



DAIRY NSW ANNUAL REPORT

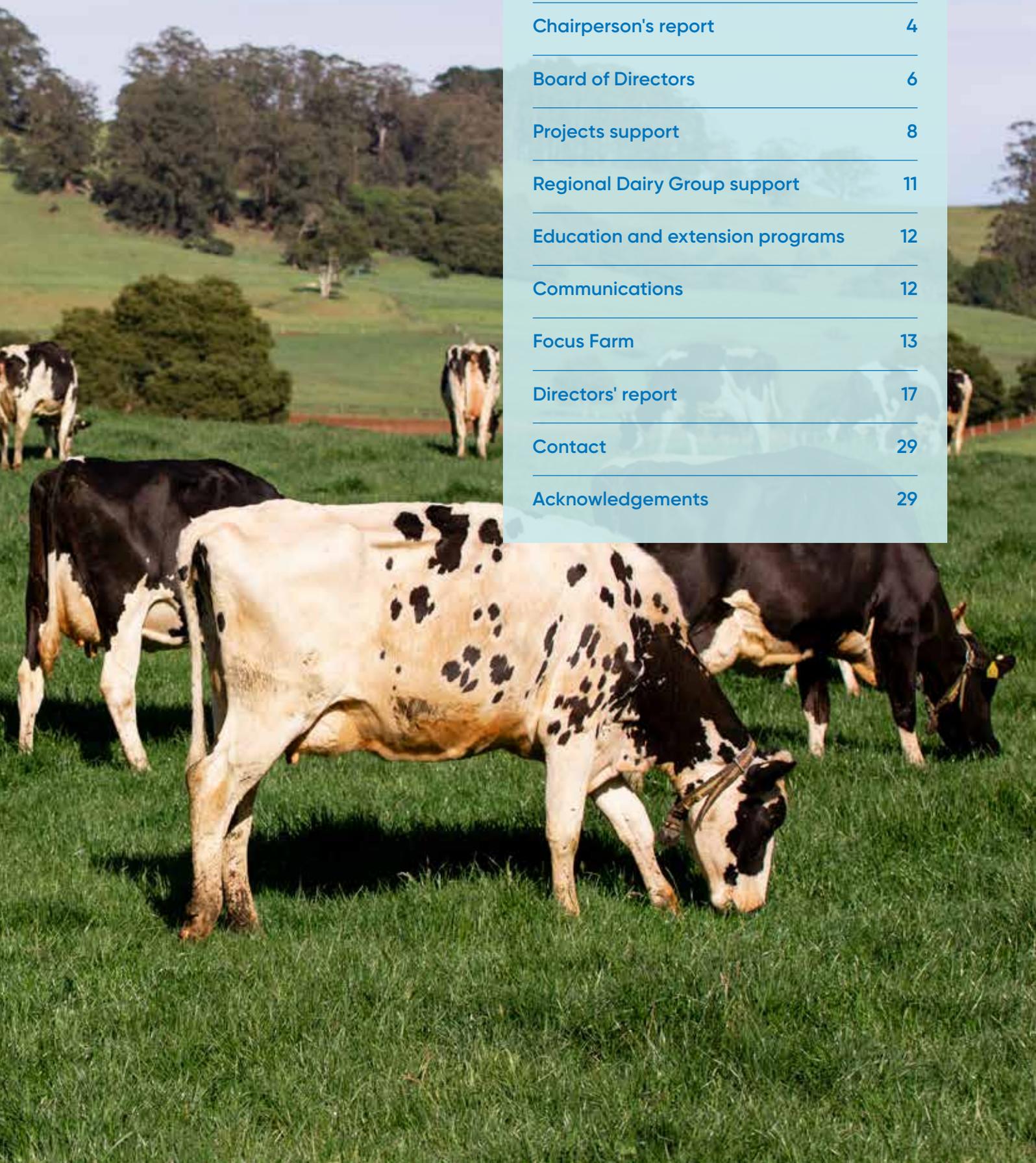
2019/20





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Dairy NSW is a trusted partner,
valued resource and is engaged
with NSW dairy farmers.



ABOUT DAIRY NSW

Vision

Dairy NSW is a trusted partner, valued resource and is engaged with NSW dairy farmers.

Regional Development Program

Dairy NSW Ltd is one of eight Regional Development Programs (RDPs) throughout the nation's key dairy areas and operates under the auspices of Dairy Australia.

It is a non-profit incorporated body established in 1996 to develop a strategic direction for dairy research, development and extension programs in the region. Since then, education has been added to the portfolio, so Dairy NSW is now an RDE&E industry body bringing the service levy back to farmers in meaningful and valued ways.

Dairy NSW sets priorities, seeks submissions for dairy improvement projects and commissions them. It is also responsible for supervising the coordination and delivery of extension and education programs. Dairy NSW monitors the success of these projects and their ability to make an appropriate return on the dairy service levy that part-funds them.

Dairy NSW works closely with Dairy Australia, other RDPs, farm policy organisations, Regional Development Groups and government agencies to carefully identify and develop priorities for ongoing research, development, education and extension. In doing so, it works hard to ensure regional and national policies are linked and fully integrated so that research and extension work carried out in the region, provides productivity gains and efficiencies.

Mission and Strategic Priorities

Our mission is to coordinate regional-specific research, development, extension and education activities that deliver outcomes for the benefit of Dairy NSW farmers.

In order to achieve this, Dairy NSW has, with the assistance of the Regional Dairy Groups that act on behalf of dairy farmers in our region, agreed to address the following three strategic priority areas:

- 1 Farm Business Management
- 2 Feedbase and Animal Nutrition
- 3 Operational Excellence.

In each of these priority areas, Dairy NSW signposts and promotes the management and compliance of regulations. The individual importance of each of these priority areas is different in each sub-region of the Dairy NSW RDP.



CHAIRPERSON'S REPORT

Moving towards Industry Sustainability and Prosperity!

This year I feel, we are like the Phoenix and now is the time to rise from the ashes!

From devastating droughts, to the horrific and unpredictable bushfires, to the inevitable floods, sky rocketing feed costs and poor farm gate returns, you would have thought we have seen it all! But now life has had to change again with 'Covid-19'. We all know that Australia has droughts, bushfires and floods, and that is what we should prepare for, but I think this year has been unprecedented, in the variety, length and ferocity! However we need to be prepared for what ever comes our way.

Like the Phoenix it is time to rise again and reinvent the way we operate. Dairy NSW has had an unprecedented need for the Taking Stocks program, which was managed by Elizabeth Warren. This has helped many dairy farming businesses make informed decisions in difficult and trying times. The Bushfire Response Support Program led by Greg Duncan was another critical response initiative that has been implemented to support specific needs of fire affected farmers.

