



# ANNUAL REPORT 2020/21

SUBTROPICAL DAIRY PROGRAMME LTD











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## SUBTROPICAL DAIRY BOARD

A Board Selection Committee recommends appointments to the Board, which are voted upon at each Annual General Meeting. Recommendations are based on skills, experience and ability to commit to the role. The Constitution allows for between six and nine Board members with the majority needing to be dairy farmers operating in the Subtropical Dairy region of Queensland and northern NSW.

During 2020/21, the Board met eleven times, excluding the Annual General Meeting. The Board Directors are listed below with a record of attendances. The Board also has committees including Finance and Audit, Projects, Strategy and Innovation, and Extension and Adoption. The Board also participated in project steering and advisory committees, such as the Resilient Farm Systems project and the Young Dairy Network Project Advisory Committee.

		Attended			Attended
	Farmer Director - Kyogle NSW Chair 30/11/20 to 30/6/21 Vice Chair 1/7/20 to 30/11/20 Finance and Audit Committee Extension and Adoption Committee Projects Committee	11/11		Independent Director Finance and Audit Committee Strategy and Innovation Committee	10/11
<b>Paul Weir</b>			<b>Ian Hollindale</b>		
	Farmer Director - Glenore Grove Qld Interim director appointed 30/11/20 Vice Chair 30/11/20 to 30/6/21 Finance and Audit Committee NRM Steering Committee	6/6		Farmer Director - Gowrie Junction Qld Appointed 23/11/20 Young Dairy Network Project Advisory Committee Strategy and Innovation Committee	7/7
<b>Luke Stock</b>			<b>Paul Judge</b>		
	Farmer Director - Dayboro Qld Term ended 23/11/20 Projects Committee	4/4		Farmer Director - Harrisville Qld Chair 1/7/20 to 30/11/20 Resigned 30/11/20 Projects Committee Strategy and Innovation Committee	5/5
<b>Joe Bradley</b>			<b>Paul Roderick</b>		
	Farmer Director - Carney's Creek Qld Extension and Adoption Committee Young Dairy Network Project Advisory Committee Projects Committee	11/11		Farmer Director - Kenilworth, Qld Term ended 23/11/20 Projects Committee Strategy and Innovation Committee	2/4
<b>Ruth Chalk</b>			<b>Matt Trace</b>		
	Independent Director Appointed 23/11/20 Finance and Audit Committee Project Committee Strategy and Innovation Committee	7/7		Independent Director Extension and Adoption Committee Projects Committee	7/11
<b>Rob Cooper</b>			<b>Bill Tranter</b>		
	Independent Director Term ended 23/11/20 Finance and Audit Committee Strategy and Innovation Committee	4/4		Independent Director Finance and Audit Committee Strategy and Innovation Committee	11/11
<b>Jo Davey</b>			<b>Cameron Whitson</b>		

## SUBTROPICAL DAIRY STAFF

Subtropical Dairy employees one full time and six part time staff members. These staff are a mix of Dairy Australia employees and contractors.



**Brad Granzin**

Executive Officer Subtropical Dairy  
Regional Manager Dairy Australia  
Company Secretary



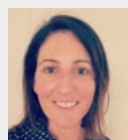
**Jo Srhoj**

Subtropical Dairy Regional Extension Officer -  
Far North Queensland



**Alicia Richters**

Subtropical Dairy Regional Extension Officer -  
Northern NSW  
Young Dairy Network Project Leader  
Young Dairy Network Co-ordinator -  
South-east Queensland, Far North Coast NSW  
and Mid North Coast NSW



**Ruth Chalk**

Project Manager: Resilient Farm Systems and  
Precision Fertiliser FNC NSW



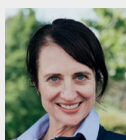
**Belinda Haddow**

Subtropical Dairy Regional Extension Officer -  
South-east Queensland and  
Darling Downs/Burnett  
Young Dairy Network Co-ordinator -  
Darling Downs  
Project Manager Discussion Groups



**Di Gresham**

IT Manager



**Kylie Dennis**

Subtropical Dairy Regional Extension Officer -  
Sunshine Coast and Central Queensland  
Young Dairy Network Co-ordinator -  
Sunshine Coast  
Business Support Officer

# REPORT FROM THE CHAIR

2020/21 saw improved farm operating conditions in the Subtropical Dairy region, with good rainfall (albeit too much at times) and feed prices below long-term averages.

There was also increased competition for milk supply, with some positive movement in farm gate price. On the back of drought in many regions, we also saw record cattle prices. 2020/21 provided an opportunity for the northern Australian dairy industry to consolidate and regain some of the region's lost milk production.

While the Subtropical Dairy industry has escaped the worst of the Covid-19 pandemic to date, it did impact our operations during 2020/21. We decided not to proceed with our Innovation Days in November 2020, nor did we deliver our annual regional dinners. Border closures have also presented challenges for interstate travel for our staff and presenters. On a positive note, Covid-19 has shown us what is possible to be achieved online and through digital platforms. These innovations and new ways of servicing the industry will be a positive legacy from the pandemic.

The last financial year saw the conclusion of the Australian Dairy Plan with a number of key outcomes imbedded within the Dairy Australia's Strategic Plan 2020-2025. National organisational reform was not achieved, however Subtropical Dairy works more closely with Dairy Australia today than it has in its history. Subtropical Dairy also continued its Resilient Farm Project, working closely with 30 farmers on the Darling Downs, Burnett and south-east Queensland to improve their skills and knowledge to develop and implement risk management strategies to reduce the impact of extreme weather events on their business. The Resilient Farm project aligns closely with a key Australian Dairy Plan commitment focussed on managing business risk.

During 2020/21, Subtropical Dairy delivered 164 events to 1,812 participants. This year saw Subtropical Dairy deliver more programmes over multiple sessions such as Our Farm Our Plan, Farm Business Fundamentals, Transition Cow Management and Farm Safety. Other disciplines covered during 2020/21 included events (both face to face and online) focussed on managing downer cows, hoof management, contemporary breeding technology, transition cow nutrition and managing herd heat stress. Our Covid-19 Seasonal Conditions Working Group met 16 times during the year with 130 attendees.

