

# ANNUAL OPERATING PLAN

2021/22

Delivering  
for *Dairy*

# STRATEGIC FRAMEWORK

Dairy Australia has seven strategic priorities over the next five years. Each priority is underpinned by a goal, and key outcomes.

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

**5**

SUCCESS IN DOMESTIC AND OVERSEAS MARKETS

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

**a** Australian dairy is valued around the world for its premium products

**b** A favourable policy and regulatory environment

**c** Access to trusted market insights that inform decision-making

**6**

TECHNOLOGY AND DATA-ENABLED DAIRY FARMS

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

**a** Accelerated genetic progress in feedbase and animal breeding

**b** More flexible and agile dairy production systems

**c** Greater use of high-value technology on farm

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

**7**

INNOVATIVE AND RESPONSIVE ORGANISATION

**An organisation that is farmer-focused, with talented people who embrace innovative thinking and decisive action**

**a** We have a farmer-focused service delivery model

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

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

**d** We have effective and transparent management of resources

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# INTRODUCTION

Dairy Australia is the industry services organisation for the Australian dairy industry. Our services are funded on a levy collected from every dairy farmer and matched with a contribution from the Commonwealth for investment in research and development.

Dairy continues to have a major role as Australian agriculture's fourth largest industry. Dairy products are an important part of healthy diets for millions of Australians more than \$3.3 billion dollars of dairy produce is exported annually. This operating plan has been prepared with a stable and positive outlook for the next 12 months and at a time of growing confidence in both the dairy industry and the broader agriculture sector.

## New insights are identifying barriers to growth that can be overcome, and R&D investments will support growth through delivering high-impact innovation

Our ability to lead and shape the profitability and sustainability of the dairy industry is critical for the ongoing success of Australian dairy. We have clear priorities and goals through our Dairy Australia **Strategic Plan** and our ongoing operations are based on these priorities. This operating plan continues our focus on outcomes, with measures of success that are linked to our strategy.

Productivity growth is a major challenge for most Australian industries, and the lack of productivity growth in the dairy industry over the past decade has placed real pressure on profitability and confidence. New insights are identifying barriers to growth that can be overcome, and Research and Development investments will support growth through delivering high-impact innovation.

We will continue to work closely with the dairy industry, with the wider Research and Development community in agriculture and with governments in Australia.

The Australian Dairy Plan was launched in 2020 and sets out priorities and commitments that will be achieved with Dairy Australia working with representative organisations (Australian Dairy Farmers and Australian Dairy Products Federation) and with the Gardiner Foundation.

Dairy Australia is a founding member of Agriculture Innovations Australia, a new innovation company that will develop innovations across agriculture, fisheries and forestry. Its role is to bring individual agricultural industries, the private sector and the philanthropic sector together to address the major challenges facing all of agriculture.

The Australian Government has set out a National Agricultural Innovation Agenda and will shortly release guidance on important areas of reform to achieve this agenda. Dairy Australia's operating plan directly addresses the innovation agenda and our existing strengths in maintaining a portfolio of investments in Research and Development and our capacity to operate in every dairy region support this agenda.

State governments and universities also invest in dairy research and development and there have been major new investments in Victoria, New South Wales (NSW) and Tasmania negotiated in the past year.

Together, the people, the partnerships and the resources that are brought together to advance the dairy industry will be critical for success now and into the future.

Sincerely,



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

David Nation Managing Director

# EXECUTIVE SUMMARY

The Annual Operating Plan is a key document for Dairy Australia and sets out our priority activities, planned income and expenditure, and portfolios of projects.

Each annual plan is designed to pursue our five-year **Strategic Plan (2020–2025)**, with this plan being the second year of investment. The first year involved an initial shift of investments to align with the new strategic plan, and this second year continues this trend of shifting investment to better align with the strategic plan.

The assumptions for investment are based on a conservative view of the dairy market in Australia. Confidence and profit have increased in the past 12 months, with a relatively stable outlook for domestic and overseas markets and supply chains have not been significantly disrupted by COVID-19. This indicates that the dairy industry will grow in 2021/22. However, the industry is expected to be constrained by factors including labour and competition for land with competing agricultural industries. Growth expectations in 2021/22 are an increase of up to 2% in milk production.

The plan focusses on opportunities to deliver value for Australian farmers and address government priorities. A strong financial position, a greater ability to run programs after disruptions from COVID, and strong pipeline of new investments result in 23 new projects, an increase in expenditure in 2021/22 (\$67.3m) and a planned deficit of \$5.0m.

Dairy Australia now manages investments through seven portfolios, each aligned to a priority in the strategic plan. These portfolios utilise investment in research and development, marketing, policy development, trade development and sustainability to deliver outcomes for dairy farmers and to advance the dairy industry.

## 1 MORE RESILIENT FARM BUSINESSES

- \$5.0m investment (-\$2m from 2020/21)
- Shift from developing Our Farm Our Plan as a major farm business training program to a focus on delivery
- Ongoing commitment to Dairy Farm Monitor Project and DairyBase as national programs of work
- Continued analysis of dairy industry productivity and competitiveness, with projects to start in 2021/22
- Some portfolio re-balancing, with movement of some regional activities out of this portfolio (to reflect a broader spread of activities in regions than last year)

## 2 ATTRACT AND DEVELOP GREAT PEOPLE FOR DAIRY

- \$6.1m investment (-\$0.1m from 2020/21)
- Shift in investment within this portfolio, with new investment focused on addressing labour challenges and delivery of leadership programs
- Continued commitment to training of Dairy Farm Managers across multiple states
- Continued commitment to extension and training as a core part of regional services

## 3 STRONG COMMUNITY SUPPORT FOR DAIRY

- \$7.7m investment (no change from 2020/21)
- Continued commitment to consumer marketing, health and nutrition programs and schools engagement. The Dairy Matters campaign will continue to be the flagship marketing program to improve community support for dairy
- Ongoing investment in the Sustainability Framework (it's ninth year of operations)
- Increased investment in non-replacement dairy calf projects



#### 4 THRIVE IN A CHANGING ENVIRONMENT

- \$10.2m investment (+\$6.6m from 2020/21)
- Significant focus of new R&D projects, including a large proportion of projects in DairyBio and DairyHIGH
- Increased regional activities in training and extension
- Planned new investment in climate change

#### 5 SUCCESS IN DOMESTIC AND OVERSEAS MARKETS

- \$8.5m investment (+\$1.7m from 2020/21)
- Expanded project with the Australian Government for dairy export assurance
- Ongoing commitment to international trade programs and market support
- Continued commitment to market information and insights

#### 6 TECHNOLOGY AND DATA-ENABLED DAIRY FARMS

- \$13.3m investment (-\$4.1m from 2020/21)
- Continues to be the largest portfolio with significant co-investment from R&D partners
- Ongoing commitment to large joint venture R&D projects – DairyBio and DairyFeedbase
- Continued commitment to DataGene and the Smarter Irrigation for Profit project

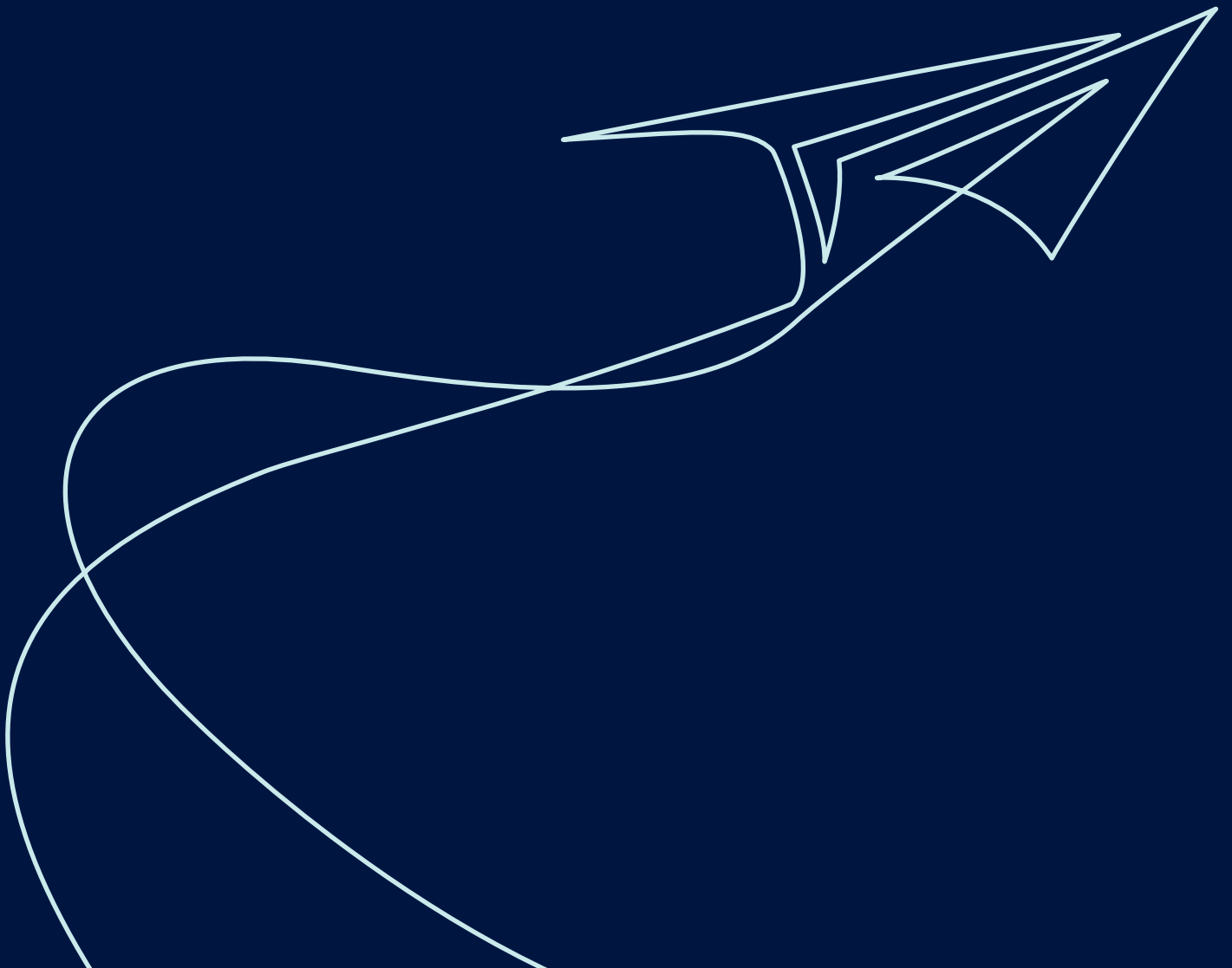
#### 7 INNOVATIVE AND RESPONSIVE ORGANISATION

