, litres)	1,609
Share of national volume	19.8%
Dairy products export	
Value \$m	\$762
Share of national volume	21%
People directly working in dairy	12,400 people

*as at 2022/23



Strategic considerations



Enhancing farm business management

After several profitable seasons, farmers are looking to invest in improving dairy farming operations and/or land expansion, with financiers ready to assist. Appetite for finance is largely driven by infrastructure-driven growth and mitigating hot weather conditions. Over the next 12 months, farm performance tools and programs will continue to be vital in supporting farmers to make investment and operational decisions.



Driving herd and feed innovation

Farmers continue to invest in better understanding the possibilities, limitations and system parameters for forage crops. Focus is on making the research from previous regional projects more accessible and looking at results from grazing research.

Data-driven decision-making and insights, particularly regarding water usage, are critical to maximising the operational effectiveness of all farming systems.

Herd improvement continues to be a priority and we will continue to seek success in the delivery of reproduction programs.



Supporting employment and people development

Dairy farms are expanding and evolving, requiring more workers and the development of new skill sets. Focus will need to be on making employee attraction and retention programs and tools broadly available, in ways that work for our region, to protect the legacy of the last three years of focused investment.



Managing climate and environment

Ongoing need for farmers to be informed about their carbon emissions and future mitigants, in response to growing corporate scrutiny and community expectations.



Contributing to policy development

Changes to the legislation of the Murray Darling Basin Plan requires ongoing focus on the criticality of water supply and the benefits to the dairy industry and wider agriculture sector in the region more broadly.



Strategic Priorities

	1	2	3	4
	More resilient farm businesses	Attract and develop great people for dairy	Strong community support for dairy	Thrive in a changing environment
Target outcome	Farm businesses have a plan for where they want to take their farm, focus areas that will help them get there, and analytic methods for tracking and evaluating their business performance towards their goals.	Farmers are supported to attract and retain great people, build their capability and careers, and foster a safe work culture.	Enhanced community trust and acceptance of dairy. Key stakeholders are aware of the importance and strength of the dairy industry in the region.	Farm businesses are informed about the increasingly scrutinised areas of climate change, carbon emissions and sustainable farming.
Project description	Support business planning through the continued delivery of Our Farm, Our Plan. This program has benefitted over 160 farms in the region to date. Growing use of business tools, such as Farm Business Snapshot, and an increased focus on farm performance to improve broader regional Dairy Farm Monitor Project insights and enable individual farm performance comparisons in DairyBase.	Deliver one-on-one support for farmers employing and managing people using funding from the Gardiner Foundation. Programs will be based on resources such as the Employee Starter Kit (ESKi), Farm Safety Manual, Stepping Up and Stepping Back.	Continue to support established relationships with community groups and schools, through direct contributions at events and field days. Deliver education to school students through a \$10,000 annual investment in Cows Create Careers, which in 2023, reached 218 students in this region.	Support farmers to understand their carbon footprint through increased adoption of the Australian Dairy Carbon Calculator, involvement in carbon awareness programs and engagement with the Farm Environmental Tracker.
Regional service targets	<ul style="list-style-type: none"> • 1,069 Farm Engagement Lead visits and group meetings • 14 farm performance workshops 	<ul style="list-style-type: none"> • Leadership, safety and onboarding programs will be available as group sessions • 40 events and one-on-one support visits 	<ul style="list-style-type: none"> • School and community events on a case-by-case basis • 4 animal welfare events • 2 regional tours • International Dairy Week stall • 1 major event • 1 Trends report 	<ul style="list-style-type: none"> • 15 Land Water Carbon events