With an improvement in weather and business operating conditions, 2020/21 saw Subtropical Dairy deliver only five Taking Stocks for the year. We did however deliver over 100 1:1 consultations through our Resilient Farm Project, Our Farm Our Plan and the NSW DPI Dairy Business Support Services Project. We greatly appreciate the

support of the Department of Agriculture and Fisheries Queensland in the delivery of these services.

2020/21 saw Subtropical Dairy deliver less YDN events than in past years, following a decline in engagement and participation. We have attributed this to fewer young farmers in our region and the role social media now plays in networking. As such, some activities in YDN, such as its newsletter and the Project Advisory Committee, ceased during 2020/21. We will however continue to support ideas for YDN events and workshops through our Discussion Group project.

We continued our investment in our regional RD&E newsletter, Northern Horizons, during 2020/21. Six editions were published and emailed to 978 recipients, as well as being posted in hard copy to dairy businesses in our region. We are very grateful to our sponsors of Northern Horizons: Department of Agriculture and Fisheries Queensland; Dairy Express; Allflex Australia; Lallemand Animal Nutrition; Queensland Machinery Agency; Alltech Lienert; Jefe and Feed Central; Biomin Australia; AusWest and Stephen Pasture Seeds; and Solar Energy and Battery Storage Solutions.

The last twelve months also saw Subtropical Dairy in conjunction with Department of Agriculture and Fisheries Queensland rebrand our joint website from Dairyinfo.biz to Northern Australian Dairy Hub. This was completed on January 31, 2021. We also took this opportunity to review and update the resources found on our website. The renovation had a significant impact. Between July 1, 2020 and January 31, 2021, Dairyinfo.biz had 6,219 page views. Between February 1, 2021 and June 30, 2021, Northern Australian Dairy Hub had 18,635 page views. International users make up 41% of the visits to our website.

Our Regional Groups continue to be an integral component of Subtropical Dairy with their oversight of local farmer-led R and D providing key engagement and outcomes. During 2020/21, Subtropical Dairy invested in nine Regional Group projects. These were: the effect of leaf stage on the nutritive value of setaria forage for silage production (FNQ); the incidence of mycotoxins in tropical grass swards (FNQ); an appraisal of *Vigna parkeri* germplasm for seed production in far north Queensland (FNQ); a survey of acaricide resistance on Sunshine Coast dairy farms (Sunshine Coast); reproductive performance on south-east Queensland dairy farms (SEQ); an evaluation of rumen bolus technology (Smactec) to aid with the detection of calving and heats (Darling Downs); precision nutrient mapping and tactical fertiliser application on northern NSW dairy farms (Far North Coast NSW); a preliminary consultancy regarding the feasibility of establishing collective carbon trading platforms for the Far North Coast NSW dairy industry (Far North Coast



NSW); and electroconductivity scanning and satellite NDVI images to precision manage pastures (Mid North Coast NSW).

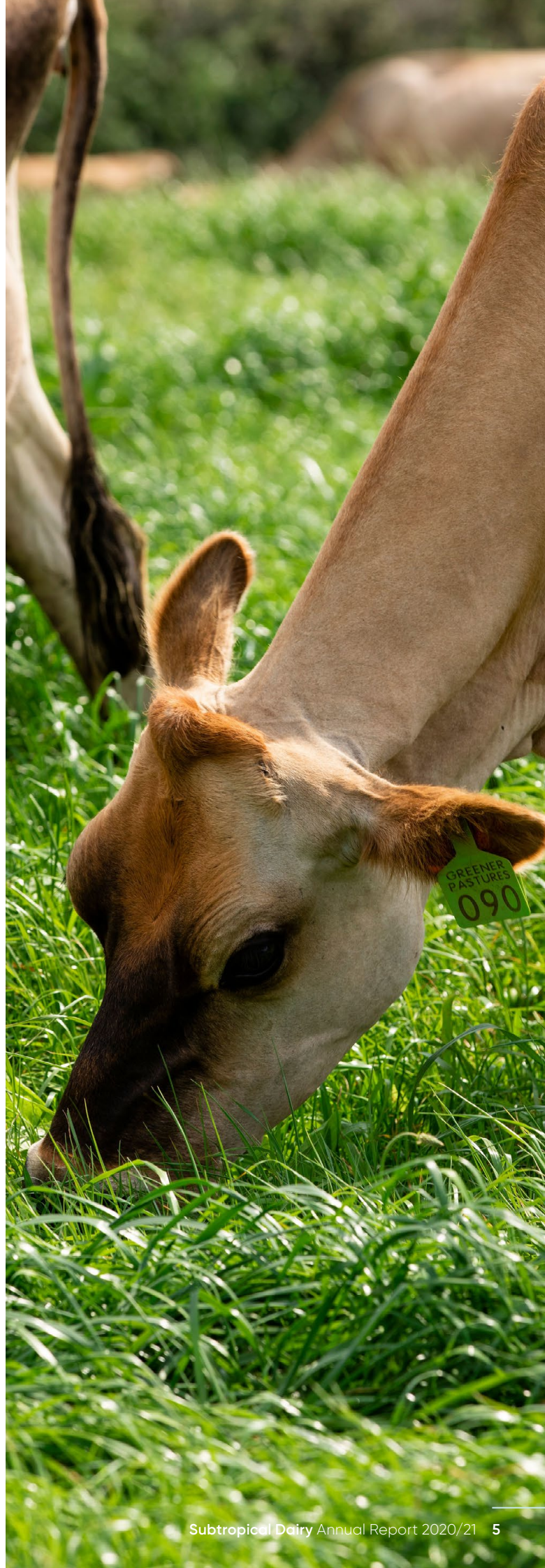
I would like to thank our staff, consultants and collaborators for their efforts during the year. The ongoing financial and in-kind support of the Department of Agriculture and Fisheries Queensland, regional processors and agribusiness are vital to our operations and value-adding to levy investment.

I thank my Board members for their diligence and governance over the 2020/21 year. I would also like to thank our retiring director at this year's AGM, Dr Bill Tranter, for his contribution to Subtropical Dairy over the last six years. I would also like to acknowledge our Regional Groups, their chairs and secretaries who are the foundation and members of Subtropical Dairy. Finally, I would like to thank our Executive Officer, Dr Brad Granzin, our Regional Extension Officers Kylie Dennis; Belinda Haddow; Alicia Richters and Jo Srhoj, and our project managers, Ruth Chalk and Di Gresham for their great efforts during the year.