- \$6.6m investment (no change from 2020/21)
- Continued support for business operations in Melbourne and in the eight dairy regions
- Ongoing improvement of infrastructure, including the levy register and website
- Improved service models to better address farmers' needs
- Ongoing commitment to issues management



# OUR VISION

Leaders in shaping a profitable  
and sustainable dairy industry







## OUR PURPOSE

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



## INVESTORS AND COLLABORATORS

Dairy Australia's primary investors are dairy farmers through the payment of a Dairy Service Levy. All dairy farmers pay the levy on a milk solids basis (per kilogram of fat and protein), which is collected by processors and paid to the Australian Government. Dairy Australia receives this levy as the Industry Services Body to deliver on its purpose.

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

The dairy processing sector invests in Dairy Australia to support activities that benefit the whole supply chain, including trade development, market insights, policy research, sustainability and marketing.

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

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Australian Government

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Individual farmers and dairy businesses

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State governments

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Cross-industry collaborators, especially other industry services organisations

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Regional Development Programs

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

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Gardiner Dairy Foundation

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Research providers in Australia and overseas

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International organisations to advance the dairy industry, including the International Dairy Federation and Global Dairy Platform

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Private sector partners who are major technology and service providers



## OUR MEMBERS

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

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





# INNOVATION FOCUS

Dairy farmers and governments look to Dairy Australia to lead innovation for the dairy sector. Over time Dairy Australia has built deep experience and partnerships to drive innovation. The capacity to invest matched with high quality innovation partners is a core strength of the work Dairy Australia undertakes.

Victoria is the lead state for dairy research and innovation, with the majority of milk produced in the State and a government committed to build world-class capability and partner on projects of both state and national relevance.

DairyBio and DairyFeedbase are two joint ventures with Agriculture Victoria (the state government agency), Dairy Australia and the Gardiner Foundation. Their focus is on bioscience and advanced genetics for DairyBio and agronomy and nutrition for DairyFeedbase. Together, these joint venture programs involve over \$21m investment in 2021/22. Major innovations include pasture varieties with 20% yield advantage, a suite of new DNA-based predictions of animal performance, efficient remote measurement of pastures, and new diets for cows transitioning to lactation.

DataGene is an independent member-owned company that is rapidly maturing into a major innovation vehicle for animal genetics and for data management. Genetic improvement is accelerating rapidly, delivering real gains in overall cow performance as well as for key traits such as fertility. Data management now has world class infrastructure for sharing and analysis of performance information for cattle. There are ongoing opportunities for rapid innovation using existing technology platforms.

Cross-industry investment for research and innovation that is of mutual interest is also a significant activity. One of the largest investments is Smarter Irrigation for Profit, which involves multiple agriculture sectors and investments across multiple states to delivery practical outcomes in irrigation management.

Dairy Australia now promotes innovation projects on the GrowAg website, a major Australian database of projects that can be utilised by AgTech entrepreneurs both in Australia and globally to partner and to identify new commercial opportunities.

Innovation in climate change requires significant additional investment as well as new approaches to partnering and new innovation models. Dairy Australia will apply new approaches in own investments as well as invest in prospectus/es developed by Agriculture Innovation Australia Ltd that address priority needs for dairy farmers.

Innovation in sustainability is a growing opportunity for dairy, with key themes of reducing plastic waste and food waste attracting new investments and new partnerships.

Innovation in trade development is topical, with the need to further diversify export markets and improve the efficiency of export assurance programs. A new partnership with the Australian Government will make it easier and more efficient for dairy manufacturers to export their products and improve the way that we give assurances to overseas markets about the safety of Australian dairy products.

Research and innovation that is located in regions is also important for dairy farmers to rapidly adapt new research outcomes. Significant regional projects are continuing in Tasmania, Victoria, New South Wales and Queensland.

Three areas of long-standing strengths in innovation are health and nutrition, learning and capability development and industry sustainability.

Past investment in innovation with a health and nutrition focus is now highly applicable for aged care in Australia, with clear demonstration that dairy consumption is linked to less falls and less fractures in older adults. Further innovation in communicating and achieving real change in diets of older Australians will be important to capitalise on these research findings.

Expertise in learning and capability development has provided a focused approach to on-farm adoption through innovation in learning design, and application of the latest technology and adult learning principles to a dairy specific audience.

The industry sustainability framework remains innovative and demonstrates leadership in meeting community expectations, setting targets and reporting in a regular and transparent manner.

# OPERATING ENVIRONMENT

The past 12-months saw a global pandemic arrive just as drought conditions were easing. Since then, COVID-19 has been a key influence on all aspects of life, from the global economy and trade flows, to personal freedoms and consumption choices at the shops or online.

Despite broader turmoil – and other challenges such as the recent NSW floods in the first quarter of 2021, the Australian dairy industry has continued to experience a year of recovery, with favourable conditions at the farmgate, and growing confidence.

March 2021 marked one year since rain across much of NSW and Queensland broke the longstanding drought and an early autumn break boosted grain and fodder production. Following a wet 2020 winter in many regions, a La Niña during spring and summer continued to replenish soil moisture and water storage levels across the country, and drove a surge in pasture growth.

Overall, 2020 Australian grain production finished close to record levels, having increased 76% from last year's winter crop, with wheat production more than doubling. This has seen the cost of grain ease, trading below last year's level in all regions except Western Australia (WA). Similarly, as fodder production surged, hay prices plummeted nationally. Many farmers have been able to store a significant amount of feed on farm this year, in addition to growing a significant amount of pasture. As a result, demand for purchased feed is expected to be muted for some time. Ongoing wet weather has also continued to suppress irrigation water prices, which are trading below \$100/megalitres in northern Victoria and southern NSW. This is significantly below the five-year average and is expected to support feed production prospects well into next year.

With more manageable input costs, favourable seasonal conditions and a relatively strong farmgate milk prices this season, industry confidence has improved. According to data from the National Dairy Farmer Survey, conducted in February 2021, 64% of farmers were positive about the industry's future, up 30% in two years. In addition, a large majority of surveyed farmers (88%) are expecting to be profitable this season.



Nonetheless, the rebound in the national milk pool expected by many commentators has not eventuated. Constraints such as labour shortages, farm exits, a smaller national herd and reduced per-cow yields have weighed on growth this season. In light of these constraints, was largely flat for the season.

At the other end of the supply chain, COVID-19 has led to significant changes in consumer purchasing behaviour with implications for dairy demand both domestically and internationally. In Australia, the retail sector tends to account for a larger share of national dairy consumption, compared with non-grocery channels. This resulted in a temporary overall increase in dairy sales, as consumers stocked up pantries and fridges in preparation for restrictions. Sales of long-life milk surged, while sales of fresh milk, yellow spreads, cheese and yoghurt also grew, albeit at slower rates.

After the initial outbreak, sales through retail outlets stabilised, as consumers adjusted to the changes brought on by the pandemic and panic buying receded. In comparison, sales of dairy products through non-grocery channels, such as foodservice, restaurants and cafes were significantly impacted over the year. Whilst food service demand remains subdued compared to last year, sales have started to recover following recent easing of restrictions. This is having a positive flow-on effect on domestic demand for dairy through these outlets, all while retail sales remain elevated.

Internationally, the initial spread of COVID-19 slowed exports to China, upset global markets and saw commodity prices drop. With restrictions closing foodservice outlets across the globe, demand for milkfat products plummeted at the start of the pandemic. However, following China's re-entry into dairy trade, global demand recovered quickly from the initial slowdown. Since the start of the 2020/21 season more countries have emerged from lockdowns and global dairy demand has gained momentum. This has seen commodity prices increase, with milkfat products, like butter and cream, in particular experiencing a resurgence. Whilst demand from foodservice sectors across the world is far from recovered, the easing of restrictions, combined with an uptick in retail demand, has had a significant impact. China remains the key price driver, as close to record local milk prices, an appreciating Yuan and increased domestic consumption continue to strengthen local demand.