	5	6	7
Target outcome	<p>Success in domestic and overseas markets</p> <p>No specific regional requirements.</p>	<p>Technology and data-enabled dairy farms</p> <p>As farmers are changing how they run their farms, labour savings and diagnostic tools are increasingly important to help manage larger and more complex operations.</p>	<p>Innovative and responsive organisation</p> <p>Farmers benefits from resources and programs that are fit-for-purpose for the region.</p> <p>Regional staff leverage support from Dairy Australia programs and resources to enhance their role as the key interface between dairy farmers and Dairy Australia, with direct access to first-hand information relating to the challenges and opportunities that exist in the region.</p>
Project description		<p>Provide information on how new ways of working can be incorporated into farm businesses through a multi-disciplinary team, supported by Dairy Australia Technical Leads and development staff.</p> <p>Deliver reproduction programs via innovative, peer-based training run in conjunction with Repro Right trained commercial veterinarians. Ensure the research from Accelerating change, C4Milk and Fodder for the Future is more accessible to farmers.</p> <p>Apply for and oversee forage trials, while considering the results of grazing research through Fodder Value Index, Pasture Smarts and mixed species studies.</p> <p>Support data-enabled farming system decision-making through well-established programs such as Feeding Pastures for Profit, Top Fodder and newer additions from external providers.</p>	<p>Develop capacity to apply a tailored response to contemporary issues and ensure Dairy Australia is aware of discussions occurring in the Murray region. This will ensure research, development programs and policy support are influenced by regional needs and trends.</p> <p>Regional discretion in the selection, curation and distribution of insights and programs provided by Dairy Australia.</p>
Regional service targets		<ul style="list-style-type: none"> • 10 Feedbase and nutrition workshops • 33 Animal performance workshops (excluding those with dual animal welfare and performance outcomes) 	<ul style="list-style-type: none"> • Professional networks with processors, agronomists and nutritionists • Nutrition community of practice

South Australian region operating plan

Dairy farms in South Australia are clustered across three production areas: the mid-north (Barossa and districts), central (Adelaide Hills, Fleurieu Peninsula, Murray Swamps and Meningie Lakes), and the south-east (upper and lower south-east).

Each region features a unique set of climatic conditions, natural resources, infrastructure, processing, service industries and growth capabilities, and faces unique

challenges and opportunities.

Dairy farms in South Australia are predominately pasture based, however interest in housed systems has been growing. Due to the financial benefits of strong terms of trade in recent years, many farmers in the region are investing in infrastructure projects on farm to improve their farming systems, such as new milking equipment.

South Australian region

Number of registered dairy farms* **182**

Cows (milking and dry) **65**
(000s)

Milk production

Farmgate value \$m **\$341**

(M, litres) **474**

Share of national volume **6%**

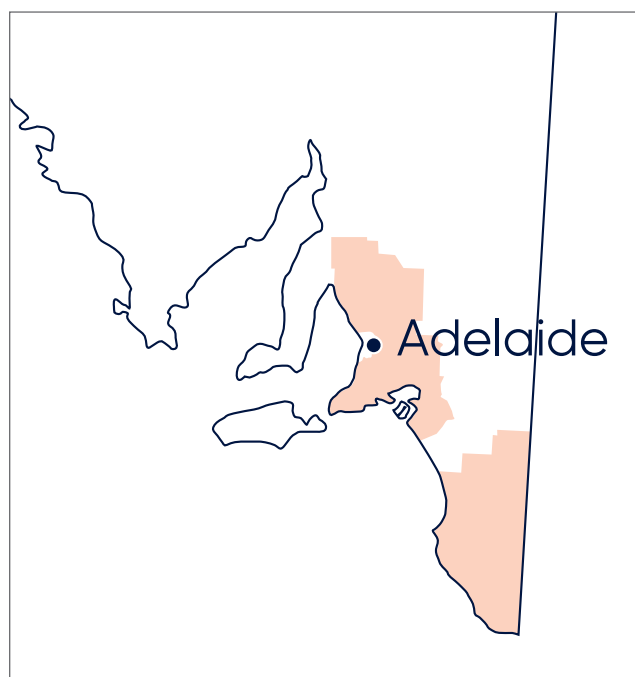
Dairy products export

Value \$m **\$221**

Share of national volume **6%**

People directly working in dairy **4,000**
people

*as at 2022/23



Strategic considerations



Enhancing farm business management

Farmers require ongoing and flexibly delivered support with farm business and succession planning, as well as investment decisions relating to operational efficiencies. Further opportunity exists to improve farmer participation in data capturing and performance reviews.