I hereby submit my Chair's report to the 2021 Annual General Meeting of Subtropical Dairy Programme Ltd.



**Paul Weir** Chairman  
Subtropical Dairy Programme Ltd







## EXECUTIVE OFFICER'S REPORT

During 2020/21, Subtropical Dairy's revenue was \$674,764. Our key investor during the year was Dairy Australia with funding of \$596,104.

Subtropical Dairy also attracted an additional \$78,660 of funding from other sources. Including in-kind expenditure from collaborating organisations, Subtropical Dairy delivered projects valued at \$997,000. This year also saw Subtropical Dairy spend \$10,314 of reserves, mostly aligned with supporting our Regional Extension Officers.

Our expenditure during 2020/21 was invested in a variety of projects, all of which are aligned to our priorities outlined in our Strategic Plan 2017-2022 and also the national priorities of Dairy Australia.

Key projects delivered this year included:

- The employment of Regional Extension Officers to deliver a range of technical events, facilitate groups and manage our communication channels;
- Our networks such as our Regional Groups and Young Dairy Network;
- Workshop and webinar delivery including the disciplines of business strategic planning, financial management, feedbase management, downer cows, hoof management and farmer safety;
- Our communication and engagement platforms such as our bimonthly newsletter, Northern Horizons, [www.northernaustraliandairyhub.com.au](http://www.northernaustraliandairyhub.com.au), the weekly eNews, our Commodity report and Facebook groups;
- Regionally targeted applied R and D which is instigated by Regional Groups. Animal health and precision agriculture were key disciplines investigated during the year.

2020/21 saw Subtropical Dairy deliver the greatest number of multi-day courses in our history. These were led by Our Farm Our Plan, Farm Business Fundamentals and Transition Cow Management. All of these courses were delivered online and supported by web resources on Dairy Australia's platform Enlight. Behind the scenes, Subtropical Dairy staff have participated in working groups to develop and pilot these resources to ensure a high-quality user experience.

Following on from previous years, discussion groups have remained an important component of our extension services and will be for the foreseeable future. They were used to good effect during 2020/21 as follow-up activities to workshops and other projects. Feed budgeting discussion groups linked to our National Landcare Resilient Farm Systems project is one example of how we have deployed this strategy.



Subtropical Dairy continued to review and refine its online delivery during 2020/21. During the preceding financial year, 28% of our events were delivered online. In 2020/21, this increased to 43%. As noted in my report last year, online delivery is not for everyone nor is it suited for every topic. However, when designed and delivered well, it can have excellent results. Our online Transition Cow Management course which was facilitated by Kylie Dennis and delivered by Carl Hockey using Dairy Australia resources received an average participant score of 9.6 out of 10 for Overall Value; an excellent result and one we hope to replicate going forward.

2020/21 was the fourth year of implementation of Subtropical Dairy's Strategic Plan 2017-2022, with good progress made on a number of disciplines. The Subtropical Dairy Board undertook a mid-review of this plan between February and April 2021 with a number of strategies to receive greater focus throughout 2021 and 2022. These are:

- Dairy farmers increase profitability by improved decision making based on appropriate analysis and interpretation;
- Increased forage production and utilisation;
- Develop and deliver world class RD&E that is regionally relevant, contextualised and adapted to business needs;
- To build industry capability to manage land, water and energy resources to minimize environmental impact whilst enhancing profit, and improved industry capacity to mitigate climate risk;
- Increased long-term profitability and business resilience through enterprise strategic planning; and
- Improve the delivery model to drive participation and adoption.

Our main funders during the year were Dairy Australia and the federal Department of Agriculture, Water and the Environment through the Future Drought Fund. We also appreciate the financial support from the Queensland Government and regional agribusiness during the year for projects such as Northern Horizons and our Young Dairy Network. During 2020/21, this sponsorship totalled approximately \$42,717. We also highly value the significant ongoing in-kind investment from the Queensland Government and milk processors.

I am very fortunate to work with a team of exceptional colleagues: Alicia, Belinda, Di, Kylie, Jo and Ruth. Their hard work, commitment and patience is greatly appreciated by the Subtropical Dairy Board, their Executive Officer, Dairy Australia, their service provider colleagues and the farmers who work with them.

Finally, I would like to thank Paul Weir, Luke Stock and the Board for the confidence shown in myself to carry out this role.

I hereby submit my Executive Officer's report to the 2021 Annual General Meeting of Subtropical Dairy Programme Ltd.

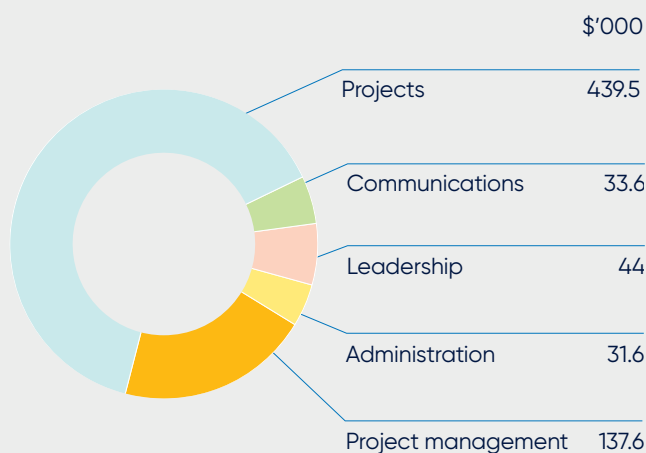


*Dr Brad Granzin*

**Dr Brad Granzin** Executive Officer  
Subtropical Dairy Programme Ltd

## EXPENDITURE 2020/21

Subtropical Dairy endeavours to provide the most effective and efficient spend of funds. The graph of expenditure under a range of headings, is shown to the right.



## FARM BUSINESS MANAGEMENT

Subtropical Dairy supports farm business management practices that:

- Increase profitability by improved decision making based on appropriate analysis and interpretation;
- Increase long-term profitability and business resilience through enterprise strategic planning;
- Inform farmers and aspiring farm owners about business and ownership models that can enable transition in or out of the industry.

2020/21 saw operating conditions return to normal for many Subtropical Dairy businesses, with better weather conditions, improved farm gate price and lower feed costs. Given this improved environment, many businesses took the opportunity to rebuild reserves and review their longer-term strategies.