The rollout of COVID-19 vaccinations has further underpinned market sentiment and driven an increase in demand from many part of the world. At the same time, global milk production remains relatively stable. Good pasture growth in New Zealand, combined with delays in drying off cows, has seen production jump in the first quarter of 2021 with local analysts suggesting production will grow marginally (up 0.9%) for the full season. In comparison, in the European Union (EU), high feed costs have curbed milk flows and incentivised culling. Smaller herds in key producing countries across Europe further add constraints for this season.

The United States (US) remains a significant source of additional milk, reporting impressive growth figures throughout 2020. With an increase in cow numbers, the US dairy herd is the largest it has been since the mid-1990s. However, with various supply management arrangements in place across most of the US, a continuation of the recent pace of expansion is looking less likely.

The ongoing strengthening of the Australian dollar has tempered some of the benefits of the otherwise supportive global fundamentals. Logistics also remain a significant issue for all trade dependent dairy producers as a worldwide container shortage delays shipments, adds costs, and complexity to freight logistics. With freight delays cemented as a feature of international trade for the time being, the dairy industry will have to continue navigating these challenges.

There are numerous causes for optimism in the Australian dairy industry as 2020/21 approaches a close. As COVID-19 vaccinations are rolled out across the world, consumer sentiment has lifted, buoying dairy demand at a time when underlying market fundamentals are more favourable. After several challenging years for the industry, ongoing improvements to conditions at the farmgate are encouraging. This year has enabled many to repair balance sheets and rebuild feed inventories, setting farm businesses up for future seasons. Whilst a milk production recovery will take time to eventuate, the outlook of improved profitability at the farmgate signals another strong year ahead.

## Financial position

### Income and expenditure summary

As per the five-year strategic plan, Dairy Australia is proposing a deficit budget position in 2021/22. This will continue to wind-down our surplus of reserves towards Target A level, as well as investing in Projects and Activities and Services that align to our strategic priorities.

Table 1 below shows a budgeted \$3.8m deficit in 2021/22.



## Profit and loss position

### Income summary

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

This income is closely linked to milk production, as farmers are levied based on production and Commonwealth matching payments are based on the gross value of production for the industry.

### Levy

Levy income is based on milk production of 8,755 million litres for 2021/22, with milk volume assumed to remain unchanged from 2020/21 (a conservative assumption). This scenario attributes more weight to high land and cattle prices, which encourage continued exits by farmers and conversion away from dairy production. Dairy cow numbers also remain a constraint. Levy cents per litre is calculated at \$0.359 c/L, based on 3.44% protein and 4.13% milk fat composition.

### Commonwealth matching payments

Government matching income is based on maximum claimable amounts and is calculated on the gross value of production averaged over three years. Dairy Australia is eligible to claim matching income to the lower of 0.5% GVP or 50% of Research, Development and Extension spend.

### External contributions

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

### Expenditure summary

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

Dairy Australia's expenditure has been allocated across our strategic priorities (Figure 1). It should be noted that the percentage allocation of expenditure does not necessarily reflect the importance of each priority. Expenditure that is matched with external sources of income (such as large projects in strategic priority 6) also impacts on the relative size of each priority.

**Table 1** Profit and loss analysis

	2020/21 ( <i>'000</i> )	2021/22 ( <i>'000</i> )
<b>Income</b>	<b>62,518</b>	<b>63,476</b>
<b>Expenditure</b>		
Projects	37,755	42,035
Activities and services	13,615	15,441
Overheads	9,748	9,815
<b>Total expenditure</b>	<b>61,118</b>	<b>67,292</b>
<b>Surplus/(deficit)</b>	<b>1,400</b>	<b>(3,816)</b>
<b>Closing reserves</b>	<b>28,400</b>	<b>24,585</b>

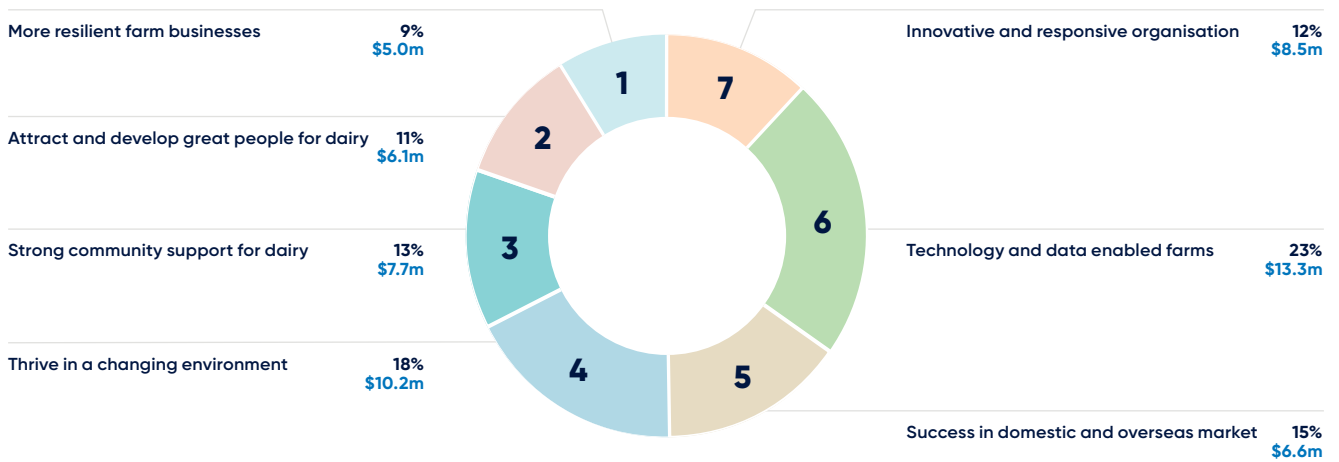
**Table 2** Income analysis

	2020/21 ( <i>'000</i> )	2021/22 ( <i>'000</i> )
<b>Income</b>		
Levy	31,492	31,404
Government Matching Payments	22,632	22,974
External income contributions	7,929	8,781
Other	465	316
<b>Total income</b>	<b>62,518</b>	<b>63,476</b>

**Table 3** Expenditure summary

	2020/21 ( <i>'000</i> )	2021/22 ( <i>'000</i> )
<b>Expenditure</b>		
Projects	37,755	42,035
Activities and services	13,615	15,441
Overheads	9,748	9,815
<b>Total expenditure</b>	<b>61,118</b>	<b>67,292</b>

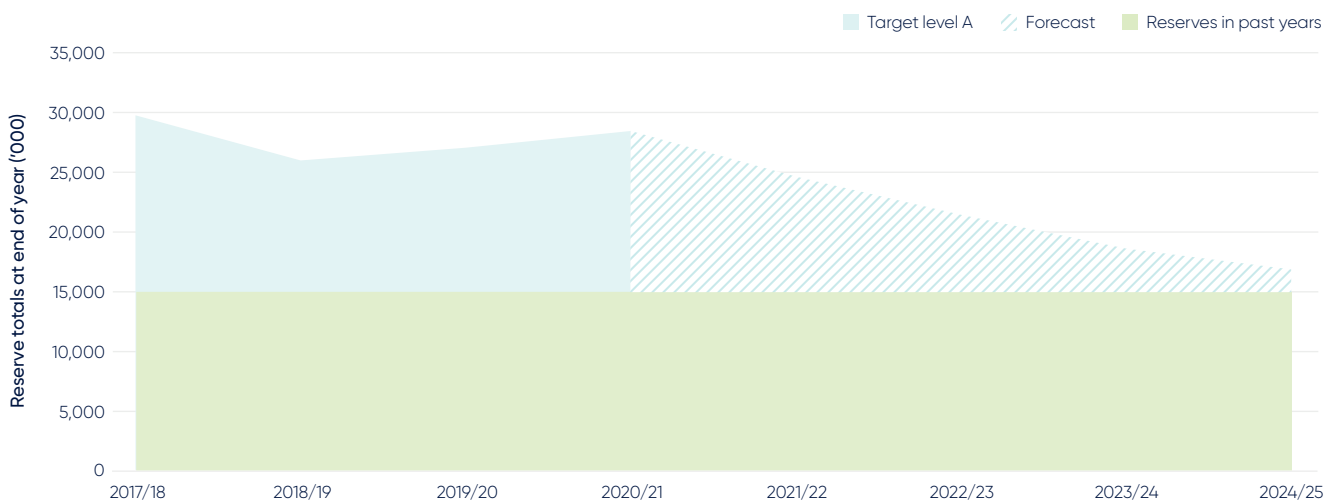
**Figure 1** Projects and activities and services by strategic priority – 2021/22



## Reserves analysis

Management will preserve capital by ensuring that the reserves remain above target level A (\$15m) for the duration of the five years of the strategic plan.