It would have been difficult to imagine that we could get the job done using Zoom, Go To, Teams or other meeting platforms, yet here we are! Dairy NSW had already started to move in that direction with the Our Farm Our Plan program (OFOP), before we were forced into lock down, as one of the ways to operate in a more effective and efficient manner.

Our Farm Our Plan was piloted in NSW and will be a significant focus in the coming year. It will be key for those farms that are looking to understand their own business, by identifying their opportunities and strengths, and what they can change to avoid the inevitable pitfalls. This, in turn, will help DNSW farmers make timely and informed decisions.

I personally found the program insightful. The areas that I thought were good, could still be improved and other areas that we had briefly considered, we quickly decided that we needed to do MORE, sorting out issues before they became big problem! Every business can benefit from taking part, planning for the future and making

sure you are able to make informed, proactive, business decisions, not just let 'it' happen!

Focus Farm - Our Focus farmers the Walsh's have been great partners in the project, with a positive and willing attitude and great data to work with. We look forward to analysing and presenting the information in user friendly manner, insights gained can be used to show what can be done in NSW in a particularly difficult year, with the help of Focus Farm Funding, Farm Advisors and Supporters, with willing and proactive farmers. Some of the other programs we delivered this year included Farm business management, Nutrition fundamentals, Feeding pastures for profit and discussion groups in accordance with our strategic plan.

Covid-19 lock down has given the Dairy NSW time to rethink, get creative and plan towards a sustained and prosperous future. DNSW Staff had to figure out ways to ensure, that we could keep delivering by being flexible, reconfiguring programs, connecting with farmers and coordinating via phone, zoom, telecon, webinars, Facebook and any other means.

During the early stages of the Covid19, Dairy Australia was the go to for industry! As this was unprecedented, DA worked tirelessly to ensure we had the most up-to-date responses and resources, often before any other industry had thought through the implications. DA was recommended as a the place for other industries to find out information on how things could be done. DNSW RM, Paul van Wel lead with weekly Covid19 meetings, inviting all of industry to join in, advocates, RDG's, LLS, DPI, processors, advisors, and anyone else that wanted to be involved. Many complex issues were raised and when needed passed on information to DA, which was quickly addressed. I was so impressed by the collegiate attitude, sharing of ideas and responses in a very difficult time. DNSW has been working towards this unified approach, promoting proactive and positive outcomes from working together.

The Australian Dairy Industry Culture- Can we change?

It is easy to criticise and blame our leaders. But are they to blame? We are the ones who voted them in, we are the ones that sit and criticise. Unless we encourage the right people to stand up, we are the problem! If we want to change and we want to have a choice, we have to be



willing to look beyond the usual, look for diversity of skills and ensure they are supported. We need to understand the qualities that are needed, find those that have them and encourage them to take part, it might mean that leadership looks and feels different. The qualities that we want in leadership should change with the times, it is easy to be a good leader in times of plenty, but diplomacy and strength are needed in times of trial. Now is the time for unity, positivity and creativity. Now is the time for diversity of minds. Now is the time to come together to share your thoughts, ideas and suggestions, being positive and constructive. Destructive and undermining behaviour, has no place in our future! **It is up to us to claim a prosperous and sustainable NSW Dairy Industry!**

The Australian Dairy Plan – Dairy NSW along with all other RDP's have been involved with Dairy Australia to help generate ideas and progress the plan, while waiting for restrictions to be lifted, to ensure that we gain important farmer feedback. As we all work towards prosperity and sustainability, it is important that we work together and all ideas being given due consideration. With the uncertainty of the Covid future we need to strengthen, and build on our potential and continue building on customer support and consumer trust. Supporting home grown dairy consumption and value. By building the customer base, Australian Dairy in turn advocates for the success and eventual high value export opportunities. Our goal should be a prosperous and sustainable NSW Dairy Industry in collaboration with all of the Australian Dairy Industry.

Finally I would like to acknowledge the support and contribution of the NSW Dairy Industry, from the government bodies, DPI, LLS, RAA, Processors, Cooperatives, DRF, Universities, service providers, Advocates and our farmer members taking time to add value to our industry through out the year and particularly at Members Council being our key event. The engagement opportunities that we provide are held in high regard, giving us all the means to come together as a unified industry. I would also like to recognised the huge efforts that DNSW staff and board members put into making DNSW able to support and deliver, to as many dairy farming businesses as possible, our area is diverse, vast and complex. Thank you to all the family and partners who support our NSW dairy industry leaders, without you, it would near be impossible for us to continue. I would also like to thank my family for

keeping me grounded and their efforts on farm to ensure I am able to contribute for the benefit of the NSW Dairy Industry.

Wishing you all health and prosperity!

Jane Sherborne
Dairy NSW Chairperson

MEETINGS OF DAIRY NSW MEMBERS' COUNCIL AND BOARD OF DIRECTORS

Members' Council
4-5 February 2020, Camden

Board meeting and AGM
22 October 2019, Camden
13 October 2020, video

Board meetings
13 August 2019
5 November 2019, video
4 December 2019, video
4 February 2020, Camden
7 April 2020, video
5 and 27 May 2020, video
19 June 2020, video
4 August 2020, video
8 December 2020

MEETINGS OF DAIRY NSW MEMBERS' COUNCIL, AGM AND BOARD OF DIRECTORS – 2021 (TBC)

Board meeting and Members' Council
February 2021

Board meeting
April 2021
June 2021
August 2021
December 2021

Board meeting and AGM
October 2021

BOARD OF DIRECTORS

Attended



Jane Sherborne, Chair

Jane is an active dairy farmer and proud advocate for the NSW dairy industry, promoting the development and delivery of research and extension that is region specific, meeting the needs of NSW dairy farmers. Jane is interested in the development of a positive, professional industry image through the application of progressive farming technologies and fostering of farmer pride in the business and practice of dairy farming. Jane is an active member of several external state and federal industry committees and through these connections, she aims to support Dairy NSW proactively working with dairy farmers, cooperatives, processors and industry for a strong and prosperous dairy industry.

Dairy farmer
(Constitution clause 5.4a)
Board meetings attended: 9/9



James Neal, Deputy Chair

James Neal is a fifth generation innovative dairy farmer. For the past 10 years he has been milking 700 cows on the family dairy farm on Oxley Island, near Taree on Mid North Coast. He has extensive agricultural research development and extension skills working for NSW Primary Industries and completing a PhD at the University of Sydney investigating forage water use efficiency. Given the persistently dry conditions over the last few years this knowledge has proved invaluable for growing and utilising pasture as efficiently as possible, critical to remain profitable at a time when cost increases are generally much greater than milk price increases. To improve uptake of research locally, James has been involved in on-farm research demonstrations to improve pasture production in autumn when forage is most limiting and alternative feed are expensive. He has a strong focus on profitability, as it is critical for the NSW dairy industry to be viable and successful for future generations of dairy farmers.