To support this, Subtropical Dairy commenced the delivery of Our Farm, Our Plan, a programme adapted from New Zealand focussed on supporting dairy businesses to assist with decision making and risk management. Our Farm, Our Plan consists of online group sessions, supported business planning and access to experienced business consultants.

The 2020/21 financial year also saw the delivery of Farm Business Fundamentals. This programme targeted staff within dairy businesses who are involved in the management of farm business records, finances, budgets, and tax and legal requirements. It uses case studies, industry tools and examples from dairy businesses to improve the efficiency of administration, reporting and decision making.

Project and outputs	Description	Co-funder	Total funding inc. in kind
Our Farm, Our Plan (20 online sessions)	A risk and strategic business planning program that aims to support dairy farmers to consistently make decisions over time that increases profit and wealth, while confidently responding to challenges and opportunities, manage risk and achieve their own business and personal goals.	Dairy Australia, Gardiner Foundation, Dairy NZ	\$40,211
Farm Business Fundamentals (eight online sessions)	Farm Business Fundamentals provides participants with the skills and knowledge to setup and use good record keeping systems for farm financial and physical information, prepare an annual farm budget and create a balance sheet for their business.	Dairy Australia	\$19,576
Taking Stocks (five completed)	Taking Stocks address the specific needs of dairy businesses during challenging operating conditions. These may include financial, biophysical and human resource issues.	Dairy Australia	\$8,294
Dairy Farm Monitor (benchmarking three farms in northern NSW)	Participating farmers are provided with data regarding their cost of production and profit drivers that can be most readily improved.	NSW DPI	\$8,112



# Got your game plan?

Set your farming and personal goals with  
**Our Farm, Our Plan**



Whatever your goals are for your farm, family or future, now there's a simpler way to reach them. Developed for Australian dairy farmers, Our Farm, Our Plan will help you put your big ideas down on paper and get everyone on your farm on the same page.

**Ways to get started today:**

**Contact your regional team**

**Visit [dairyaustralia.com.au/ofop](https://dairyaustralia.com.au/ofop)**

**Call 1800 548 073**

## AGRONOMY AND HERD NUTRITION

Subtropical Dairy supports projects that:

- Increase forage production and utilisation;
- Improve the nutritional management of herds;
- Investigate management and breeding techniques of tropical grasses to significantly increase intake and/or digestibility;
- Address the market failure in the improvement of perennial tropical grasses.

Subtropical Dairy continued its long-term collaboration with the Department of Agriculture and Fisheries (DAF) Queensland at Gatton to support regional feedbase RD&E. C4 Milk (Developing low risk high forage feeding systems) continued as a key project for the northern Australian dairy industry.

The Covid-19 pandemic raised challenges during the year with regulations stopping interstate travel. This particularly impacted workshop delivery in northern NSW by DAF staff. Despite this, there were a number of projects co-delivered during the year including regional feedbase and nutrition workshops; *Vigna parkeri* line evaluation; and facilitation of farm tours. During 2020/21, DAF also wrote several C4 Milk technical articles in each edition of Northern Horizons. 2020/21 also saw the renovation of our joint website to become **[northernaustraliandairyhub.com.au](http://northernaustraliandairyhub.com.au)**. Thanks goes to DAF staff for supporting this initiative and reviewing the technical resources on our site.

As has been the case in previous financial years, Subtropical Dairy continued to invest in local R&D instigated by its Regional Groups. 2020/21 saw the delivery of a number of small projects focussing on feedbase and nutrition management with a number of these continuing from the previous financial year. This included re-visiting the management of setaria for ensiling, precision fertiliser application projects in both Far North Coast and Mid North Coast NSW, *Vigna parkeri* line evaluation for seed production, and an investigation into the presence of mycotoxins in tropical forages.

Subtropical Dairy continued to publish the Weekly Hay and Grain report customised for our region during 2020/21. This is generated from the national Dairy Australia report and is emailed to over 900 recipients every week as a component of Subtropical Dairy's Weekly eNews.

Subtropical Dairy also continued the delivery of the Commodity Report every fortnight during 2020/21. Originally developed as a drought response to provide market intelligence on by-products, the report was continued post-drought given its good uptake by dairy businesses feeding mixed diets. Their service providers also access this report on a regular basis. The Commodity Report is also financially supported by Dairy NSW and Murray Dairy given its relevance to total and partial mixed ration farms across inland NSW and northern Victoria.



15-day regrowth setaria in plot trials Far North Queensland (March 2020).



Compost shed farm tours – Subtropical Dairy Annual General Meeting (November 2020).



Project and outputs	Description	Co-funder	Total funding inc. in kind
Feedbase Management (11 workshops)	Our joint workshops delivered by the Department of Agriculture and Fisheries team covered some of the new research findings from the C4Milk project, revisited some of the fundamentals of forage management and herd nutrition, and discussed any local relevant emerging opportunities and issues.	Department of Agriculture and Fisheries, Processors and Agribusiness	\$46,697
Nutrition discussion groups Resilient Farm Systems (three discussion groups)	A series of discussion group activities linked to the Resilient Farm Systems project. These focussed on the fundamentals of feed budgeting and forage risk mitigation.	Department of Agriculture, Water and the Environment, Department of Agriculture and Fisheries	\$14,200
Smarter Irrigation 2 (field day and updates)	The Smarter Irrigation for Profit – Phase 2 (SIP2) project is a partnership between the dairy, cotton, horticulture, rice and grain sectors, supported by funding from the Australian Government. There are four dairy industry projects that collectively aim to get the irrigation fundamentals right on farm, increase adoption of existing technologies and explore the potential of new strategies and technologies not yet adopted in dairy. A partner farm is located at Coraki, FNC NSW.	Cotton Research Development Corporation, Dairy Australia, Sugar Research Australia, Grains Research and Development Corporation, NSW DPI, Department of Agriculture and Fisheries	\$5,618



Smarter Irrigation Project 2 Field Day Far North Coast NSW (March 2021).



Grazing Management and Nutrition workshop Sunshine Coast Qld (June 2021).

## ANIMAL HEALTH AND WELFARE

Subtropical Dairy supports animal management projects that:

- Improve herd reproduction, especially during hot conditions;
- Mitigate high heat loads on milking herds;
- Improve levels of mastitis management;
- Results in farmers operating at best practice in animal husbandry.