**Figure 2** Reserves analysis





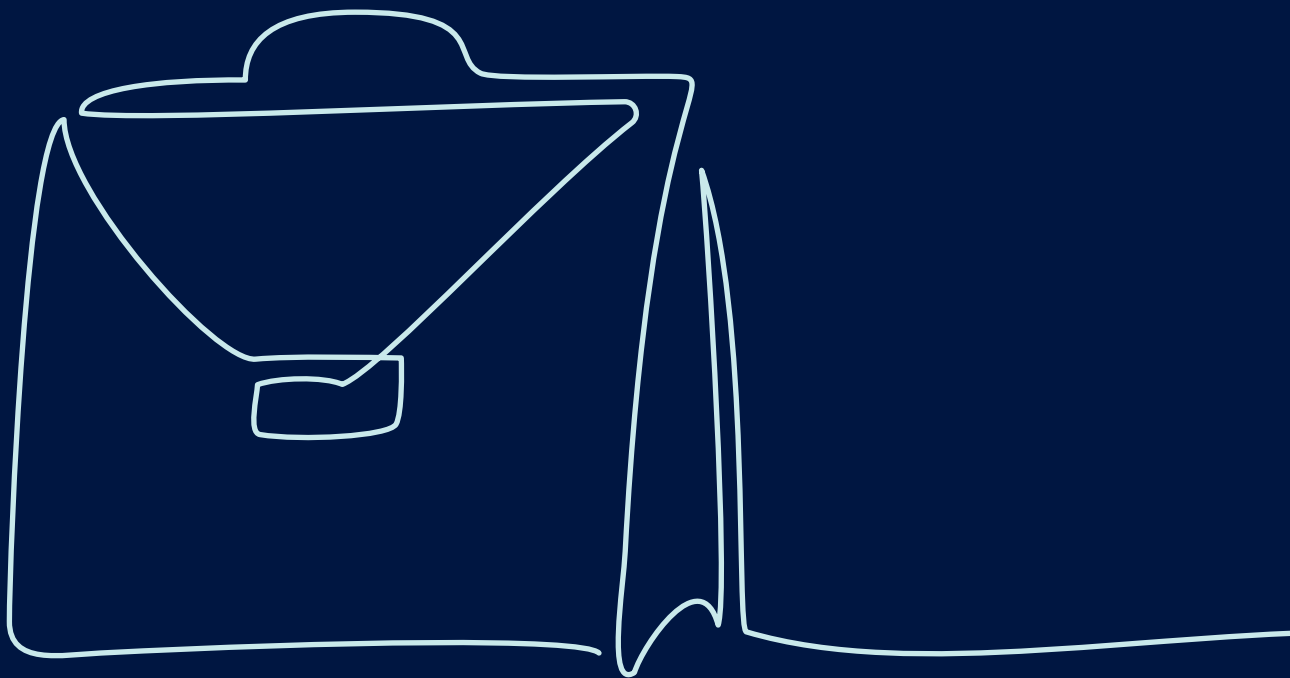
# OUR PORTFOLIOS

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

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

Each strategic priority is set out with its goal and strategic outcomes.

The operating plan identifies focus areas for each outcome and then describes the portfolio structure.





PRIORITY

# MORE RESILIENT FARM BUSINESSES

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

2021/22 INVESTMENT: \$5M

## Strategic outcomes

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





## Portfolio structure

Key projects	a	b	c	d
Deliver Our Farm, Our Plan	•	•		
DairyBase		•		
Dairy Farm Monitor		•		
Milk Price Monitor	•	•	•	
Dairy profitability, risk and competitiveness		•	•	
Australian dairy investor engagement				•
Large supplier engagement	•			

This table lists our key investments in 2021/22 and is not a complete list of projects

### Key partners we work with

- Australian and state governments
- Gardiner Dairy Foundation
- Australian Dairy Farmers
- Banking sector and other providers of capital
- Processing sector and their farmer clients

## STRATEGIC OUTCOME 1A

### Business planning that leads to better decisions and sustained success

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
50% of dairy farm businesses perform systematic, periodic business reviews at least annually	Our Farm, Our Plan	Large scale group based and 1:1 roll out of Our Farm, Our Plan will be implemented in all dairy regions, and the majority of regions, with additional funding resource beyond the levy contribution
	Milk Price Monitor	Both calculators are built and ready for deployment to cater for farms already within DairyBase and those farms who collect more basic farm financial performance information
	Large supplier program	Business governance and investment workshops and refresher sessions held regionally will provide necessary tools and processes to assist implementation
80% of dairy farm businesses make key decisions using a documented business plan	Our Farm, Our Plan	The roll out of Our Farm, Our Plan delivers a strategy for individual farm businesses which is a 'plan on a page' where the plan is summarised in this succinct way and all farm team members are 'on the page'
	Milk Price Monitor	Output from the two Milk Price Monitor calculators allow for an evidence-based assessment of the dairy farm business performance
	Large supplier program	In addition to the business governance and investment support offered, local and international technical specialist will be provided highlighting the importance of data collection and analysis to make decisions and plan

Further detail of projects including 2021/22 key measures of success are provided in the Appendix



## STRATEGIC OUTCOME 1B

### Clear and understood drivers of dairy farm profitability and productivity

The drivers of profitability and productivity can be different – between themselves, between regions and between production systems. Understanding those drivers, their differences and the levers that can affect them is what will help drive margin on farms. This is even more important at times when there is increased volatility and disruption to normal business operations.

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
60% of farm decision-makers can accurately state the profit metrics for their farm	Our Farm, Our Plan	Utilisation of the Farm Fitness Checklist, which is an entry point to Our Farm, Our Plan, assists farms in understanding their individual profit drivers and management areas for improvement
	Dairy Farm Monitor	For farms enrolled in the Dairy Farm Monitor program, the output of farm data collected is an evidence-based assessment of farm profit metrics
	Milk Price Monitor	Use of and output from the two Milk Price Monitor calculators allow for an evidence-based assessment of the dairy farm business performance
	Dairy profitability, risk and competitiveness	Findings from the final report of the 2020/21 Productivity research shall be applied to farm business performance and risk management extension in 2021/22
60% of farm decision-makers can accurately state the productivity drivers for their farm	Our Farm, Our Plan	Utilisation of the Farm Fitness Checklist, which is an entry point to Our Farm, Our Plan, assists farms in understanding their individual productivity drivers and management areas for improvement
	Dairy Farm Monitor	For farms enrolled in the Dairy Farm Monitor program, the output of farm data collected is an evidence-based assessment of farm profit metrics and productivity measures
	Milk Price Monitor	Use of and output from the two Milk Price Monitor calculators allow for an evidence-based assessment of the dairy farm business performance
Further detail of projects including 2021/22 key measures of success are provided in the Appendix		

## STRATEGIC OUTCOME 1C

### Expanded range of risk management tools for price and cost volatility

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
40% of farm businesses are actively using risk management tools to manage exposure to price and cost volatility	Milk Price Monitor	Use of and output from the two Milk Price Monitor calculators allow for an evidence-based assessment of the dairy farm business performance, including an assessment of business costs structures
	Dairy profitability, risk and competitiveness	Findings from the final report of the 2020/21 Productivity research shall be applied to farm business performance and risk management extension in 2021/22
90% of farm owners and managers have maintained their margins by using risk management tools as a % of farms using risk management tools	Milk Price Monitor	Use of and output from the two Milk Price Monitor calculators allow for an evidence-based assessment of the dairy farm business performance and provide one of the tools to control cost/price margin risk
	Dairy profitability, risk and competitiveness	Findings from the final report of the 2020/21 Productivity research shall be applied to farm business performance extension in 2021/22 thereby enabling farmers to be better informed around how their business margins can be manipulated and controlled
80% of farm owners and managers' specific business needs are met through the range of risk management tools available as a % of farms using or considered using risk management tools	Milk Price Monitor	Use of and output from the two Milk Price Monitor calculators allow for an evidence-based assessment of the dairy farm business performance and provide one of the business risk management tools regardless of whether the farm is enrolled in DairyBase or not
	Dairy profitability, risk and competitiveness	Findings from the final report of the 2020/21 Productivity research shall be applied to farm business performance extension in 2021/22 and become one of the primary risk management information sources

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

**STRATEGIC OUTCOME 1D**

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

Finance is a highly innovative sector. Better access to finance is important for dairy businesses seeking finance.

**We will expand access to capital and increase business readiness for expansion and new entrants.**

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
80% of farm owners and managers have the opportunity to access capital to meet their requirements as a % of farms that have tried to access capital for entry or expansion	Australian Dairy Investor Engagement	Implement the inaugural Dairy Investor Engagement program that will look to better organise the way in which Dairy Australia informs the investment community about the industry with a view to ensuring more informed investment decisions
	Pilot study	Undertake a pilot study to explore new capital options where an emphasis on sustainable and profitable farm businesses creates an attractive investment
A new mechanism is developed, supported and commercially available that recognises dairy specifically and allows access to capital for expansion and new entry into dairy farming	Australian Dairy Investor Engagement	Implement the inaugural Dairy Investor Engagement program that will look to better organise the way in which Dairy Australia informs the investment community about the industry with a view to ensuring more informed investment decisions

Further detail of projects including 2021/22 key measures of success are provided in the Appendix





# 2

PRIORITY

## ATTRACT AND DEVELOP GREAT PEOPLE FOR DAIRY

GOAL

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

2021/22 INVESTMENT: \$6.1M

### Strategic outcomes

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



## Portfolio structure

Key projects	a	b	c	d
Deliver Extension offering of ~50 programs on regional priority and needs basis		•		•
Farm Safety	•			•
Dairy Farm Managers		•	•	
People in Dairy	•	•	•	•
DairyLearn Partnerships		•	•	
Dairy Passport		•	•	
Dairy workforce for farm business success	•	•	•	
Melbourne University Veterinary Residence Program			•	

This table lists our key investments in 2021/22 and is not a complete list of projects

### Key partners we work with

- Regional Development Program Boards
- Dairy Industry People Development Council
- People Policy Advisory Group (PAG) and Australian Dairy Farmers
- Partner Research and Development Corporations (RDCs) through the People in Agriculture consortium
- Gardiner Dairy Foundation
- DairyLearn Partner Network
- University of Tasmania
- Marcus Oldham College