Driving herd and feed innovation

Prioritisation of animal health and performance programs in South Australia will be tailored to the needs of farmers, ensuring farmers are able to upskill employees and address knowledge gaps on their farms.



Supporting employment and people development

In the lower south-east region, competition with other agriculture sectors is increasing reliance on migration to fulfil labour requirements. Focus on employee attraction, by connecting employers to potential employees and supporting young people in the industry to build their knowledge, skills and networks, will be critical to ensuring a sustainable industry. Upskilling emerging leaders and farmers with management capabilities will be a key enabler of farm owners to be positioned as 'employers of choice', resulting in positive flow-on benefits to the reputation of industry.



Managing climate and environment

Focus on effective effluent management within EPA guidelines continues to be a priority. Farmers will also require greater levels of support in terms of insights, data and tools, to improve their understanding of their carbon emission baseline and opportunities that exist to reduce emissions while maintaining profitable operations.



Strategic Priorities

	1	2	3	4
	More resilient farm businesses	Attract and develop great people for dairy	Strong community support for dairy	Thrive in a changing environment
Target outcome	Farm businesses have insights into farm profit metrics, a plan for where they want to take their farm, and support to help them get there.	Farmers are supported to attract and retain great people and build their capability and careers.	Animals are appropriately cared for and farm practices meet community expectations.	Accelerate the awareness and uptake of related tools that inform about climate change, carbon emissions and sustainable farming.
Project description	<p>Support the development of farm business plans through the continued flexible delivery of OFOP. This program has benefitted over 30 farms and 70 participants in the region to date.</p> <p>Encourage regional participation in DFMP, Dairy Base and Farm Fitness Checklist.</p> <p>Support farmers to optimise the profitability of their farming systems by communicating market insights.</p>	<p>Create awareness of, and build skills for successful dairy farming careers by encouraging participation in national (online) and locally delivered programs, such as the 2IC program and Young Dairy Network.</p> <p>Continue to support employment and people development by delivering programs to equip farm business owners to be employers of choice.</p> <p>Encourage people development by working with registered training organisations to ensure dairy-related training is accessible and promoted to the South Australian dairy industry.</p>	<p>Support farmers to meet Australian animal welfare standards and community expectations through delivery of workshops on best practice animal care.</p>	<p>Equip farmers to manage climate and environment through delivery of tools and workshops that support best practice effluent and nutrient management.</p> <p>Support farmers to measure their farm's carbon footprint. Explore options for reducing emissions and meeting expectations of financiers and processors.</p>
Regional service targets	<ul style="list-style-type: none"> • Our Farm, Our Plan Programs • Dairy Farm Monitor Project (DFMP) data collection and analysis • Dairy Base • Farm Fitness Checklist • Situation and Outlook updates presented at appropriate South Australian events (eg conference, DFMP analysis day) 	<ul style="list-style-type: none"> • Farming with my Team • Young Dairy Network activities • Workforce attraction and retention activities • People in Dairy Discussion Groups 	<ul style="list-style-type: none"> • Animal wellbeing workshops 	<ul style="list-style-type: none"> • Farm Environmental Tracker • Australian Carbon Calculator • FertSmart • Effluent management

	5	6	7
	Success in domestic and overseas markets	Technology and data-enabled dairy farms	Innovative and responsive organisation
Target outcome	Improved access to high-value dairy markets, both locally and internationally.	No specific regional requirements.	Regional staff are supported to understand and represent the needs of local farmers to the wider agriculture sector and Dairy Australia.
Project description	Continue to ensure South Australian (SA) Dairy Industry is represented in promotion of Australian dairy both in domestic and overseas markets.		Respond to farmer needs by adapting to the changing requirements of dairy farmers and industry in the region and fostering ongoing relationships with industry and government bodies.
Regional service targets	<ul style="list-style-type: none"> • Presentation to International Scholarship students 		<ul style="list-style-type: none"> • Stakeholder collaboration on policy and programs relevant to the South Australian dairy industry

Tasmanian region operating plan

Tasmanian dairy farms are situated in the north-west, north-east and central parts of the state with a small pocket of farms in the south.