Feedback Subtropical Dairy receives from annual surveys consistently rank animal performance disciplines highly, such as reproductive performance, transition cow management and mastitis management. In response to this, Subtropical Dairy delivered 35 events across a range of disciplines during the 2020/21 financial year.

Downer Cows was a new Dairy Australia programme delivered for the first time in the Subtropical Dairy region and was well received. Our breeding technology dinners delivered in conjunction with Datagene during May 2021 provided an opportunity to profile emerging technology such as genomic testing of heifers offering increased rates of herd genetic gain.

2020/21 also saw the launch by Dairy Australia of a self-guided on-line mastitis training course targeting new staff on dairy farms. The course was designed to be completed at the discretion of the participant, with a senior member of the business providing assessment on site.



*Downer Cows workshop Bellingen NSW (October 2020)*



*Healthy Hooves workshop Sunshine Coast Qld (January 2021)*



Project and outputs	Description	Co-funder	Total funding inc. in kind
Downer Cow (seven workshops)	Covers key aspects for managing downer cows. The first session (theory) is in the classroom and the second session (practical) is on-farm.	Dairy Australia Gympie Veterinary Services Tableland Veterinary Services Rural Vet	\$21,494
Healthy Hooves (online webinar and six workshops)	Covers key aspects for prevention of lameness, how to recognize lame cows early and treat simple cases.	Dairy Australia Boehringer Ingelheim Tableland Veterinary Services	\$21,494
Breeding technology dinners (seven)	These events discussed contemporary breeding technologies, genomics and heifer testing, sexed semen and the Heat tolerance ABV.	Dairy Australia and Datagene	\$19,849
Cool Cows (six workshops)	Promotion of strategies to reduce heat stress including infrastructure options, feed additives, tree shelter belts and the dairy heat alert forecast.	Dairy Australia and Scibus	\$18,423
Transition Cow Management (six online sessions)	This online classroom delivered contemporary knowledge and skills regarding transition cow management. The course was a blend of online resources supported by facilitated online sessions. Participants were required to complete learning activities between online sessions.	Dairy Australia and Rural Vet	\$18,423
Biosecurity NSW (two workshops)	One-day workshop facilitated by a veterinarian to introduce the Biosecurity Tool and assist farmers to start building their own biosecurity plan.	Dairy Australia and Scibus	\$9,235
Milking Mastitis Management - online self-facilitated programme	Five module online and on-farm program for new and inexperienced milking staff. Covers bringing the cows in, WHS, cups on, cups off, post-milking teat disinfection, detection of clinical mastitis and water use around cows in the dairy.	Dairy Australia	\$5,618



Participants trialling hoof trimming at a Healthy Hooves workshop Darling Downs (January 2021)



Contemporary breeding technology dinner Far North Coast NSW (May 2021)

## PEOPLE

Subtropical Dairy supports projects that:

- Support young people in the dairy industry;
- Embed a culture of safe work practices in all dairy farm businesses;
- Result in farmers being preferred employers and skilled managers;
- Develop new leaders;
- Improve the capacity of staff.

### Regional Groups

2020/21 saw Regional Groups continue in Far North Queensland, Darling Downs/Burnett, Sunshine Coast, south-east Queensland, Far North Coast NSW and Mid North Coast NSW. Each Regional Group has an annual budget of \$5,000 to invest in local R,D&E projects, with some additional funding provided to some regions during 2020/21. Project proposals are submitted to the Subtropical Dairy Board Projects Committee. Projects

funded during 2020/21 were: the effect of leaf stage on the nutritive value of setaria forage for silage production (FNQ); the incidence of mycotoxins in tropical grass swards (FNQ); an appraisal of *Vigna parkeri* germplasm for seed production in far north Queensland (FNQ); a survey of acaricide resistance on Sunshine Coast dairy farms (Sunshine Coast); reproductive performance on south-east Queensland dairy farms (SEQ); an evaluation of rumen bolus technology (Smaxtec) to aid with the detection of calving and heats (Darling Downs); precision nutrient mapping and tactical fertiliser application on northern NSW dairy farms (Far North Coast NSW); preliminary consultancy regarding the feasibility of establishing collective carbon trading platforms for the Far North Coast NSW dairy industry (Far North Coast NSW); and electroconductivity scanning and satellite NDVI images to precision manage pastures (Mid North Coast NSW).

Project and outputs	Description	Co-funder	Total funding inc. in kind
Regional Groups (seven)	Undertake local R&D and advocate for Subtropical Dairy services.	Department of Agriculture and Fisheries, Processors and Agribusiness	\$128,549
Discussion groups (seven groups supported across 16 events)	Discussion groups enable dairy farmers to share ideas and learn from each other's experiences. Subtropical Dairy supports ongoing discussion groups based on regions, groups focussed on a particular topic or short-term discussion groups as follow up from a workshop or course.	Dairy Australia	\$79,733
Young Dairy Network (six groups supported across 20 events)	The Young Dairy Network aims to develop the personal, technical, business, communication and leadership skills of young dairy farmers, create a network of young farmers that shares challenges and successes and boosts morale through challenging periods, and inspire young farmers to grow and develop together.	Dairy Australia, Brisbane Export Corporation and Dairy Express	\$59,386
Innovation Day farm tours – Sunshine Coast	A series of farm tours linked to the Subtropical Dairy Annual General Meeting.	Department of Agriculture and Fisheries	\$53,139
Cows Create Careers – projects delivered in northern NSW and Darling Downs	Cows Create Careers is a Dairy Australia program designed to promote dairy industry careers and industry education to students in years 7-11.	Jaydee Events, Lismore and Toowoomba secondary schools	\$30,335
Farm Safety (12 workshops or online events)	The Safety on Farm project goal is to make a sustainable improvement to the safety of farm owners, employees, families, contractors, service providers and visitors who come onto the farm through provision of materials and workshops.	Dairy Australia and Di Gresham	\$22,446



## Discussion Groups and Young Dairy Network

During 2020/21, Subtropical Dairy and Dairy Australia funded seven discussion groups across the region which held 16 events. This project also supported the continuation of the delivery of modules from the Farm Safety manual which commenced in 2019/20.

The Young Dairy Network (YDN) is an initiative of the Subtropical Dairy with support from various stakeholders. The project is delivered by a coordination team to the following regions: Far North Queensland, Sunshine Coast, Darling Downs/Burnett, South-east Queensland, Far North Coast NSW and Mid North Coast NSW.