## STRATEGIC OUTCOME 2A

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

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

**We will expand the pool of talented people interested in a career in dairy to meet the future workforce needs of the industry. We will also continue to focus on our policy work supporting Australian Dairy Farmers, Australian Dairy Industry Council and Australian Dairy Products Federation to connect with the various departments of agriculture and education at federal and state levels to enhance government support for achieving the agriculture target of \$100billion GDP by 2030 and the National Agriculture Workforce Strategy.**

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
75% of dairy farm employers and employees can describe why dairy is rewarding to work in	People in Agriculture and People in Dairy	These two projects provide funding for the maintenance and further enhancement of the People in Agriculture and People in Dairy websites. These websites provide careers information, promote dairy as a career opportunity to farmers, people already embarking on a career in dairy, those embarking on or preparing to enter the dairy industry. Extension of resources then occurs through regional teams and the education sector (tertiary and three final years of high school)
	Dairy workforce for farm business success	This project will raise awareness of the career opportunities and the value-proposition of dairy careers through various digital channels and recruitment firms. The audience will predominantly be new entrants
85% of all dairy farm workers implement good safety practices	People in Agriculture and People in Dairy	Provision of online resources (website) for safety systems on-farm. Templates for creating standard operating procedures and policies for safe farm practice. Extension of resources through regional teams
	Rural Safety and Health Alliance (RSHA)	This project is ongoing, and underpins a collaboration across multiple RDCs. The project is focused on R&D in farm safety and shared resources across agriculture for farm safety. The three key projects for the RSHA will be Workplace Health (WHS) and Safety leadership in agriculture, improving mobile and fixed plant and vehicle safety and collection and collation of timely data on injury and illness for WHS performance
	Farm safety and Deliver Extension offering of ~50 programs on regional priority and needs basis	This project provides the technical expertise required to ensure all farm safety resources and technical resources that include a safety component are compliant for all WHS legislation through the provision of a Safety Technical Panel. The resources are then extended through all projects across the organisation where farm safety is an element of the farm practice

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 2B

### Clear and supported capability development and career pathways

To meet the evolving needs of the dairy industry, there is a requirement for a workforce that has an advanced range of capabilities and an expectation of a greater diversity of career pathways which will lead to more successful dairy careers, including paths to business ownership.

**We will foster more advanced dairy knowledge, skills and behaviours and formalise dairy career and business ownership pathways.**

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
70% of employees have clear, logical and supported development pathways in dairy	People in Agriculture and People in Dairy	Provision of online <b>resources</b> for careers awareness, templates for creating a career pathway and determining learning activities that support career goals. Extension of resources through regional teams
	Dairy workforce for farm business success	For new entrants, provision of online resources and learning packages (website and Enlight) that create awareness of dairy career opportunities awareness and learning packages for the fundamental skills on-farm (milking, livestock handling, farm safety, vehicles, chemicals, fencing etc.). Expansion of resources, and engagement of recruitment firms for sourcing new entrants
	Dairy farm managers	Third year of the program with educational opportunities supporting aspiring Dairy Farm Managers to build their career. Partnerships with University of Sydney, University of Tasmania and Marcus Oldham College. Refinement and expansion of reach of the pathway for second-in-command employees to develop capabilities for farm manager roles
	Deliver Extension offering of ~50 programs on regional priority and needs basis	The provision of quality learning experiences and resources through the regional teams (face to face and online – website and Enlight) across the breadth of capabilities needed on farm. Activities provide fundamental to advanced knowledge development and transformation of practice as driven by the individual for their career progression as desired
70% of employers have clear, logical and supported development pathways for themselves and their employees	People in Agriculture and People in Dairy	Provision of online resources (website) for careers awareness and templates for creating a career pathway and determining what learning activities support career goals. Extension of resources through regional teams
	Dairy workforce for farm business success	For new entrants, provision of online resources and learning packages (website and Enlight) that support dairy career opportunities awareness and learning packages for the fundamental skills on-farm (milking, livestock handling, farm safety, vehicles, chemicals, fencing etc.). Support for farmers through coaching to develop staff in the workplace – onboarding guide for new entrants
	Dairy farm managers	Third year of the program with educational opportunities supporting aspiring Dairy Farm Managers to build their career. Partnerships with University of Sydney, University of Tasmania and Marcus Oldham College. Refinement and expansion of reach of the pathway for 2iCs to develop capabilities for farm manager roles
	Deliver Extension	The provision of quality learning experiences and resources through the regional teams (face to face and online – website and Enlight) across the breadth of capabilities needed on farm. Activities provide fundamental to advanced knowledge development and transformation of practice as driven by the farm business for career progression as desired

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 2C

### Access to capable and skilled farm employees and service providers

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

**We will plan for future people needs in the dairy industry, address critical weaknesses in required skills and experiences and expand the capacity of employers to recruit skilled people.**

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
85% of dairy farm businesses agree they have sufficient access to skilled service providers to meet their needs	Melbourne University Residency Program	Completion of second year Masters training for current cohort of veterinary residents in this program
	Deliver Extension offering of ~50 programs on regional priority and needs basis	Delivery of extension provides resources for translation of research into farming practice. Farmers require support from service providers who have up-to-date knowledge on the latest evidence. This program of work provides quality learning experiences and resources across the breadth of farming practice to support service providers with the skills dairy farmers need. The program will be delivered through the regional teams (face to face and online – website and Enlight) Extension is readily engaged with by service providers.  The Diploma of Human Resource Management (HRM) will also be offered this year to service providers involved in provision of people management support on-farm
70% of employers report that the time taken to find a new employee was less than three months	Deliver Extension	Workforce extension for dairy farmers has been increased for this program of work in 2021–22. Farmers equipped with skills for recruitment will ensure effective and efficient processes are used by farmers, decreasing time to successful recruitment, and decreasing the difficulty
	Dairy farm managers	Third year of the program with educational opportunities supporting the capability development of individuals to address the growing workforce need of Dairy Farm Managers. Through partnerships with University of Sydney, University of Tasmania and Marcus Oldham College, a greater number of people with farm manager skills will be available to farm businesses for faster recruitment. The program aims to have more than 75 people engaged during 2021–22
	Dairy workforce for farm business success	The substantial work to be completed in the first year of this project includes engagement of recruitment firms to support the right new entrants to connect with dairy farm businesses. The project will also include raising awareness of career opportunities in dairy through a spectrum of channels
80% of employers were able find an employee with the right capability for the role in the last 12 months	Dairy workforce for farm business success and NSW Extension and Capability Coaches	In the first year of the project learning packages will be finalised for new entrants to rapidly develop the fundamental skills needed for an entry-level job on a dairy farm. This will be supported through coaching programs for farmers, which will help farmers develop their own skills to improve onboarding for new entrants
	Dairy farm managers	Third year of the program with educational opportunities supporting the capability development of individuals to address the growing workforce need of Dairy Farm Managers. Through the partnerships with University of Sydney, University of Tasmania and Marcus Oldham College, a greater number of people with farm manager skills will be available to farm businesses for faster recruitment. The program aims to have more than 75 people engaged during 2021–22
	DairyLearn Partnerships	The education sector plays a critical role in development of people in dairy – both people entering a career and those building their career. This project provides resources and professional development to the education sector to ensure that graduates are work-ready and meet the needs of the industry

Further detail of projects including 2021/22 key measures of success are provided in the Appendix



**STRATEGIC OUTCOME 2D**

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

Farm businesses are complex with many interconnected decisions required on a daily basis in order to produce milk. The importance of applying experience from fundamental areas like soil management, pasture agronomy, animal nutrition and milk quality should not be underestimated.

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
90% of farm businesses and their employees have access to the information and tools they need to get the fundamentals right on farm	Deliver Extension offering of ~50 programs on regional priority and needs basis	The provision of quality learning experiences and resources through the regional teams (face to face and online – website and Enlight) across the breadth of capabilities needed on farm. Activities provide fundamental to advanced knowledge development and transformation of practice as driven by the farm business for ensuring that farm businesses have access to the information and tools they need to get the fundamentals right on-farm
	Farm Safety	Farm safety systems are critical for all farm businesses. This project ensures that where safety is a component, extension activity has been reviewed by Workplace Health and Safety experts for compliance
	DairyLearn Partnerships	The education sector plays a critical role in development of people in dairy. This project provides resources and professional development to the education sector to ensure that everyone undertaking 'getting the fundamentals right on farm' has an experience that is industry aligned and meets their needs. This includes service providers as well as employees and farm owners
	People in Agriculture and People in Dairy	These two projects provide funding for the maintenance and further enhancement of the People in Ag and People in Dairy websites. These websites provide information and tools for dairy farm businesses about farm safety fundamental and people management. Extension of resources then occurs through regional teams

Further detail of projects including 2021/22 key measures of success are provided in the Appendix



PRIORITY

3

# STRONG COMMUNITY SUPPORT FOR DAIRY

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

2021/22 INVESTMENT: \$7.7M

## Strategic outcomes

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



## Portfolio structure

Key projects	a	b	c
Consumer marketing	●	●	●
Dairy Trust tracker	●	●	●
Health and nutrition	●	●	
Aged care health strategy	●	●	
Schools engagement	●	●	●
Industry sustainability framework	●		●
Antimicrobial stewardship			●
Non-replacement dairy calf pathways project			●

This table lists our key investments in 2021/22 and is not a complete list of projects

### Key partners we work with

- Sustainability Framework Consultative Forum
- Global Dairy Platform and International Dairy Federation
- Industry representative groups
  - Australian Dairy Farmers
  - State Dairy Farming Organisations
  - Australian Dairy Products Federation
- Milk processors and retailers
- Nutrition Policy Reference Group