Dairy farmer
(Constitution clause 5.4a)
Board meetings attended: 9/9



Delia Dray, Director

Delia is a former senior executive of the NSW Government and currently chair of the Burrendong Arboretum Land Manager. From these roles, Delia contributes significant skills and experience in corporate governance, organisational performance and strategic planning to the Dairy NSW board. Delia has specific expertise in research and development management, which she uses to support the development of a profitable dairy industry that is resilient and flexible, and continues to take advantage of opportunities across diverse climate driven production systems.

Specialised skill
(Constitution clause 5.4c)
Board meetings attended: 9/9



Attended



Andrew Smith, Director

Andrew Smith joined the DNSW Board in October 2019. Andrew is an analyst for Australian Fresh Milk holdings, having previously held the role of Dairy Manager of Moxey Farms, Gooloogong and is a registered veterinarian, graduating with first class honours from Charles Sturt University in 2018. Andrew has a passion for the profitability, sustainability and growth of dairy businesses, growing up in a family dairy business and dedicating his tertiary education to building a strong grounding in dairy production, including time spent studying in both New Zealand and the USA. Andrew brings with him innovative ideas, endless enthusiasm and a genuine passion for the prosperity of the dairy industry. His vision for Dairy NSW is to provide quality extension to farmers, support valuable and targeted research, and drive a culture of continuous improvement amongst the NSW farmer group.

Dairy farmer
(Constitution clause 5.4a)
Board meetings attended: 8/8*



Michael Rood, Director

Michael Rood joined the DNSW Board in October 2019 and is a born and bred Bega Valley dairy farmer. He has travelled the world following his passion for cattle and genetics, learning and working in Canada where he made lifelong contacts. Michael was herd manager at Moxey Farms before he and wife Ashleigh began their own farming journey in 2012 when they started dairying on a lease farm in the Bega Valley. They pride themselves on their Whitegold Holsteins and Jerseys cattle stud and have a strong emphasis on animal welfare and milk quality. Michael has undertaken a wide array of training, including a Diploma of Agribusiness Management, Emerging Dairy Leaders Program, the Rabobank Farm Managers Program, the Farm Owners Academy Top Producers Program and Good Business Governance in Bega.

Dairy farmer
(Constitution clause 5.4a)
Board meetings attended: 8/8*



Tony Burnett, Director

Tony Burnett joined the DNSW Board in October 2018 and currently sits on the Strategic Direction committee, ACCC Dairy Code Advisory Committee and the NSW Dairy advocate advisory group. His unique skill set covers farm management, business ownership and processing experience within the industry. Innovative extension services to help drive on farm profitability is one area of interest for Tony. Currently, Tony is the northern regional manager for Dairy Farmers Milk Cooperative. Tony is also passionate about working collaboratively with all industry stakeholders throughout the dairy supply chain to ensure a long-term viability for all participants.

Specialised skill
(Constitution clause 5.4c)
Board meetings attended: 9/9

Nine (9) meetings were held in the 2019–2020 Financial Year.

* Attendance of eligible meetings recorded – joined board from 22 October 2019.



PROJECTS SUPPORT

The Dairy progression framework

The NSW Dairy Industry Fund project

The NSW Dairy Industry Fund Project has had a very successful year, focusing on gaining valuable intel from market research avenues to further inform the on-farm leadership capability requirements of the NSW dairy industry. This has been in the form of 'Employer of Choice' workshops, and also the rollout of the NSW Dairy On-Farm Leadership Employee Survey.

During earlier project stages, a literature review outlined barriers seen in attracting and retaining staff in the dairy industry. This was followed up by market research workshops with Employers of Choice, focusing on discussing what they believe helps contribute to making them great employers, managers and leaders on-farm. A number of key concepts were highlighted across all workshops, including;

- Clear Communication
- Reward and Recognition
- Self Awareness
- Feedback Systems
- Development Opportunities
- Clear Processes and Protocols

Following these workshops, it was felt that opinions on leadership should also be obtained from farm employees, to create an accurate picture of what skills are actually considered important on-farm and how well employers can use these skills to lead their teams. A number of key capabilities were highlighted as areas for development, and once compared with all the previous research this allowed the project team to come up with 6 key learning outcomes for the eventual leadership development program. These learning outcomes are listed below.

At the conclusion of the on-farm capability development activity, participants will be able to;

- Describe the perceptions and concepts of 'leadership' and how leadership relates to staff satisfaction, engagement in personal and farm business goal achievement and retention
- Articulate the impact and importance of team values, and how these relate to creating an effective team culture on-farm
- Describe the roles of 'coaching' and 'mentoring' in on-farm leadership and the importance they play in professional development
- Identify and differentiate between personality types, with a focus on understanding individual preferences, perspectives and differences for enhanced team collaboration
- Communicate calmly, clearly and effectively with emotional awareness for conflict management
- Communicate clearly and effectively for performance focussed feedback and career goal attainment for farm business success

We are now in a position to develop and deliver a leadership development program specific to on-farm needs, which will be run throughout the latter half of 2020. For further information on the program, or to register further interest, please contact Project Officer Emma Ludington (emma@dairynsw.com.au or 0428 642 228).

DNSW and LLS Mid North Coast and Hunter Pasture Discussion Groups

The DNSW/LLS Mid North Coast and Hunter Pasture Discussion Groups were a great success for 2019/20, especially considering the seasonal challenges faced in this part of the state. This is a joint funded initiative by Hunter Local Land services (LLS) and Dairy NSW.



During November 2019, 4 discussion groups were organised to discuss drought planning and management with Scibus consultant Neil Moss. Given the bushfire season at the time, 3 of these discussions were postponed until mid January. These discussions were a great overview of drought management, and covered topics such as;

- Current feed markets, costs and availability
- Alternative feed options
- Feed budgets
- Safe rations with minimal forage
- How to best utilise eventual rain
- Herd management under drought conditions

The season then took a turn to provide the region with a few very wet months, and discussions quickly turned to utilising moisture and planning for autumn and winter planning. To achieve this, local agronomists were brought in to lead 4 discussions around the region covering topics such as;

- Making the most of recent rain
- Controlling weed burdens
- Planning for autumn sowing
- Seed and fertiliser availability
- Dealing with waterlogged pastures
- Effective grazing management and driving kikuyu growth

These discussions were very well received across the region, and DNSW would like to thank Hunter LLS for their contributions, as well as the discussion facilitators for their expertise.

Dairy Business Support Services Project

The NSW Department of Primary Industries has established a Dairy Business Advisory Unit and has engaged with Dairy NSW to deliver farm business support services to dairy farmers across all dairying regions in NSW. This will include both individual and group activities, aiming to offer support to help improve performance, profitability and business resilience. This will be achieved through the Dairy Business Support Services Project (DBSS). The project plan has been supported to this point by a project team consisting of, Ian Zandstra, Kerry Kempton, Paul van Wel and Sheena Carter. The project will run through until February 2022.