During 2020/21, the YDN was overseen by a Project Advisory Committee (PAC), with Regional Steering Committees imbedded in each region. The YDN network delivered 11 events (excluding regional steering committee meetings) with a total of 170 people attending these events. In light of the reduced engagement through the Subtropical Dairy YDN network over the preceding two years, the decision was made to integrate YDN into the Discussion Group project in 2021/22.



Sunshine Coast Women in Dairy Discussion Group (August 2020)



Far North Coast NSW Bexhill Discussion Group during their Central NSW tour funded from the Subtropical Dairy Discussion Group project (October 2020)



Cool Cows Compost Shed Farm Tour (December 2020)



South-east Queensland Young Dairy Network members participating in an Artificial Insemination course (June 2021)

## NATURAL RESOURCE MANAGEMENT (NRM)

Subtropical Dairy invests in NRM projects that build industry capability to manage land, water and energy resources to minimize environmental impact whilst enhancing profit and mitigating climate risk.

Two large NRM projects (also with feedbase outcomes) delivered during 2020/21 included the Resilient Farm Systems project and the Dairy Grains Mentor project which commenced late in the financial year.

The Resilient Farm Systems project is funded from the National Landcare Program funded project. It has the key objective of improving climate risk management strategies of Southern Queensland dairy farms to deliver resilient and sustainable soils, waterways and businesses. Following on from last financial year, the project completed recruiting 30 farms to look at strategic and tactical on-farm opportunities to improve their sustainability including financial, biophysical and social outcomes. A key approach used in this project is the development of multi-year feed budgets based on climate modelling.

The Dairy Grains Mentor project is a concept developed by Subtropical Dairy director Ruth Chalk. Funded by the Australian Government's Future Drought Fund, this project is engaging with dairy businesses to reduce their risk and exposure to drought and soil degradation by adapting key

agronomic and soil conservation strategies from regional grain farmers. A Community of Practice between these industries will be developed focussed on contemporary agronomic practices in conjunction with the adoption of sustainable soil health practices. New productivity and NRM benchmarks will be established for the region's dairy farms. Outcomes will be extended to the broader industry through 1:1 contact and an extension platform. This project will service all of Queensland and northern NSW south to Kempsey.

In addition to the delivery of these two large projects, Subtropical Dairy continued to facilitate partnerships with NRM and industry organisations. This included Healthy Land and Water, Border Ranges – Richmond Valley, Landcare Network, Mary River Catchment Coordinating Committee and NSW DPI. Through its Far North Coast NSW Regional Group, Subtropical Dairy commenced reviewing feasible options to reduce the carbon footprint of the region's farms and researching business model options to sell carbon offsets.

Project and outputs	Description	Co-funder	Total funding inc. in kind
Resilient Farms – Southern Qld. 30 farms engaged	Improving climate risk management of Southern Queensland dairy farmers to deliver resilient and sustainable soils, waterways and businesses.	Department of Agriculture and Water Resources, Department of Agriculture and Fisheries Qld	\$96,746
Dairy Grains Mentors	The Dairy Grains Mentoring project aims to reduce dairy business risk and exposure to drought and soil degradation by adapting key agronomic and soil conservation strategies learnt from regional grain farmers.	Department of Agriculture, Water and the Environment	\$29,211



## COMMUNICATION AND SERVICE IMPROVEMENT

Subtropical Dairy invests in projects that:

- Develop and deliver world class RD&E that is regionally relevant, contextualised and adapted to business needs;
- Improve the delivery model to drive participation and adoption (practice change);
- Improve participation and adoption through better marketing and communication;
- Overcoming barriers to practice change post-participation;
- Co-invest in contemporary RD&E for tropical and subtropical dairy businesses through global relationships.

Key to the delivery of this portfolio is Subtropical Dairy's communication platform. Relevant projects delivered during 2020/21 are shown below.

2020/21 continued to see our bimonthly newsletter, Northern Horizons, as a highly valued extension resource. Recent surveying by Dairy Australia shows that printed media is the preferred communication channel by Australian dairy farms for the latest R&D. We sincerely thank all of our sponsors and contributors to Northern Horizons.

Project and outputs	Description	Co-funder	Total funding inc. in kind
Northern Horizons (six editions)	A 24-page publication focussing on contemporary RD&E for the northern Australian dairy industry.	Department of Agriculture and Fisheries Queensland. Corporate Sponsors	\$107,362
Website <a href="http://northernaustaliandairyhub.com.au">northernaustaliandairyhub.com.au</a>	Local website co-delivered with Department of Agriculture and Fisheries Qld.	Department of Agriculture and Fisheries Queensland	\$74,151
Commodity report (26 editions)	Provide market intelligence regarding by-product availability and pricing.	Dairy Australia, Dairy NSW, Murray Dairy	\$47,410
Weekly eNews (51 editions)	A newsletter including upcoming events for all the Subtropical Dairy regions, Seasonal Reminders, Covid-19 updates, the weekly Hay and Grain report and any other current links, information or news.	Dairy Australia	\$30,446
Covid-19 and Seasonal Response fortnightly online meetings - 16 meetings	These meetings network regional service providers, share intelligence of conditions on ground, identify service gaps, and assist with service deployment.	Department of Agriculture and Fisheries, Processors, Agribusiness and Advocacy	\$21,717
Facebook	One Subtropical Dairy group and seven Young Dairy Network groups.	Regional farmers and agribusiness	\$8,729
Regional dinners (one)	Dinners focussing on regional engagement and drought support services. Due to Covid-19, only one was delivered during the financial year.	Processors and Agribusiness	\$7,612



James Hewett, Paul Weir, Dennis Rose, Brian Chappell and James Wilson at the Far North Coast NSW Regional Dinner March 2021



# FINANCIAL REPORT

## Statement of comprehensive income for the year ended 30 June 2021

	Note	2021	2020
		\$	\$
Revenue	2a	674,764	833,403
Depreciation expenses		(53)	(63)
Operating expenses	2b	(686,332)	(911,445)
Surplus (Deficit) before income tax expense		(11,621)	(78,105)
Income tax expense		-	-
Deficit after income tax expense for the year attributable to the members of Sub Tropical Dairy Programme Ltd		(11,621)	(78,105)
<b>Other comprehensive income for the year net of tax</b>		-	-
<b>Total comprehensive income/(loss) for the year, attributed to members</b>		<b>(11,621)</b>	<b>(78,105)</b>

The accompanying notes form part of these financial statements.