## STRATEGIC OUTCOME 3A

### The Australian dairy industry is trusted and accepted by the community

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
79% of consumers trust the dairy industry	Consumer marketing	Leverage the Dairy Matters communications platform to drive trust and support for Australian dairy through campaigns to socially conscious consumers and their key influencers. Use a wide range of media channels to achieve this, including television, digital advertising, podcasts, content partnerships and public relations. Proactively and transparently address community expectations around health and nutrition, animal care, and environment and demonstrate our commitments and actions through a You Ask We Answer campaign. This campaign will also drive awareness and engagement of our web platform which answers community questions about dairy and the way we farm. This will be supported by continued monitoring of community perceptions, behaviour and trends
	Schools engagement	Educate school children about the way we farm and manufacturing practices, the health benefits of dairy foods for growth and development, and the potential careers in dairy. Promote through flagship project Picasso Cows and high reach curriculum-based resources and initiatives delivered through the Discover Dairy education platform including virtual farm tours and farmer incursions and excursions
	Health and nutrition	Actively engage with key opinion leaders to ensure dairy is well positioned in dietary guidelines. Engage health professionals and influencers to ensure they have the knowledge and tools to recommend dairy foods to the community. Ensure dairy's health credentials are promoted through consumer marketing and schools' programs
	Industry sustainability framework	The sustainability framework will be reviewed with new goals set to align with community expectations and underpin commitment to health and nutrition, animal care, environment, and supporting Australian communities
60% of farmers actively promote the industry	Consumer marketing	Identify and engage farmer ambassadors to actively promote dairy's commitment to health, the environment, animal care and to amplify positive messages about dairy products and the way we farm. Work with these ambassadors to rally farmers to promote the industry through social media and communities

Continued overleaf

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
85% of consumers prefer to buy Australian made or locally produced dairy products wherever possible	Consumer marketing	Implement the next phase of the Dairy Matters campaign that focuses on buying, supporting and enjoying Australian made dairy through promoting the health benefits of consuming Aussie dairy. This campaign will focus on bone and muscle health, as well as highlight the quality and usability of Australian dairy – with a strong call to action to buy Australian. Continue to form partnerships with processors to align and amplify these positive messages around Australian dairy. Drive further support and demand for Australian dairy through PR campaigns including Australian Grand Dairy Awards, Dairy Destinations, and World Milk Day
75% of consumers agree dairy farmers do a good job of caring for the environment	Consumer marketing  Industry Sustainability Framework	Engage socially conscious consumers and share the industry's sustainability commitments through a PR program that showcases how dairy is tackling climate change and dairy's role in a healthy, sustainable diet  The sustainability framework continues to underpin the industry's commitment to the environment and sustainability more broadly. Commitments and work around the review and new goals, to align with community expectations as it relates to the environment
80% of community representatives on the consultative forum recognise, support and trust the Sustainability Framework as providing evidence of industry's commitment to sustainable dairy practices	Industry Sustainability Framework	Review all Sustainability commitments, goals, targets and indicators to ensure they reflect the right level of ambition and progress expected by the community. Extend the representation on and engagement in the Consultative Forum to help inform the community of the industry's sustainability credentials and aspirations

Further detail of projects including 2021/22 key measures of success are provided in the Appendix





## STRATEGIC OUTCOME 3B

### Australian dairy is valued for superior health and nutrition benefits

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

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

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
87% of consumers trust dairy as a wholesome and healthy food	Consumer marketing	<p>Drive trust and support for Australian dairy through the promotion of Australian dairy under the Dairy Matters communications platform. Reinforce the role of dairy in a sustainable diet, as a source of protein for muscle and bone health. This program of work includes engaging with key opinion leaders and health professionals.</p> <p>Drive awareness and action from the results of our world leading Fractures Trial research on the links between dairy intake, malnutrition and fracture rates</p>
	Schools engagement	Educate primary school students about dairy's role in a healthy diet through curriculum linked resources and programs including the Discover Dairy website, Picasso Cows and Healthy Bones Action Week. Implement a new partnership with Life Education to extend reach of health messages through a credible third party. Review the national secondary schools' curriculum to identify and implement opportunities to educate secondary students about dairy's health benefits
	Aged care strategy	Develop a strategy that leverages evidence that supports consumption of dairy for those in aged care
86% of consumers hear positive health messages about dairy foods from health professionals	Health and nutrition	<p>Provide evidence-based health and nutrition messages to policy makers, regulators, key opinion leaders and credible third parties. This work supports a positive policy and regulatory operating environment for the dairy industry and includes active contribution to the review of the Australian Dietary Guidelines.</p> <p>Educate health professionals including General Practitioners and dietitians to ensure they have the knowledge and tools to recommend dairy foods as part of a healthy balanced diet. Deliver targeted campaigns that communicate dairy's role in a sustainable diet, the results of the Fractures Trial and the importance of the Dairy Matrix</p>
55% of consumers make an effort to consume dairy every day	Consumer marketing	<p>Deliver campaigns that promote the benefits of increased dairy consumption. Implement the next phase of the Dairy Matters campaign, with a focus on consumption drivers including bone and muscle health, quality and usage opportunities and supporting Australian made.</p> <p>Drive further support and demand for Australian dairy through public relations campaigns including Australian Grand Dairy Awards, Healthy Bones Action Week, Dairy Destinations and World Milk Day</p>
	Health and nutrition	<p>Influence policy makers, regulators, key opinion leaders and credible third parties with evidence-based health and nutrition messages to enable a positive policy and regulatory operating environment for the dairy industry.</p> <p>Educate health professionals including GPs and dietitians to ensure they have the knowledge and tools to recommend dairy foods in a healthy balanced diet. Deliver targeted campaigns that communicate dairy's role in a sustainable diet, the results of the Fractures Trial and the importance of the Dairy Matrix</p>

Further detail of projects including 2021/22 key measures of success are provided in the Appendix



## STRATEGIC OUTCOME 3C

### The Australian dairy industry is committed to animal wellbeing

The wellbeing of animals is critical to the Australian dairy industry. Appropriate care for our animals is essential not only to the success of every farming business, and is also our moral responsibility. There is opportunity to continue to improve our practices, report transparently on how we are progressing, and identify where we need to do more to ensure industry practices align with community values.

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
77% of consumers believe the dairy industry meets their expectations in doing the right thing	Consumer marketing	Proactively and transparently address community expectations around animal care through a You Ask We Answer campaign that will drive awareness of our web platform which answers community questions about dairy and the way we farm. Share the industry's sustainability commitments through a PR program of work that showcases how dairy is tackling climate change and dairy's role in a healthy, sustainable diet. Undertake ongoing monitoring of community perceptions, behaviours and trends
	Anti-microbial stewardship	R&D work commences in 2021/22 on a mastitis decision support project with the aims to bolster on farm mastitis diagnostics and treatment options thereby reducing antimicrobial usage in the medium- to long-term
	Non-replacement dairy calf pathways project	Regionally-based producer and industry group forums will be continued in 2021/22 along with targeted meat processor engagement to examine commercially and socially viable non replacement dairy calf pathways, so as to reduce early life slaughter
	Industry Sustainability Framework	The sustainability framework continues to underpin the industry's commitment to animal care and providing best care for animals for their whole life. Commitments and work around the review and new goals, to align with community expectations as it relates to the animal care
80% of consumers agree that dairy farmers do a good job caring for their animals	Consumer marketing	Address consumer concerns related to animal welfare through the You Ask, We Answer platform and through targeted PR activities that demonstrate our commitments
	Anti-microbial stewardship	R&D work commences in 2021/22 on a mastitis decision support project with the aims to bolster on farm mastitis diagnostics and treatment options thereby reducing antimicrobial usage in the medium- to long-term
	Non-replacement dairy calf pathways project	Current extension and communication will continue. Regionally based producer and industry group forums will continue in 2021/22 along with targeted meat processor engagement

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

PRIORITY

# 4

# THRIVE IN A CHANGING ENVIRONMENT

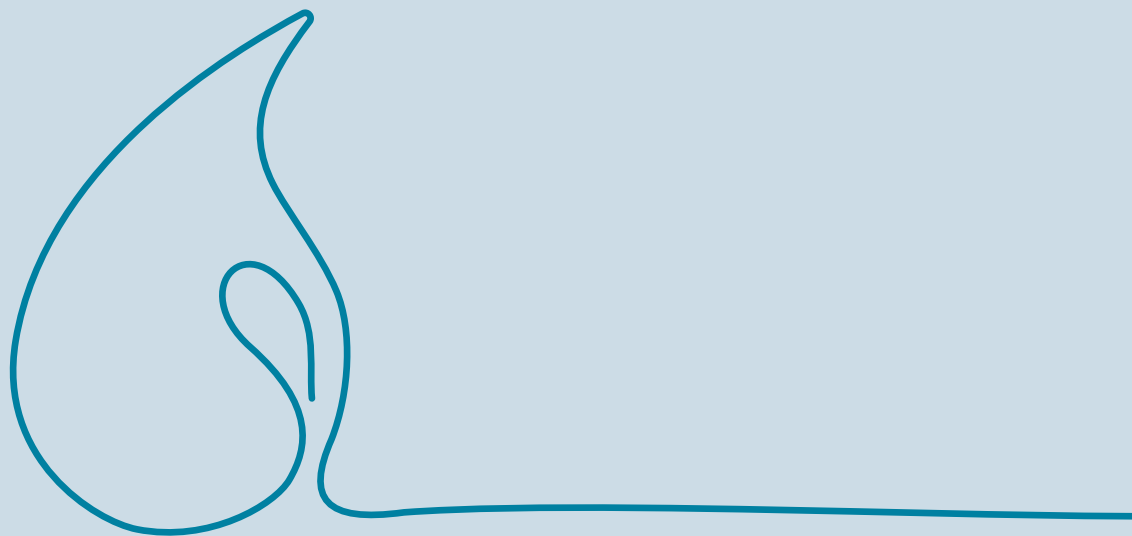
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GOAL Profitable farm businesses that adapt to the changing natural environment and provide good stewardship of resources