Dairy NSW is currently funding one-on-one consultations to NSW dairy farmers to support the installation and implementation of the Standard Chart of Accounts into accounting software, budgeting, balance sheet development and goal setting, data entry into DairyBase and analysis of data in DairyBase. Expressions of Interest are being received, with consultations beginning mid-July. These sessions are being facilitated face-to-face, as well as virtually to adhere to Covid-19 restrictions.

This project has been well established, lead for the last 12 months by Elizabeth Warren. Elizabeth has handed this project over to Carly Potts. If you are interested in finding out more or would like to sign up for a consultation, please contact Carly Potts on carly.potts@dairynsw.com.au or 0455 227 707.

Young Dairy Network

The NSW Young Dairy Network helps its members develop dairy farm knowledge and skills, provides leadership opportunities and connects a network of young people across NSW and Australia-wide. The NSW Young Dairy Network (YDN) is an initiative for young people who are:

- New to dairying
- New to the dairy industry
- Local farmers
- Local dairy service providers, and
- People who want to develop both professionally and personally while building a social network.

A key purpose of the YDN is to connect farmers and industry professionals with young farmers and service providers through networking. Networking is an important pathway for young dairy stakeholders to grow their capacity and ability to perform in the Australian dairy industry. Our service is led by four regional YDN coordinators across five network regions. Presently we have three YDN Coordinators and aim to recruit for an additional two. We'd like to sincerely thank Jessica Pearce for her three years in the role supporting the Young Dairy Network across the Far South Coast.

Drought, flood, bushfire and now Covid 19 across much of NSW prevented some of our planned activities from going ahead this financial year. In spite of this, we still managed to deliver 12 dedicated YDN events all the way from Tamworth to Bega.

We were also required to cancel a number of specific events that were planned to 'get things back on track' post bushfires. The development of Covid-19 meant the Combined Study Tour of New Zealand with members of the DairyTas Young Dairy Network had to also be postponed indefinitely.

Despite these challenges we have maintained a degree of connectedness through a variety of other avenues, these being an increase in social media and more recently a move to online. We have refocussed our face to face engagement as much as possible and repositioned our YDN delivery exclusively through online events and webinars. These have been quite successful at connecting our networks and building capability and capacity along the way.

The network also supported several YDN members to attend key industry events including the University of Sydney Dairy Research Symposium, Regional Development Group events as well as attendance of the YDN Coordinators at this year's DNSW priority setting workshop. These prime networking opportunities have provided members with the tools to develop their dairy careers and leadership potential.

The activities of YDN can be followed via their dedicated column in the quarterly Milkflow publication and various regionally dedicated Facebook sites – titled 'Young Dairy Network'. For further information or to subscribe to these media, please contact Greg Duncan on 0477 044 047 or email greg.duncan@dairynsw.com.au

REGIONAL DAIRY GROUP SUPPORT

Across NSW, there are six Regional Dairy Groups (RDGs) these are:

- Mid Coast Dairy Advancement Group
- Hunter Dairy Development Group
- Inland Wagga Dairy Network
- Central West Dairy Group
- South Coast and Highlands Dairy Industry Group
- Far South Coast Dairy Development Group.

The groups organise and conduct activities for the dairy industry in their local areas.

RDGs provide a link to dairy farmers in their sub-regions and feedback information on their regional priorities, needs and issues.

In return, Dairy NSW provides support to regional dairy groups via resources and some supplementary funding.

In 2019/20, Dairy NSW has supported regional dairy group meetings and hosted members council which saw excellent representation from the regions as well as a broad range of industry stakeholders.



EDUCATION AND EXTENSION PROGRAMS

Dairy NSW, has partnered with a broad range of stakeholders to deliver and/or coordinate a broad range of events this year to NSW dairy farmers. These programs are developed and delivered in response to farmer and industry feedback and strategic priority areas of Dairy NSW board. The annual operating plan changed significantly across the year from the original plan to incorporate critical response activities in response to seasonal conditions, bushfires and Covid-19.

The programs delivered in the 2019/20 financial year include:

Farm business management

- Farm Business Fundamentals
- Dairy Farm Business Analysis
- Dairy Farm Monitor Project
- Focus Farm
- Dairy business networks
- Service Provider Training
- Good Business Governance Forum

Feedbase and nutrition

- Feeding Pastures for Profit
- Feedbase discussion groups
- Nutrition Fundamentals

Work capability

- Young Dairy Network
- Farm safety
- Quad bike safety workshop
- Stepping up Stepping back
- Cows Create Careers
- Women in Dairy groups and events
- Careers Fairs
- Large Herds discussion group and IR presentations

Animal health and welfare

- Cups on Cups off
- Livestock Euthanasia

Land, water and carbon

- FertSmart

Critical response

- Taking Stock
- Drought dinners
- Feedbase roundtables
- Bushfire response assistance program
- Bushfire business support sessions
- Covid-19 business support seminars
- Covid-19 stakeholder meetings
- Covid-19 mailout and outbound calls

COMMUNICATIONS

- Dairy NSW Communications has continued to grow and develop in 2019/20. The Facebook page has expanded to a following of 590 people, almost double from last year. Dairy NSW is averaging 1900 engagements per month, which counts the number of times that people engaged in our posts by reactions, comments, shares and clicks. This means that our social media posts are reaching on average, 17,113 people through seeing content from our page or about our pages through others. This content is a mixture of upcoming events, Dairy Australia content, videos, interviews, podcasts and content of interest to NSW dairy farmers. Updates from the Focus Farm receive the highest engagement, with followers sharing comments and asking questions about the 'Waljasper' operation.
- 'Snapshot', our monthly e-news is also continuing to grow, with us reaching 820 subscriptions. We are still receiving positive feedback from the new branding and finding a higher click through rate. 'The Milk Flow' is continuing to deliver a mixture of technical, regional and support based articles, sharing new information as well as updates from regional events, such as NSW Women in Dairy.
- Dairy NSW website is currently under re-construction, falling under what will be the newly improved and easily navigated Dairy Australia website. This will see new structures on how to access information and respond to upcoming events as well as more region-specific content.
- Covid-19 saw an increase of communications being shared with the NSW dairy farmers and stakeholder community. Dairy Australia built a Covid-19 directory to easily access relevant information and fact sheets to assist in navigating the difficult environment. A mailout was also developed to ensure farmers were equipped with relevant signage and information to share with families, employees and industry representatives they were involved with.
- For the last two years Elizabeth Warren has grown and managed Dairy NSW communications and is now handing over to Elise Jeffcott.
- To subscribe to any of Dairy NSW media channels or provide suggestions for the continued development of our communications, please contact Elise Jeffcott on 0418 991 589 or email elise.jeffcott@dairynsw.com.au.