## Statement of financial position as at 30 June 2021

	Note	2021	2020
		\$	\$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	3	597,114	593,994
Trade and other receivables	4	26,240	31,635
Other financial assets	5	399,236	394,525
Other current assets	6	3,300	3,397
<b>Total current assets</b>		<b>1,025,890</b>	<b>1,023,551</b>
<b>Non-current assets</b>			
Plant and equipment	7	300	353
Total non-current assets		300	353
<b>Total assets</b>		<b>1,026,190</b>	<b>1,023,904</b>
<b>Current liabilities</b>			
Trade and other payables	8	26,621	12,714
Total current liabilities		26,621	12,714
Total liabilities		26,621	12,714
<b>Net assets</b>		<b>999,569</b>	<b>1,011,190</b>
<b>Equity</b>			
Retained surplus		999,569	1,011,190
<b>Total equity</b>		<b>999,569</b>	<b>1,011,190</b>

The accompanying notes form part of these financial statements.

## Statement of changes in equity for the year ended 30 June 2021

	Retained surplus	Total
	\$	\$
<b>Balance at 1 July 2019</b>	1,089,295	1,089,295
Surplus for the year	(78,105)	(78,105)
<b>Balance at 30 June 2020</b>	1,011,190	1,011,190
Surplus for the year	(11,621)	(11,621)
<b>Balance at 30 June 2021</b>	999,569	999,569

The accompanying notes form part of these financial statements.

## Statement of cash flows for the year ended 30 June 2021

	Note	2021	2020
		\$	\$
<b>Cash flows from operating activities</b>			
Receipt from grants		670,137	921,606
Payments to suppliers and employees		(667,245)	(933,706)
Interest received		4,937	8,162
Net cash (used in)/generated from operating activities	9	7,829	(3,938)
<b>Cash flows from investing activities</b>			
Payments for term deposits		(4,710)	(7,416)
Increase (decrease) in cash held		3,119	(11,354)
Cash and cash equivalents at the beginning of the financial year		593,994	605,349
Cash and cash equivalents at the end of the financial year	3	597,114	593,994

The accompanying notes form part of these financial statements.



# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2021

## Note 1 Summary of significant accounting policies

The financial statements cover Sub-Tropical Dairy Programme Limited as an individual entity. Sub-Tropical Dairy Programme Limited is a not for profit company limited by guarantee, incorporated and domiciled in Australia.

The directors have prepared the financial statements on the basis that the company is a non-reporting entity because there are no users who are dependent on its general purpose financial reports. These financial statements are therefore special purpose financial statements that have been prepared to meet information requirements of the members.

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the Corporations Act 2001 and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with the previous period unless stated otherwise.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The financial statements are presented in Australian Dollars, which is Sub Tropical Dairy Programme Limited's functional and presentation currency. The accounting policies that have been adopted in the preparation of this report are as follows:

### Accounting Policies

#### (a) Revenue

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer.

For each contract with a customer, the company identifies the contract with a customer, identifies the performance obligations in the contract, determines the transaction price which takes into account estimates of variable consideration and the time value of money, allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered, and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Where the performance obligations within an enforceable contract are not sufficiently specific revenue will be recognised as it is received. All revenue is stated net of the amount of goods and services tax (GST).

#### (b) Trade receivables:

Trade and other receivables are measured at amortised cost, less any provision for impairment.

#### (c) Impairment of Assets

At each reporting date, the entity reviews the carrying values of its tangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

Where the future economic benefits of the asset are not primarily dependent upon on the assets ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is depreciated replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of a class of asset, the entity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

#### (d) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less.

#### (e) Other financial Assets

Term deposits with original maturities of more than 3 months are classified as other financial assets – held to maturity. These term deposits are measured at amortised cost using the effective interest rate method.

#### **(f) Goods and Services 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 expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the Statement of Cashflows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

#### **(g) Income Tax**

No provision for income tax has been raised, as the entity is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

#### **(h) Comparative Figures**

Where required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year.

#### **(i) Critical Accounting Estimates and Judgments**

The directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the group. There were no significant adjustments as a result of estimates or judgments during the period.

#### **(j) Economic Dependence**

Sub-Tropical Dairy Programme Limited is dependent on Dairy Australia for the majority of its revenue used to operate the business. At the date of this report the Board of Directors has no reason to believe Dairy Australia will not continue to support Subtropical Dairy Programme Limited.

#### **(k) New accounting standards for application in future periods**

The company has considered the impact of new and amended accounting standards and interpretations issued by the Australian Accounting Standards Board that have pending and not mandatory application to the current financial report. These pending standards and interpretations are not expected to have a material impact on the future financial reporting of Subtropical Dairy Programme Limited.

## Note 2 Surplus/(Deficit) for the year

	2021	2020
	\$	\$
<b>a Revenue</b>		
Funding Received	670,884	825,213
Interest Received	3,880	8,190
	<b>674,764</b>	<b>833,403</b>
<b>b Operating Expenses</b>		
Project Expenses	439,504	662,191
Industry Meetings	44,050	58,195
Communication	33,608	31,631
Project Management	137,569	125,154
Administration	27,751	30,524
Audit Fees	3,850	3,750
	<b>686,332</b>	<b>911,445</b>

## Note 3 Cash and cash equivalents

	Note	2021	2020
		\$	\$
Cash at bank		597,114	593,994
		<b>597,114</b>	<b>593,994</b>

## Note 4 Trade and other receivables

	Note	2021	2020
		\$	\$
Current			
Trade receivables		25,767	30,101
Credit card		-	5
GST refundable		-	-
Interest accrued		473	1,529
		<b>26,240</b>	<b>31,635</b>

## Note 5 Other financial assets

	Note	2021	2020
		\$	\$
Term deposits (Held - to - maturity investments)		399,236	394,525
		<b>399,236</b>	<b>394,525</b>



## Note 6 Other current assets

	Note	2021	2020
		\$	\$
Prepaid insurance		3,300	3,397
		<b>3,300</b>	<b>3,397</b>

## Note 7 Plant and equipment

	Note	2021	2020
		\$	\$
Plant and equipment – at cost		13,320	13,320
Less accumulated depreciation		(13,020)	(12,968)
		<b>300</b>	<b>353</b>