2021/22 INVESTMENT: \$10.2M

## Strategic outcomes

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



## Portfolio structure

Key projects	a	b	c
Ag Innovation Australia	●		
DairyFeedbase – Feeding Cool Cows	●		
Adapting Dairy Farming Systems	●		
Forewarned is forearmed	●		
Climate Change Adaptation Pathways for Dairy	●		
On-farm nutrient management		●	
Innovative sustainable soil health solutions		●	
Dairy effluent management and system design		●	
Supporting manufacturing sustainability		●	
National Landcare Project – Sustainable Dairy Products		●	
Addressing enteric methane for dairy			●
Adapting to Climate Change on Dairy Farms	●		
DairyHIGH2	●		
C4Milk	●		

This table lists our key investments in 2021/22 and is not a complete list of projects

### Key partners we work with

- All research and development corporations (RDCs)
- Dairy farmers, manufacturers and service providers
- ADF Natural Resource Management Policy Advisory Group
- Dairy Manufacturers Sustainability Council
- Australian and state governments, including National Landcare Project
- Bureau of Meteorology
- Queensland Government with C4Milk

## STRATEGIC OUTCOME 4A

### Greater ability to adapt to changes in the natural environment

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

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
90% of farmers have access to enough information to understand the likelihood and impacts of changes in the environment	DairyFeedbase – Feeding Cool Cows	Results that emerge from the Cool Cows research project in 2021/22 will inform how manipulations in feedbase options during warmer months can offset changes due to climate change impacts
	Adapting Dairy Farming Systems	The Decision Support Tool and second edition Feedpad and Cattle Housing Guidelines finalised and communicated in 2021/22 will increase understanding on the farm system options available to dairy farms which can reduce the productivity risks associated with climate change
75% of farmers have the right information and skills to thrive in increasingly volatile climatic conditions	Forewarned is forearmed	Creation of the Bureau of Meteorology hosted tool, targeted at the farming sector, will allow greater use of weather and climate data to understand productivity risks associated with climate change
	Climate Change Adaptation Pathways for Dairy	The results of this NSW research program will enhance our understanding of effects on farm productivity into future climate scenario
	DairyHIGH 2	During 2021/22 the DairyHIGH 2 project is largely in a development phase, building the farmlet site infrastructure along with commencement of the research project
	C4Milk	C4Milk is in its final year where all research activities and related development and extension will be completed allowing farmers and their advisers to view the full suite of C4 forages applications underpinned by new knowledge

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 4B

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

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
70% of dairy farm businesses have adopted at least three new technologies and management practices to achieve land, water, carbon and energy efficiency	On-farm nutrient management	Delivery by approved agronomists of individual farm business nutrient management plans will account for all nutrient sources and inputs
	Innovative sustainable soil health solutions	Research will commence into at least one novel soil health or regenerative agriculture approach to assess the evidence and benefits to dairy farm businesses
	Dairy effluent management and system design	This project shall enhance service provider capability to provide technically sound, and future proofed effluent management planning for dairy businesses
	National Landcare Project – Sustainable Dairy Products	This project shall deliver an enhanced method of assessing the carbon footprint of a farm business

## STRATEGIC OUTCOME 4C

### Proactive action to reduce global warming and greenhouse gas emissions

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
85% of dairy farm businesses generating renewable energy	Deliver Extension offering of ~50 programs on regional priority and needs basis	Following completion of a pilot of a new learning package on Climate Change Resilience (including supporting farmers to consider renewable energy sources), the resource will be extended through the regional teams
40% of dairy farm businesses have access to and have adopted three commercial solutions for reducing on farm emissions	Addressing enteric methane for dairy	Research initiated in 2021/22 (with co-funding partners) shall explore the methane reduction capacity, in addition to production effects, of two potential commercial solutions
30% of dairy farm businesses understand their carbon footprint	National Landcare Project – Sustainable Dairy Products	This project shall deliver an enhanced method of assessing the carbon footprint of a farm business

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

PRIORITY

5

## SUCCESS IN DOMESTIC AND OVERSEAS MARKETS

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GOAL

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

2021/22 INVESTMENT: \$8.5M

### Strategic outcomes

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





## Portfolio structure

Key projects	a	b	c
International Trade Program	●	●	●
Technical Policy Support		●	
Industry Insights and Analysis			●
Dairy Export Assurance Program (DEAP)		●	
India Engagement Strategy	●	●	
National Bulk Milk Cell Count (BMCC) Statistics	●	●	
Veterinary Investigation Residue Management (VIRM)	●	●	

This table lists our key investments in 2021/22 and is not a complete list of projects

### Key partners we work with

- Australian dairy manufacturers and exporters
- Dairy representative organisations – ADF, ADPF, SDFOs
- Australian and state governments

## STRATEGIC OUTCOME 5A

### Australian dairy is valued around the world for its premium products

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Australian dairy products are nominated as preferred status by customers in the key markets of Japan, Greater China and Southeast Asia Japan – 70%, China – 60%, SE Asia – 60%	International trade program	<p>Refine and improve the targeting of messages about Australian dairy to international markets (and associated audiences) across digital channels so we maintain the positive profile of Australian Dairy. Dairy Australia will do this by developing messaging that reflects Australian Dairy's unique selling proposition, that is consistent, targeted and meets the needs of the international market. We will then develop a suite of products and initiatives that will help to bring these messages to life.</p> <p>Continue to enhance and implement new 'virtual' methods for delivering trade programs in key global markets due to ongoing disruption to international travel caused by COVID-19 pandemic.</p> <p>Deliver an enhanced cross commodity trade program with Horticulture Innovation Australia, Meat and Livestock Australia and Wine Australia to co-ordinate a common approach to how Australian agriculture presents itself in key markets</p>
Australian dairy makes tangible market access gains in all completed trade negotiations involving Australia	International trade program	<p>Undertake the next phase in building agricultural trading relationships in India and developing cooperation activities that increase mutual understanding of technical and policy issues that affect the Australia-India trading relationship.</p> <p>Support industry and government to secure favourable outcomes for dairy from the Australia-European Union Free Trade Agreement, with a focus on addressing the risk of Geographical Indication protections that could affect our use of common cheese names. This will involve an increased focus on community education and building awareness about the issue.</p> <p>Undertake a comprehensive review of Technical Barriers to Trade relevant to dairy across the Southeast Asian region to identify unnecessary measures that prevent or hinder dairy access into the six key markets – Indonesia, Malaysia, Thailand, Singapore, Vietnam and the Philippines</p>

## STRATEGIC OUTCOME 5B

### A favourable policy and regulatory environment

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Industry and government stakeholders value work of Dairy Australia to inform policy discussions and help ensure access to markets 8 out of 10 response from stakeholders	Technical policy support	<p>Work with Department of Agriculture, Water and the Environment as the key partner in delivery of the \$14 million Dairy Export Assurance Program (DEAP) which is aiming to streamline the federal and state export audit requirement process. DEAP will aim to make it easier and cheaper for dairy manufacturers to export their products and improve the way that we give assurances to overseas markets about the safety of Australia dairy.</p> <p>Deliver strategic and technical policy research, analysis, insights and solutions with a focus on the key areas of water security, climate change, energy, animal health and welfare and workforce/labour access.</p> <p>Work with industry organisations to provide underlying resources and platforms to support positive government engagement by the entire Australian dairy industry</p>

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 5C

### Access to trusted market insights that inform decision-making

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Dairy Australia is considered by industry stakeholders as the most trusted and credible source of information to inform decisions related to dairy markets 8 out of 10 response from stakeholders	Industry insights and analysis	Renew industry footprint data to have a better understanding of the economic contribution of the Australian dairy industry at national, state and regional levels
	International trade program	Explore additional primary market insights on new and emerging issues affecting dairy demand and supply
Dairy Australia's market information is widely utilised by 70% of industry and government stakeholders	Industry insights and analysis	Review the methods of delivery for Dairy Australia market information and insights services, ensuring that new and existing online delivery mechanisms are fully explored
Dairy Australia is considered as the most trusted and credible source of dairy market information by 70% of media articles referencing Dairy Australia's analysis or data	Industry insights and analysis	Increased focus on ensuring that Dairy Australia market information and insights services are recognised and promoted within industry
Dairy Australia maintains and grows its access to industry data to inform market analysis by covering 95% of milk production, 90% of domestic market sales, 90% of manufacturing data	Industry insights and analysis	An increased emphasis on building and securing industry data contributions to Dairy Australia to ensure that we retain a critical mass of industry production, manufacturing and sales data. This will allow us to continue to have an accurate perspective on the Australian dairy market.  Launch a new, more secure domestic sales database that will improve the integrity of Dairy Australia's domestic sales data and make it easier to identify data errors