Each region has unique growing conditions, weather patterns and challenges. Farm business structures are typically pasture-based farming systems which vary from family farms to corporate systems and have an average herd size of 497 cows.

Tasmania has been the only dairy region recording growth in milk production over the past decade. This has been driven by access to expanding irrigation infrastructure, relatively reliable seasonal conditions and a positive investment culture around high performing and growing farm businesses.

Tasmanian region

Number of registered dairy farms*	351
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Cows (milking and dry)	175 (000s)
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Milk production

Farmgate value \$m	\$684
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(M, litres)	906
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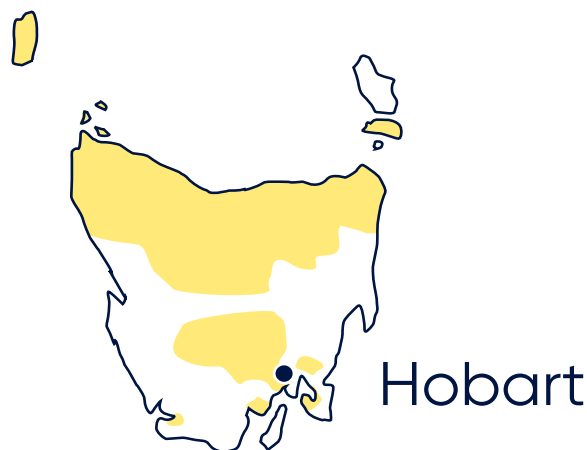
Share of national volume	11.2%
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Dairy products export

Value \$m	\$567
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Share of national volume	15%
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People directly working in dairy	5,600 people
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*as at 2022/23

Strategic considerations



Enhancing farm business management

While dairy farmers in Tasmania enjoy the benefits of efficient pasture-based farming systems, farmers require ongoing support with farm business and succession planning, as well as investment decisions relating to operational efficiencies.



Driving herd and feed innovation

Pasture management is a priority for farmers in the region. Meeting corporate and consumer expectations with regards to herd management, including surplus calves, remains a priority. Farmers require support to help them understand the impact of feed and herd management decisions on their farm business.



Supporting employment and people development

The Tasmanian dairy industry is heavily reliant on the international visa process as a key enabler of labour supply. Focus on accelerating visa processing is critical to ensuring labour market requirements are met, including the shortage of people with manager-level skills.

Ongoing focus on building capability and retaining employees will also be a key enabler to optimising operations and supporting supply growth in the region.

Promoting the strength of the dairy industry in Tasmania, together with building awareness of career pathways and opportunities, is required to attract and retain employees.



Managing climate and environment

Effluent management remains a high priority in the region, with government and natural resource management (NRM) organisations supporting on farm investment. Future focus for dairy farmers will be on understanding their baseline carbon emissions.