FOCUS FARM

The current focus farm has just come to an end, and it has been quite a journey for all involved.

Two years ago the opportunity to become Dairy NSW Focus Farmers arose; Justin and Libby Walsh applied and were successful in their application.

The concept of a Focus Farm is very often misunderstood. Focus Farms are not 'best practice' dairy farms. They are farms similar to many in the district that are trying to get better at what they do. The Focus Farmers articulate some key objectives that they'd like to achieve and a Support Group (mainly farmers and a couple of service providers) is created to listen to, and then assist them to achieve those objectives within the normal constraints of any dairy farm. This happens via regular meetings.

Early in the Focus Farm the Walsh's and the Support Group identified the issues that would need to change to ensure that the farm was profitable and resilient into the future. This meant more efficient cows, efficient hectares, and efficient people.



Justin and Libby provided the group with the following list of goals:

- Improve our understanding of operational costs and marginal returns.
- Achieve a realistic low cost of production.
- Grow and utilise more home grown feed.
- Increase cow efficiency, that is, improve milk solids per kilogram of live weight.
- Develop and review an annual budget
- Continual short term (daily) and annual analysis of the business's physical and financial performance.
- The establishment of a very profitable (\$2/kg EBIT) resilient dairy business which would be viable long term.

A low cost of production would provide resilience in times of milk price volatility, and the \$2.00 per kg MS EBIT means that, after paying Justin and Libby what their labour is worth in the business, there is plenty left over for debt reduction and re-investment.

The approach by the Support Group along with Justin and Libby, was to match the production system with the long term settings of the business, and the infrastructure to achieve the goals. The group agreed on two fundamental aspects of resilient, profitable dairy farming:

- **Pasture based milk:** Important as significant investment has occurred in land in a historically good rainfall area. Pasture could be grown and directly consumed for \$110 per tonne dry matter with good grazing principles and appropriate farm layout. Optimizing this pasture based milk must be the foundation of the system. To do this a matching of cow requirements with 'best guess' pasture growth pattern via calving pattern may be required.
- **Marginal milk:** In addition to pasture based milk, if there is an opportunity, due to a favourable milk price to supplement price ratio, to produce additional milk then this should be exploited, if there is a clear margin. In conditions when pasture is lacking or absent then the next most profitable position from marginal milk must be investigated.

The group then became focused on what was necessary to achieve the target. This can be grouped into two categories: **farm facilities and infrastructure, and operational efficiency.** The aim was to set the farm up to get every day correct.



The changes to **infrastructure** were:

- Cow laneways. The cows needed to be removed from local roads but also better grazing management was possible from a larger milking area created by laneways.
- The installation of a concrete laneway under the rail bridge to make what had previously been a night farm and a day farm one farm. This made grazing simpler and cow flow quicker.
- Changes to paddock layout and upgrading of water supplies.
- A larger cow yard added to the dairy, which was renovated cheaply but efficiently by Justin and Libby just prior to the Focus Farm.

All these changes have now been completed, either from cash flow or additional debt, and where appropriate will be claimed as repairs and maintenance in the 2019/20 tax year, to reduce what would have been a large tax bill from a very profitable dairy farm.

The **operational focus** has been achieved by the following:

- Batch calving to suit the pasture growth curve, which means 60% autumn (commencing in March) and 40% in spring (commencing in August). Milk price structure was not a consideration in the milk supply pattern.
- Every meeting commenced with a very close examination of the DOP sheet (daily operating position), which was a simple spread sheet developed by Sheena Carter (Dairy NSW) summarising many of the white board calculations the group previously used. This was combined with a physical farm inspection to ensure that the eyeballs were matching the data.
- One meeting was completely devoted to the specific detail of the pasture renovation program, which included kikuyu suppression.

The principle implemented was that if the big settings were correct (stocking rate and calving date), and every day the right decisions were made about cows and feeding, then there was a strong possibility of the annual data being optimum.

What is the result of this combined effort? The only way to really assess what's been achieved is from good data analysis. A more detailed analysis of the final 2019/20 physical and financial data will be presented in later articles, but the data indicates the following results in a year rated as a 5.8 out of 10:

- 280 cows milked producing 570 kg MS with a farm total of 159,650 kg MS. This is a 31% increase on 2018/19 and a 45% increase from 2016/17. Cow efficiency is now 0.98 kg MS/kilogram of live weight compared to 0.80 previously.
- 52% imported feed, composed of 2.9 tonne of concentrate and 0.25 tonne of purchased hay. A 16% increase per cow.

- A pasture consumption of 7.1 tonne of dry matter per hectare. While this is not the target of 8.0 TDM/Ha it is a 46% increase on the previous 2 years. The year had some difficult periods and was only rated 6/10. However, Importantly 87% of the pasture consumed on the milking area was directly grazed as opposed to conserved as fodder. This is a major contributor to profit.
- Profit as measured by EBIT was \$3.56 per kg MS, and a cost of production will be \$6.43. This higher than desirable cost was driven mainly by the high cost of supplement at about \$471 per tonne including additive. If 8.0 tonne of pasture consumed had been achieved and supplement prices been normal, the results would have been even better, and cost of production very close to \$5.50/kg MS.
- A milk price of \$9.07 which generated a milk price (907) to the fresh weight concentrate price (482) ratio of 1.9. In the group's and Walsh's opinion this made marginal milk profitable, particularly when pasture was in low supply.
- A high taxable income, which will need careful management, and strong cash flow to assist with all the development and infrastructure changes.

The table below illustrates that these goals are being realised.

Physicals	2016/17	2017/18	2018/19	2019/20
Milking Area	124	124	134	134
Cows	230	250	260	280
Annual Stocking Rate (cows/milking area)	1.9	2.0	1.9	2.09
Milk Solids (kgMS)				
- Total	110,031	121,996	121,016	159,650
- Per cow	478	488	465	570
Purchased Concentrates Fed (tDM/cow)	2.3	2.3	1.9	2.4
Other Purchased Fodder (tDM/cow)	0.4	1.0	0.3	0.22
Total Homegrown Feed Consumed (tDM/cow)	2.8	2.3	3.2	3.4
T DM/ha consumed	5.3	4.6	6.1	7.1
Financials				
Milk Price (\$/kgMS net)	7.28	7.23	7.91	9.07
Concentrates Purchased (\$/tDM)	314	465	551	536
Farm Working Expenses (\$/kgMS)	5.80	6.36	6.62	5.59
COP – including inventory changes (\$/kgMS)	7.46	6.42	7.19	6.43
EBIT (\$/kgMS)	1.01	1.38	2.08	3.56
ROTA (%)	0.9	2.3	3.1	8.0
ROE (%)	2.6	9	11.5	19.6
Milk Price(cents/kgMS)/Concentrate Price(\$/T Fresh Weight)	2.31	1.55	1.44	1.9
Season rating (Annual average)	3/10	1/10	5/10	6/10

In summary the Nowra Focus Farm has a myriad of data to indicate that the longer term targets have been achieved. A flow on from good performance is significant growth in wealth, which has occurred for Justin and Libby. Importantly both Libby and Justin have indicated that they believe they have gained a better lifestyle as a result of all of the changes which included a simpler farming system and the engagement of more staff who understand the system.