## Note 8 Trade and other payables

	Note	2021	2020
		\$	\$
Current			
Other amounts payable		26,298	5,646
GST payable		323	7,069
		<b>26,621</b>	<b>12,715</b>

## Note 9 Cash flow information

	Note	2021	2020
		\$	\$
Reconciliation of cash flows from operations with			
Surplus/(Deficit) for the year		(11,621)	(78,105)
Non cash flows			
Depreciation		53	63
Changes in assets and liabilities			
Decrease/(increase) in receivables and other assets		407	(97,798)
(Decrease)/increase in trade and other payables		18,990	(23,685)
Net Cash flows (used in)/provided by operating activities		<b>7,829</b>	<b>(3,938)</b>

## Note 10 Entity details

The registered office of the company is:

455 Tregeagle Road, Tregeagle NSW 2480

The principal place of business is:

455 Tregeagle Road, Tregeagle NSW 2480

## Note 11 Member guarantee

The entity is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$10 (2020 - \$10) each towards meeting any outstanding obligations of the company. At 30 June 2021 the number of members was 7; at 30 June 2020 the number of members was 7.

# DIRECTOR'S DECLARATION

For the year ended 30 June 2021

The directors of the company declare that:

- a The financial statements and notes, as set out on pages 19 to 24, are in accordance with the *Corporations Act 2001* and:
  - i comply with Australian Accounting Standards to the extent of Note 1;
  - ii give a true and fair view of the financial position as at 30 June 2021 and of the performance for the year ended on that date in accordance with the accounting policies described in Note 1 of the financial statements.
- b 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.



Paul Weir  
Director



Luke Stock  
Director

1 September 2021

# INDEPENDENT AUDITOR'S REPORT



## Crowe Audit Australia

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## Independent Auditor's Review Report

To the Directors of Sub-Tropical Dairy Programme Limited

### Conclusion

We have reviewed the financial report of Sub-Tropical Dairy Programme Limited (the Company), which comprises the statement of financial position as at 30 June 2021 the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory information, and the directors' declaration.

Based on our review, which is not an audit, we have not become aware of any matter that makes us believe that the financial report of Sub-Tropical Dairy Programme Limited does not comply with the *Corporations Act 2001* including:

- (a) giving a true and fair view of the company's financial position as at 30 June 2021 and of its performance for the year ended on that date.

### Basis of Conclusion

We conducted our review in accordance with ASRE 2410 *Review of Financial Report Performed by the Independent Auditor of the Entity*. Our responsibilities are further described in the Auditor's Responsibilities for the Review of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the company's financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Emphasis of Matter – Economic Dependence

We draw attention to Note 1(j) to the financial report, which describes the company's economic dependence on Dairy Australia for the majority of its revenue used to operate the company. Our opinion is not modified in respect of this matter.

### Responsibility of the Directors for The Financial Report

The directors of the Sub-Tropical Dairy Programme Limited are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards 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 gives a true and fair view and is free from material misstatement, whether due to fraud or error.

*Liability limited by a scheme approved under Professional Standards Legislation.*

The title 'Partner' conveys that the person is a senior member within their respective division and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately-owned organisation and/or its subsidiaries.

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### **Auditor's Responsibility for the Review of the Financial Report**

Our responsibility is to express a conclusion on the financial report based on our review. ASRE 2410 requires us to conclude whether we have become aware of any matter that makes us believe that the financial report is not in accordance with the *Corporations Act 2001* including giving a true and fair view of the Company's financial position as at 30 June 2021 and its performance for the year ended on that date and complying with the *Corporations Regulations 2001*.

### **Auditor's Responsibility for the Review of the Financial Report (Continued)**

A review of a financial report consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Australian Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

*Crowe Audit Australia*

**Crowe Audit Australia**

A handwritten signature in dark ink, appearing to read "B. Preston".

**Bruce Preston**

Partner

3 September 2021  
Toowoomba

# AUDITOR'S INDEPENDENT DECLARATION



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## Auditor's Independence Declaration

As auditor of Sub-Tropical Dairy Programme Limited for the year ended 30 June 2021, I declare that, to the best of my knowledge and belief, 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.

This declaration is in respect of Sub-Tropical Dairy Programme Limited during the year.

*Crowe Audit Australia*

**Crowe Audit Australia**

A handwritten signature in black ink, appearing to read "B Preston".

**Bruce Preston**

Partner

1 September 2021

Toowoomba

## ACKNOWLEDGEMENTS

The Subtropical Dairy Board of Directors sincerely appreciates the financial assistance and support of many people and organisations. In particular we would extend our appreciation to the following:

- All Dairy Farmers in the Subtropical Dairy region
- All project and program supporters and sponsors
- Agrimentum
- AgForce
- Allflex
- Alltech Lienert Australia
- Auswest and Stephens Pasture Seeds
- Bega
- Biomin Australia
- Border Ranges Richmond Valley Landcare Network (BRRVLN)
- Brisbane Export Corporation
- Chairs and Secretaries of SDP regional groups
- Conrad Carlile Accountants
- Crowe Australasia
- Dairy Australia
- Dairy Connect
- Dairy Express
- Dairy NSW
- Datagene
- Department of Agriculture and Water Resources
- Department of Agriculture and Fisheries (Qld)
- Far North Coast Dairy Industry Group
- Feed Central
- GRC Ag
- Gridfarm
- Gympie Veterinary Services
- Jaydee Events
- Jefe
- Lactalis
- Lallemand Animal Nutrition
- Lion
- Lockyer Bookkeeping Service
- Murray Dairy
- National Landcare Programme
- NSW Department of Primary Industries
- Norco Co-operative
- North Coast Local Land Services
- Precision Pastures Pty Ltd
- Queensland Machinery Agency
- Rabobank
- Richmond Dairies
- RuralVet
- Solar Energy and Battery Storage Solutions
- Tableland Veterinary Services
- The Drawing Room
- The Milk Processors that source Subtropical Dairy milk: Barambah Organics, Cooloola Milk, Kenilworth Dairies, Lactalis, Bega (Lion), Maleny Cheese; Maleny Dairy, Mungalli Dairy, Norco, Richmond Dairies and Scenic Rim 4 Real Milk
- The other five Regional Development Programs across Australia
- University of Queensland





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