Strategic Priorities

	1	2	3	4
	More resilient farm businesses	Attract and develop great people for dairy	Strong community support for dairy	Thrive in a changing environment
Target outcome	Farm businesses have insights into farm profit metrics, a plan for where they want to take their farm, and support to help them get there.	High retention of people in farm management roles who are well trained and highly skilled.	Animals are appropriately cared for and farm practices meet community expectations.	Farm businesses are informed about climate change, carbon emissions and sustainable farming.
Project description	<p>Support development of strategic business plans through flexible delivery of Our Farm, Our Plan. This program has benefitted over 86 participants in the region to date.</p> <p>Ensure a more curated response to farmer needs and build awareness of how Dairy Australia can support farmers in the region through the introduction of Farm Engagement Lead (FEL) resources.</p> <p>Support farmers to enhance their business management through participation in, or use of farm profit insights developed through the Dairy Farm Monitor Project.</p>	<p>Deliver support for farmers seeking to employ people through promotion of the Dairy Jobs Board.</p> <p>Encourage skill development and retention of people working on farm through delivery and promotion of fit-for-purpose industry training activities, including the Young Dairy Network and 2IC Manager training program.</p> <p>Build skills-based capability development to enable successful career pathways and progression.</p>	<p>Support farmers to meet Australian animal welfare standards and community expectations through delivery of workshops on best practice animal care.</p> <p>Improve outcomes for calves through increased adoption of the specific Calf Pathways Checklist developed in Tasmania as part of future Rearing Healthy Calves workshops.</p>	<p>Equip farmers to manage climate and environment through delivery of tools and workshops that support best practice effluent and nutrient management and equip farmers to measure their farm's carbon footprint, understand sources of emissions and explore options for reducing emissions.</p> <p>Through the roll-out of the Tasmanian Government funded Climate Adaptation and Environmental Sustainability Project, Tasmanian dairy farmers will be focused on improving effluent management.</p>
Regional service targets	<ul style="list-style-type: none"> • Our Farm, Our Plan • One on one engagement with dairy businesses 	<ul style="list-style-type: none"> • Training courses i.e. 2IC/ manager courses • Young Dairy Network • Discussion Groups 	<p>Continued delivery of workshops including:</p> <ul style="list-style-type: none"> • Rearing Healthy Calves • Milking and Mastitis • Healthy Hooves 	<ul style="list-style-type: none"> • Farm Environmental Tracker • Australian Carbon Calculator • FertSmart • Effluent Workshops

	5	6	7
	Success in domestic and overseas markets	Technology and data-enabled dairy farms	Innovative and responsive organisation
Target outcome	Increased farmer awareness of the importance of maintaining Tasmania's environmental credentials.	Accelerated adoption of technology and research outcomes on farm.	Regional staff work closely with key stakeholders to meet the needs of farmers and industry.
Project description	<p>Promote the benefits of Tasmania's environmental credentials.</p> <p>Support farmers to optimise the profitability of their farming systems by communicating market insights.</p>	<p>Inspire more agile and responsive dairy businesses through effective communications that keep farm managers and owners up-to-date with the latest research insights and outcomes.</p> <p>Funding the Tasmanian Institute of Agriculture Farmllet Research.</p>	<p>Foster the existing strong relationships and connect key organisations (such as processors, TasFarmers, TIA and the Department of National Resources and Environment), to collaborate in developing solutions to regional issues.</p>
Regional service targets	<ul style="list-style-type: none"> • Presentations to international farm investors as required 	<ul style="list-style-type: none"> • Enews updates • Involvement with Tasmanian Institute of Agriculture (TIA) research reports and field days 	<ul style="list-style-type: none"> • Delivery of industry relevant training • Continuing to work closely with local RTOs, SDFO and TIA

Western Australian region operating plan

Extending as far north as Byford, inland to Nannup and south to Albany, Western Australia's dairying region is geographically isolated from the rest of the nation.

The region experiences a Mediterranean climate of hot, dry summers and cool, wet winters. It is home to some of the largest herd sizes in the country, which operate on predominantly pasture-based systems with total mixed ration utilised over the drier months.

Most of the state's dairy businesses are concentrated in the Harvey and Augusta-Margaret River shires, approximately two-to-three hours from the main processing facilities located in the capital, Perth.

Western Australia is a white-milk market, feeding its own population, with some export to neighbouring international markets such as South-east Asia.

Western Australian region

Number of registered dairy farms*	112
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Cows (milking and dry)	50 (000s)
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Milk production

Farmgate value \$m	\$234
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(M, litres)	338
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Share of national volume	4.2%
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Dairy products export

Value \$m	\$567
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Share of national volume	15%
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People directly working in dairy	5,600 people
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*as at 2022/23



Strategic considerations



Enhancing farm business management

As Western Australian dairy farms have experienced higher than average profits during the last two seasons, dairy farmers are planning farm investment for operational productivity and growth.



Supporting employment and people development

In a region with many competing industries (including mining), promoting the value proposition of the dairy industry in such a competitive labour market is vital.