There have been measurable changes, which are impressive, but, something difficult to measure is the empowerment of dairy career individuals such as Justin and Libby, who have the right attitude and culture, as a result of understanding and implementing the principles of profitable dairy farming – there’s no recipe, other than a strong understanding of pasture management and marginal milk. This means that whatever the dairy industry delivers to their businesses, they are well equipped to cope in tough times and create wealth in good times. The principles are applicable anywhere!

Focus Farm support group lead by John Mulvany

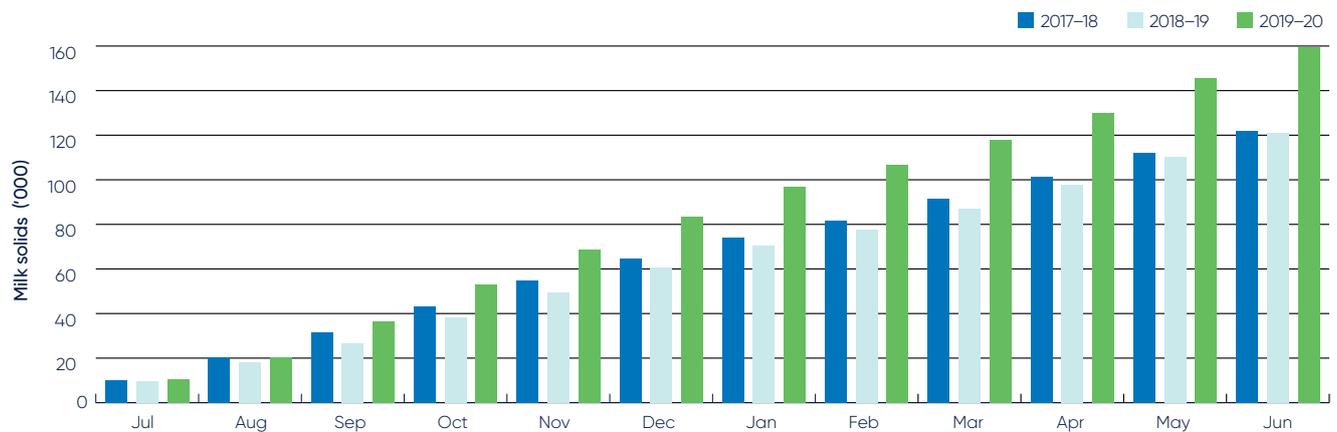
Farmers

Sam Graham	Phil Tate
James Greenacre	Matt Warnes
Doug McIntosh	Rob Wilson
Stewart Menzies	Tim Chittick
Mel Chittick	Karen Tate

Service providers

Anthony Bennett	Greg Duncan
Lucy Duncan	Phil Duncan
Ewin Lewis	Tim Williams
Josie McIntosh	

Figure 1 Cumulative Milk solids by year



DIRECTORS' REPORT

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020 DAIRY NSW LIMITED | ABN 19 075 742 157

Your directors present this report on the company for the financial year ended 30 June 2020.

Directors

The names of the directors in office at any time during or since the end of the year are:

- Jane Sherborne (Chairperson)
- James Neal (Deputy Chairperson)
- Susan McGinn OAM (Deputy Chairperson) (Resigned 22 October 2019)
- Paul van Wel (Secretary) (Appointed 13 August 2019)
- Delia Dray
- Andrew Farr (Resigned 22 October 2019)
- Simon Fee (Resigned 22 October 2019)
- Anthony Burnett
- Michael Rood (Appointed 22 October 2019 and resigned 18 August 2020)
- Andrew Smith (Appointed 22 October 2019)

Directors have been in office since the start of the financial year to the date of this report.

Principle activities

The company's principal activities are to assist and co-ordinate the activities of the member Regional Development Groups (RDGs) formed to meet the research, development and extension needs of producers and processors and relevant dairy bodies within a region and to foster the emergence of a dairy industry in the NSW region that is world best, prosperous and fulfilling to the industry's stakeholders, while remaining environmentally responsible.

Operating result

The surplus (deficit) of the company for the financial year amounted to:

	Year ended	Year ended
	30 June 2020	30 June 2019
	\$	\$
Total income	100,830	(67,953)

State of affairs

Dairy Australia (DA) continues to provide accounting and administration services. On 1 July 2015 the company entered into a new funding arrangement with Dairy Australia by signing a Regional Services Delivery and Support Services Accord. As part of this Accord, DA now employs all Dairy NSW staff. Accordingly, DA manages the payroll, staff entitlements and fringe benefits arrangements. To enable the services of an Executive Officer/Company Secretary to the board of Dairy NSW, DA and Dairy NSW entered into a secondment arrangement for the Regional Manager to serve joint roles.

Matters subsequent to the end of the financial year

No other matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in subsequent financial years.

Likely developments and expected results of operations

There are no likely developments expected to impact significantly on the company and its operations in the future.

Environmental Issues

The company is not subject to significant environmental regulation.

Dividends

The Articles of Association prohibit distribution of realised surpluses and the payments of dividends to its members.

Directors' benefits

No director of the Company has received or become entitled to receive any benefit other than:

- i. a benefit included in the aggregate amount of emoluments received or due and receivable by directors shown in the accounts; or
- ii. the fixed salary of a full-time employee of the company or of a related corporation;
- iii. by reason of a contract made by the company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

Insurance of officers

Directors and officers insurance was paid in November 2019 to cover the 12 months beginning November 2019 and will be renewed in November 2020 for a further 12 months, including cover for professional indemnity insurance.

Auditor's independence declaration

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* has been included.

Signed in accordance with a resolution of the Board of Directors:



Jane Sherborne
Dairy NSW Chairperson



Paul van Wel
Dairy NSW Secretary

2 September 2020

DIRECTORS' DECLARATION

The directors of the company declare that:

- 1 the financial statements and notes are in accordance with the *Corporations Act 2001* and:
 - a. comply with Accounting Standards and the Corporations Regulations; and
 - b. give a true and fair view of the company's financial position as at 30 June 2020 and of its performance for the year ended on that date;
- 2 in the directors' opinion, there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.