Driving herd and feed innovation

Due to forecasts predicting drier conditions and continually rising input costs, concerns over business margins remain front-of-mind for farmers. As the cost of production increases, equipping farmers with the latest knowledge to address and manage challenges in feed and herd management is key.



Managing climate and environment

Due to the successful early adoption of the Australian Dairy Carbon Calculator in Western Australia, farmers are well placed to consider future opportunities to reduce their emissions. Managing climatic conditions will be a priority after experiencing dry seasonal conditions last year.



Strategic Priorities

	1	2	3	4
Target outcome	More resilient farm businesses	Attract and develop great people for dairy	Strong community support for dairy	Thrive in a changing environment
	Support farm business planning, tailored to the participant's business and situation. Support learning and development in strategic business skills, risk management and personal and social resilience.	Farmers have access to a pipeline of skilled labour by focusing on a structured and consistent approach to building capability.	Dairy farmers feel supported with up-to-date information on Australian welfare standards and community expectations. Continue to build community awareness of the dairy industry within the region and grow awareness of high proportion of local milk supply.	Empower farm businesses to understand and proactively manage greenhouse gas emissions, climate and environmental requirements and impacts.
	Deliver farm business resilience training with funding from the Department of Primary Industries and Regional Development, including one-on-one sessions, allowing personalised and tailored advice. Dairy Farm Monitor Project (DFMP) will expand on already strong participation rates, by highlighting the value of reviewing and analysing current trends. Provide services that promote capability to make well informed business decisions while identifying risks and managing challenges, ensuring opportunities are optimised. Continue delivery of Our Farm, Our Plan, which has benefited 41 participants in the region to date.	Support farmers to foster employment relationships and experiences. Support people development through targeted initiatives, including the dairy farm traineeship program, via a bespoke arrangement with the South Regional TAFE to deliver Certificate III & IV in Agriculture on farm. Create networks to support people development, employee retention and growth opportunities within the industry. Engage and educate young people about careers in the dairy industry.	Provide workshops on best practice animal care that meets Australian animal welfare standards and community expectations. Participate and further develop connection and activity within the Western Australian Dairy Industry Working Group (WADIWG).	Initiatives are planned to support and implement resilient farm business decisions and future operations which will benefit farmers. Next steps of knowing your carbon number will provide further information and best practices to highlight opportunities to reduce farm carbon emissions.
Regional service targets	<ul style="list-style-type: none"> • Our Farm, Our Plan • DFMP data collection and follow up workshops/sessions • Sessions for data analysis and to build knowledge of how to utilise DairyBase • Farm engagement 	<ul style="list-style-type: none"> • Dairy Farm Traineeships • Young Dairy Network • Women in Dairying • Dairy Jobs Board • Cows create careers 	<ul style="list-style-type: none"> • Continued delivery of animal health workshops including Milking and Mastitis and Rearing Healthy Calves • Sponsorship of and participation in WADIWG • 1 major event • 1 Trends report 	<ul style="list-style-type: none"> • Healthy Estuaries WA – Effluent Management Plan Reviews and other associated project outcomes • Australian Dairy Carbon Calculator • Carbon Farming Outreach Program • Farm Environment Tracker • Cool Cow Workshop

	5	6	7
Target outcome	<p>Success in domestic and overseas markets</p> <p>No specific regional requirements.</p>	<p>Technology and data-enabled dairy farms</p> <p>Facilitate the integration of technology and research into farmers' decision-making processes to expedite adoption.</p>	<p>Innovative and responsive organisation</p> <p>Empower employees to embrace new and innovative solutions, positioning the organisation to seize new opportunities effectively.</p>
Project description		<p>Provide opportunities for farmers to learn and gain knowledge of different tools and data driven solutions available for implementation.</p> <p>Continue to foster relationships with universities and other relevant organisations to collaborate in future research projects and studies.</p> <p>Continue to offer extension programs with industry experts promoting best practices and highlighting tools and techniques in assisting the promotion of production performance.</p>	<p>Continue to collaborate with industry experts and other key organisations.</p> <p>Provide opportunities for professional development.</p>
Regional service targets		<ul style="list-style-type: none"> • ENews & Tanker Drop publications • Industry events including Dairy Innovation Day and Spring Forum 	<ul style="list-style-type: none"> • Maintain regular contact with state government departments, universities, TAFE and SDFO. • Participate in relevant industry training • Participate in WADIWG

Portfolio structure and balance of investments

Our strategy (as set out in our five-year strategic plan) is executed through a series of annual operating plans that allow us to define priority areas of focus for each financial year.