Jane Sherborne
Dairy NSW Chairperson

2 September 2020



Paul van Wel
Dairy NSW Secretary

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020	2019
		\$	\$
Revenue	2	1,087,809	943,800
Gross surplus		943,800	943,800
Marketing		-	(17,397)
Operating expenses		(986,979)	(994,356)
Operating (deficit) surplus		100,830	(67,953)
Retained surplus at the beginning of the financial year		937,529	1,005,482
Retained surplus at the end of the financial year		1,038,359	937,529
Other comprehensive income			
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year		1,038,359	937,529

BALANCE SHEET

AS AT 30 JUNE 2020

	Note	2020	2019
		\$	\$
Current assets			
Cash assets	3	1,322,534	1,173,980
Receivables	4	33,001	136,717
Current tax assets	5	-	12,507
Total current assets		1,355,535	1,323,203
Non-current assets			
Property, plant and equipment	6	-	-
Total non-current assets		-	-
Total assets		1,355,535	1,323,203
Current liabilities			
Payables	7	65,552	354,449
Current tax liabilities	5	3,444	-
Other	9	248,180	31,225
Total current liabilities		317,716	385,674
Total liabilities		317,716	385,674
Net assets		1,038,359	937,529
Equity			
Retained surplus		1,038,359	937,529
Total equity		1,038,359	937,529

STATEMENT OF CHANGES IN EQUITY

	Note	2019	2019
		\$	\$
Balance at 30 June 2018		935,852	1,005,482
(Deficit) attributable to the members		(67,953)	(67,953)
Subtotal		937,529	937,529
Balance at 30 June 2019		937,529	937,529
Surplus attributable to the members		100,830	100,830
Subtotal		100,830	100,830
Balance at 30 June 2020		1,038,359	1,038,359

STATEMENT OF CASH FLOW

FOR THE YEAR ENDED 30 JUNE 2020

	2020	2019
	\$	\$
Cash flow from operating activities		
Funding – Dairy Australia	773,623	655,150
Event income	9,180	280
Specific project income	292,469	32,538
Interest on investments	12,835	11,325
Other income	297,953	181,806
Sponsorship income	18,200	-
Payments to suppliers and employees	(1,255,706)	(840,694)
Net cash provided by (used in) operating activities (note 2)	148,554	40,405
Cash flow from investing activities		
Payment for leasehold improvements	-	-
Net cash (used in) provided by investing activities	-	-
Net increase (decrease) in cash held	148,554	40,405
Cash at the beginning of the year	1,173,980	1,133,575
Cash at the end of the year (note 1)	1,322,534	1,173,980

Note 1 Reconciliation of cash

For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments. Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

Cash at bank	1,322,534	1,173,980
	1,322,534	1,173,980

Note 2 Reconciliation of net cash provided by/used in operating activities to net surplus (deficit)

Operating surplus (deficit)	100,830	(67,953)
(Increase) decrease in trade debtors	78,719	(41,924)
(Increase) decrease in sundry and other debtors	24,997	(24,997)
Increase (decrease) in sundry creditors and accruals	(288,897)	191,059
Increase (decrease) in GST/PAYG withholding liabilities	15,950	(15,781)
Increase (decrease) in unearned income liabilities	216,955	-
Net cash provided by (used in) operating activities	148,554	40,405

Note 1 Statement of Significant Accounting Policies

The financial report is a general purpose financial report that has been prepared in accordance with Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board and the *Corporations Act 2001*.

The financial report covers DAIRY NSW LIMITED as an individual entity. DAIRY NSW LIMITED is a public company limited by guarantee, incorporated and domiciled in Australia.

The following is a summary of the material accounting policies adopted by the economic entity in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(a) Basis of preparation

Reporting basis and conventions

The financial report has been prepared on an accruals basis and is based on historical costs modified by the revaluation of selected non-current assets, and financial assets and financial liabilities for which the fair value basis of accounting has been applied.

(b) Accounting policies

Income tax

The company has obtained an exemption from the payment of income tax and therefore no income tax provision has been made.

Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value, less, where applicable, any accumulated depreciation or amortisation. The depreciable amount of all fixed assets is depreciated or amortised on a straight line basis over their useful lives, commencing from the time the asset is ready for use. The amortisation rate used for Leasehold Improvements is 33.33 per cent pa.

Financial instruments

a. Credit risk exposure

The credit risk on financial assets of the company which have been recognised in the balance sheet is generally the carrying amounts, net of any provision for doubtful debts.

b. Interest rate risk exposure

The company's exposure to interest rate risk and the effective weighted average interest rate for each class of financial assets and liabilities is set out below.

	Floating	Non interest bearing
Cash at bank	1,322,534	-
Receivables and other assets	-	33,001
	1,322,534	33,001
Average interest rate pa (%)	2	2
Creditors and accruals	-	(49,471)
Net financial assets/(liabilities)	1,322,534	(16,470)

c. Net fair value of financial assets and liabilities

The net fair value of financial assets and liabilities approximates their carrying value.

Provisions

Provision are recognised when DAIRY NSW LIMITED has a legal or constructive obligation, as a result of past events, for which it is probable that the outflow of economic benefit will result and that the outflow can be measured reliably.

Cash and cash equivalents

Cash and Cash Equivalents includes cash on hand, deposits held at call with banks or financial institutions and other short term highly liquid investments with original maturities of three months or less.

Revenue

Funds Income is recognised as revenue when the company obtains control over the assets comprising the funds. Control over fund assets is normally obtained upon their receipt.

Goods and Service Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Note 2 Revenue and other income

	2020	2019
	\$	\$
Revenue		
Funding: Dairy Australia program conduct income	556,668	655,150
Event income	9,180	280
Specific project income	213,750	74,462
Sponsorship income	18,200	74,462
Interest income	12,835	11,325
Other income	277,176	202,583
	1,087,809	943,800

Note 3 Cash assets

Bank accounts

Cash at bank	708,558	1,173,980
Term deposit	613,976	-
	1,322,534	1,173,980

Note 4 Receivables

Current

Trade debtors	33,001	111,720
Sundry debtors	-	20,777
Loan to Dairy Australia	-	4,220
	33,001	136,717

Note 5 Tax assets

	2020	2019
	\$	\$
Current		
Net GST/ PAYGW receivable (payable)	(3,444)	12,507
	(3,444)	12,507

Note 6 Property, plant and equipment

Refurbishment costs in regard to the company's office and related work areas at the University of Sydney, as per the Licence Agreement dated 21 April 2016:

Leasehold improvements

• At cost	60,000	60,000
• Less: accumulated amortisation	(60,000)	(60,000)
	-	-

Note 7 Payables

Current

Sundry creditors and accruals	49,471	354,449
Funds held on behalf of Committees	16,080	-
	65,552	354,449

Note 8 Provisions

Current

Employee entitlements	-	-
	-	-

Note 9 Other liabilities

Current

Unearned grant income	248,180	31,225
	248,180	31,225

Note 10 Auditors' remuneration

Remuneration of the auditor of the company for:

• Auditing the financial report	3,750	3,750
	3,750	3,750

The prior year auditor's remuneration incorporated both the 2018 and 2019 audit fee, the latter which was accrued for the first time.