These plans are created annually following consultation with key industry stakeholders ensuring our projects consider changing industry conditions and the evolving needs of levy payers.

Achieving a balanced portfolio of investments is critical to the success of dairy farmers and the broader industry. To achieve this, we use a combination of processes and frameworks including:

- Investment decisions that ensure a good mix of long-term strategic investments in innovation along with medium to short-term investments addressing more immediate operational challenges.
- Five-year strategy and annual operating plans that follow an outcome-driven approach and look at our long-term aspirations for the industry across our seven strategic priorities.
- Ensuring our RD&E investment decisions are based on the appropriate benefit-cost analysis while maintaining an ongoing focus on lifting dairy farmer productivity by reducing the cost of production.
- The Dairy Moving Forward framework which forms the basis of our long-term R&D outcomes and is clearly aligned with the Federal Government's national R&D priorities and levy payers' needs.
- Ongoing engagement with stakeholders to influence our annual investment and our RD&E portfolio priorities.
- Quarterly and annual performance review processes to ensure a regular review of investment performance outcomes against our strategic plan.
- External independent evaluations to ensure key projects are progressing to deliver set objectives.
- Continued participation in cross-sectoral RD&E investments.

Our portfolio structure continues to provide an improved governance framework and is now reaching maturity. Projects are allocated to portfolios after approval by an investment review panel ensuring due diligence in strategic alignment, focus on benefits for levy payers, cost effectiveness and required resourcing to deliver.

Our portfolios are centred around our strategic priorities. Key benefits include:

- Ability to focus on target outcomes while ensuring efficient execution of our strategy.
- Strategic prioritisation on the needs of dairy farmers and the industry.
- Cross-functional collaboration among teams with a focus on levy payers.

Our portfolios are monitored under a portfolio governance framework. Each portfolio is led by a portfolio lead, typically a member of the Dairy Australia leadership team. The portfolio lead conducts a quarterly portfolio review focusing on:

- Ensuring progress towards achieving target strategic outcomes.
- Being decisive about the strategic direction of the portfolio.
- Making proactive decisions to adjust investment priorities, pending the progress of portfolio programs.
- Operating as 'one-team' through cross-functional collaboration and identifying inter-dependencies.
- Fostering a culture of innovation through generation of new ideas within each portfolio.
- Resolving existing and mitigating potential resource challenges at portfolio level.
- Ensuring portfolio risks are identified, monitored and mitigated.

The quarterly portfolio review is led by each strategic priority portfolio lead with participation from the relevant leadership team members, project sponsors, project leaders, project managers, portfolio manager, strategy manager and financial controller.



Measurement of performance

A revised **evaluation framework** that supports the monitoring and evaluation of the current strategy was published in June 2020.

This framework sets out the role of evaluation for strategic priorities as well as for key projects, activities and services. The framework includes the objectives for setting performance targets and the obligations to report on performance.

We have identified strategic and project-level metrics for our investments. While each project metric is instrumental in achieving the strategic metrics, they are also intermediate indicators for 2024/25, providing confidence that we are on-track and to enable ongoing monitoring.

Management will prepare a quarterly report that monitors the performance of the strategy for the board and publish an annual performance report. Quarterly performance updates will also be shared with Group B members and the Department of Agriculture, Fisheries and Forestry.

Figure 5 How our metrics fit together



Acknowledgement of Country

The Australian dairy industry acknowledges the Traditional Owners of Country where we work throughout Australia and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders both past, present and emerging.

Disclaimer

The content of this publication is provided for general information only and has not been prepared to address your specific circumstances. We do not guarantee the completeness, accuracy or timeliness of the information.

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