Note 11 Operating lease commitments

Licence fees payable to the University of Sydney:

• Not later than 12 months	-	23,111
• Between 12 months and 5 years	-	21,185
• Greater than 5 years	-	-
	-	44,296

The licence with the University of Sydney expired in May 2020 and was not renewed.

Note 13 Events subsequent to reporting date

Since the end of the financial year have been no material events requiring either adjustment or disclosure in this financial report.

Note 14 Related party transactions

There were no related party transactions during the year.

Note 15 Segment reporting

The company operates in the dairy industry and only in New South Wales, Australia.

Note 16 Members' guarantee

The company is limited by guarantee. If the company is wound up, the Memorandum and Articles of Association states that each member is required to contribute a maximum of \$100 (2019: \$100) each towards meeting any outstanding obligations of the company.

Note 17 Company details

The registered office of the company is:
Dairy NSW Limited
c/- Paul van Wel
15 Station Street
Stanwell Park NSW 2508

AUDITOR'S INDEPENDENCE DECLARATION

Under section 307c of the *Corporations Act 2001*

To The Directors of: Dairy NSW Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2020 there have been:

- i no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the Audit; and
- ii no contraventions of any applicable code of professional conduct in relation to the audit

Grant Feitelberg, Chartered Accountant

Hymans Feitelberg
Level 2, 79–85 Oxford Street, Bondi Junction NSW 2022


2 September 2020
Sydney

INDEPENDENT AUDITOR'S REPORT

Report on the financial report

We have audited the accompanying financial report of DAIRY NSW LIMITED (the company), which comprises the Directors' Declaration, the Statement of Comprehensive Income, Balance Sheet, Statement of Cash Flows, Statement of Changes In Equity, a summary of significant accounting policies and other explanatory notes for the financial year ended 30 June 2020.

The Directors' responsibility for the financial report

The directors of the company are responsible for the preparation and fair presentation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*. We confirm that the independence declaration required by the *Corporations Act 2001*, provided to the directors of DAIRY NSW LIMITED on 30 June 2020 would be in the same terms if provided to the directors as at the date of this auditor's report.

Auditor's opinion

In our opinion:

- a. the financial report of DAIRY NSW LIMITED is in accordance with the *Corporations Act 2001*, including:
 - i. giving a true and fair view of the company's financial position as at 30 June 2020 and of its performance for the year ended on that date; and
 - ii. complying with Australian Accounting Standards (including Australian Accounting Interpretations) and the Corporations Regulations 2001;

Grant Feitelberg, Chartered Accountant
Hymans Feitelberg
Level 2, 79–85 Oxford Street, Bondi Junction NSW 2022



2 September 2020
Sydney

Disclaimer report to Dairy NSW Limited

The additional financial data presented in the following pages is in accordance with the books and records of DAIRY NSW LTD for the year ended 30 June 2020. It will be appreciated that our statutory audit did not cover all details of this additional financial data. Accordingly we do not express an opinion on such financial data and no warranty of accuracy or reliability is given. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than our client) in regards to such data, including any errors or omissions therein however caused.

Grant Feitelberg, Chartered Accountant
Hymans Feitelberg
PO Box 1821, Bondi Junction NSW



2 September 2020
Sydney

DETAILED INCOME STATEMENT

	2020	2019
	\$	\$
Income		
Funding: Dairy Australia program conduct	556,668	655,150
Event income	9,180	280
Specific project income	213,750	74,462
Sponsorship income	18,200	-
Interest received	12,835	11,325
Other income	277,176	202,583
Total income	1,087,809	943,800
Expenses		
Advertising and promotion	-	17,397
Audit fees	3,750	7,500
Bank fees and charges	789	(1,296)
Consultants fees	-	-
Donations	1,186	-
Insurance	5,879	7,170
IT maintenance and support	363	697
Meeting expenses – Directors and Chair fees	26,842	43,178
Meeting expenses – Directors travel	7,080	8,353
Meeting expenses – Directors other expenses	6,473	2,209
Meeting expenses – Members fees	6,686	-
Meeting expenses – Members travel	2,281	-
Meeting expenses – Members other expenses	6,134	2,341
Meeting expenses – Extension officers	-	5,027
Motor vehicle expenses	40,720	47,341
Postage	1,732	2,751
Printing and stationery	5,982	17,370
Project costs	254,713	199,088
Rent on land and buildings	16,510	20,526
Repair and maintenance	143	
Research and education	10,000	
Salaries and wages	466,362	455,506
Small equipment	106	
Sponsorship	10,600	
Staff amenities	85	44
Staff training	-	4,323
Subscriptions	-	128
Sundry expenses	397	3,825
Superannuation	42,363	42,125
Travel expenses	77,044	126,149
Total expenses	986,979	1,011,753
(Deficit) Surplus from ordinary activities	100,830	(67,953)

CONTACTS

Dairy NSW Limited
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dairynsw.com.au

Board

Jane Sherborne, Chair
James Neal, Deputy Chair
Delia Dray, Director
Tony Burnett, Director
Michael Rood, Director
Andrew Smith, Director

Staff

Paul van Wel, Regional Manager
Greg Duncan, Extension Officer – South
Elizabeth Warren, Extension Officer – Central West,
Wagga and Hunter
Carly Potts, Extension Officer – Mid Coast
Elise Jeffcott, Communications & Administration
Coordinator – Dairy NSW
Emma Ludington, Project Officer
Adam Cooke, YDN Coordinator – Mid North Coast
Emily Neilson, YDN Coordinator – Hunter Valley
and Tamworth
Michaela Jeffery, YDN Coordinator – South Coast
and Highlands



Acknowledgements

Dairy NSW would sincerely like to thank all those involved in its activities for their participation, encouragement and support.

In particular we would like to express our appreciation to the dairy farmers of NSW and the following organisations: Dairy Australia, NSW Farmers' Association Dairy Committee, Dairy Connect, NSW Department of Primary Industries, Local Land Services, University of Sydney, and our Regional Dairy Groups (Far South Coast Dairy Development Group, Hunter Dairy Development Group, Inland Wagga Dairy Network, Central West Dairy Group, Mid Coast Dairy Advancement Group and the South Coast and Highlands Dairy Industry Group).

Disclaimer

The content of this publication including any statements regarding future matters (such as the performance of the dairy industry or initiatives of Dairy Australia) is based on information available to Dairy Australia at the time of preparation. Dairy Australia does not guarantee that the content is free from inadvertent errors or omissions and accepts no liability for your use of or reliance on this document. You should always make your own inquiries and obtain professional advice before using or relying on the information provided in this publication, as that information has not been prepared with your specific circumstances in mind and may not be current after the date of publication.

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