Further detail of projects including 2021/22 key measures of success are provided in the Appendix



# TECHNOLOGY AND DATA-ENABLED DAIRY FARMS

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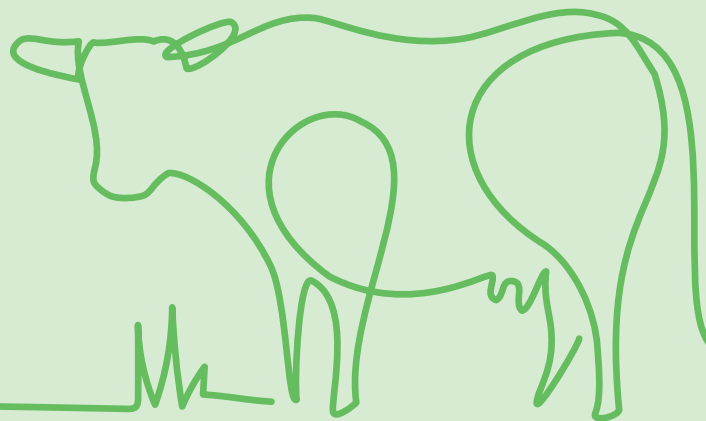
**GOAL** Inspire more agile and responsive dairy businesses through greater integration of technology and data

2021/22 INVESTMENT: \$13.3M

## Strategic outcomes

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



## Portfolio structure

Key projects	a	b	c	d
DairyBio	●	●		
DairyFeedbase		●	●	●
DataGene	●		●	●
Genomics Acceleration Project	●			
Smarter Irrigation for Profit 2			●	●
Supporting industry to invest and operate automated milking systems successfully – Milking Edge			●	●
DairyHIGH – high intensity grass fed herds			●	●
Forage Value Index		●	●	●
Clinical mastitis treatment decision tool			●	●

This table lists our key investments in 2021/22 and is not a complete list of projects

### Key partners we work with

- DairyBio and DairyFeedbase investors and commercial partners
- Gardiner Dairy Foundation
- DataGene
- Regional Development Program Boards
- Other RDCs, universities and commercial partners in Smarter Irrigation for Profit 2
- NSW Department of Primary Industries and De Laval for Milking Edge

## STRATEGIC OUTCOME 6A

### Accelerated genetic progress in feedbase and animal breeding

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
>2% annual genetic gain in pasture species used by dairy farms	DairyBio – Forage	Investment in the newly developed DairyBio 2021–2026 to deliver new innovations for pasture genetics. Research outcomes from the DairyBio 2016–2021 F1 hybrids project will be applied to new research into other pasture species beyond perennial ryegrass
The rate of genetic gain for sires of cows in Balanced Performance Index (BPI) units \$30/year annual increase of BPI	DairyBio – Animal	Investment in the newly developed DairyBio 2021–2026 to deliver new innovations for animal genetics. New Australian Breeding Values targeting animal longevity in the herd is one of the focal points for research starting in 2021/22
	DataGene	Continued investment in DataGene to improve efficiency and effectiveness of genetic services. This includes more rapid turnaround of genetic analysis and further extension of genetic evaluation services
	Genomics Acceleration Project	Accelerate the uptake of genomic testing of heifers as a priority for improved genetic progress
The rate of genetic gain of cows in BPI units as a result of heifer genomic testing \$25/year annual increase of BPI	DairyBio – Animal	Investment in the newly developed DairyBio 2021–2026 to deliver new innovations for animal genetics. New Australian Breeding Values targeting animal longevity in the herd is one of the focal points for research starting in 2021/22
	DataGene	Continued investment in DataGene to improve efficiency and effectiveness of genetic services. This includes more rapid turnaround of genetic analysis and further extension of genetic evaluation services
	Genomics Acceleration Project	Accelerate the uptake of genomic testing of heifers as a priority for improved genetic progress. Early evaluation of genetic merit provides for improved lifelong management decisions of each animal and enables more focused selection on heifers that will be more profitable, fertile and long-lived

Further detail of projects including 2021/22 key measures of success are provided in the Appendix



## STRATEGIC OUTCOME 6B

### More flexible and agile dairy production systems

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Development of 20 new feedbase options that increase flexibility and agility	DairyBio – Forage	Investment in the newly developed DairyBio 2021–2026 to deliver new innovations for pasture genetics. Research outcomes from the DairyBio 2016–2021 F1 hybrids project shall be applied to new research into other pasture species beyond perennial ryegrass
	DairyFeedbase	Continue investment in DairyFeedbase, with a focus on communicating positive results in feeding cows in early lactation and allocating feed to herds
	Unlocking the potential of Kikuyu	Research and development in the first full year of this project will focus on methods to increase quality with current Kikuyu varieties
	Forage Value Index	In this year an expanded Forage Value Index (FVI) for annual and Italian ryegrasses will be produced that incorporates economic information to mirror that produced for perennial ryegrasses
Development of 10 new non-feedbase system options that increase flexibility and agility	DairyBio – Forage	Investment in the newly developed DairyBio 2021–2026 to deliver new innovations for pasture genetics. This is the first year of the five-year project, of the new multi-partner investment
	DairyFeedbase	Continue investment in DairyFeedbase, with a focus on communicating positive results in feeding cows in early lactation and allocating feed to herds
75% of dairy farm businesses have access to the information and tools that they need to run their chosen farm system	DairyFeedbase	Continue investment in DairyFeedbase, with a focus on communicating positive results in feeding cows in early lactation and allocating feed to herds

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 6C

### Greater use of high-value technology on farm

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
80% of farm businesses have successfully adopted technology that provides new insights for farm operations	DataGene	Australian Breeding Values, produced by DataGene, and the accompanying indexes are made available to Australian farmers through sire selection tools such as the Good Bull Guide
	Smarter Irrigation for Profit 2	Results and methods demonstrated through the Smarter Irrigation for Profit 2 (SIP2) demonstration sites will provide farmers with information to increase water use efficiency from irrigation systems
	Supporting industry to invest and operate Automated Milking Systems successfully – Milking Edge	Complete all project activities and transfer extension resources to regional teams and build capability in the extension team
	Forage Value Index	In this year an expanded FVI for annual and Italian ryegrasses will be produced that incorporates economic information to mirror that produced for perennial ryegrasses
	Clinical mastitis treatment decision tool	Initiate first year research and development into on farm mastitis diagnostic tools and associated treatment methodologies

Further detail of projects including 2021/22 key measures of success are provided in the Appendix



## STRATEGIC OUTCOME 6D

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

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

**We will lead industry initiatives to integrate data from multiple sources. Explore new partnerships and investment opportunities to enhance decision-making with multiple sources of data. An example of this is an additional investment, through DataGene, to become a foundation member of International Dairy Data Exchange Network (IDDEN).**

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Five new methods of collecting or analysing multiple sources of physical data on farm	DataGene	Australian Breeding values, produced by DataGene, and the accompanying indexes are made available to Australian farmers through sire selection tools such as the Good Bull Guide
	Smarter Irrigation for Profit 2	Progress of SIP2 sites incorporating on farm real time evidence-based assessment of irrigation performance
	Supporting industry to invest and operate Automated Milking Systems (AMS) successfully – Milking Edge	Complete all project activities and transfer extension resources to regional teams and build capability in the extension team – this includes the Milking Edge AMS performance modules
	Forage Value Index	Continuation of new suite of FVI outputs (perennial, annual, and Italian ryegrass)
	Clinical mastitis treatment decision tool	Initiate first year research and development into on-farm mastitis diagnostic tools and associated treatment methodologies
80% of dairy farm businesses are routinely collecting three or more sources of physical performance data for decision-making e.g. herd testing, pasture measurement, lameness scoring	DataGene	DataGene continues to aggregate herd test information into their data and analytics platform, DataVat and also continues to process Australian genomic prediction information
	Smarter Irrigation for Profit 2	The SIP2 sites will continue demonstration to farmer support groups on methods for collecting real time irrigation performance data
	Supporting industry to invest and operate Automated Milking Systems successfully	Complete all project activities and transfer extension resources to Regional teams and build capability in the extension team – this includes the Milking Edge AMS performance modules
	Forage Value Index	Publication of the FVI allows farmers to make fully informed decisions on ryegrass variety applicability to their farm business
	Clinical mastitis treatment decision tool	Year 1 of the R&D project will assist farmers in further assessing how on farm clinical mastitis diagnostic tests can be interpreted

Continued overleaf

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Routine management decisions of 80% of dairy farm businesses are informed by multiple data sources e.g. sire selection, irrigation scheduling, culling	DataGene	DataGene continues to collate and publish Australian Breeding Values, the associated selection indexes and the Good Bulls Guide
	Smarter Irrigation for Profit 2	The SIP2 sites shall continue to illustrate how multiple data sources from irrigation areas can be aggregated to create better management decisions
	Supporting industry to invest and operate Automated Milking Systems successfully – Milking Edge	Complete all project activities and transfer extension resources to Regional teams and build capability in the extension team – this includes the Milking Edge AMS performance modules
	Forage Value Index	Publication of the FVI allows farmers to make fully informed decisions on ryegrass variety applicability to their farm business
	Clinical mastitis treatment decision tool	Year 1 of the R&D project will assist farmers in further assessing how on-farm clinical mastitis diagnostic tests can be interpreted
Further detail of projects including 2021/22 key measures of success are provided in the Appendix		







PRIORITY

7

# INNOVATIVE AND RESPONSIVE ORGANISATION

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GOAL

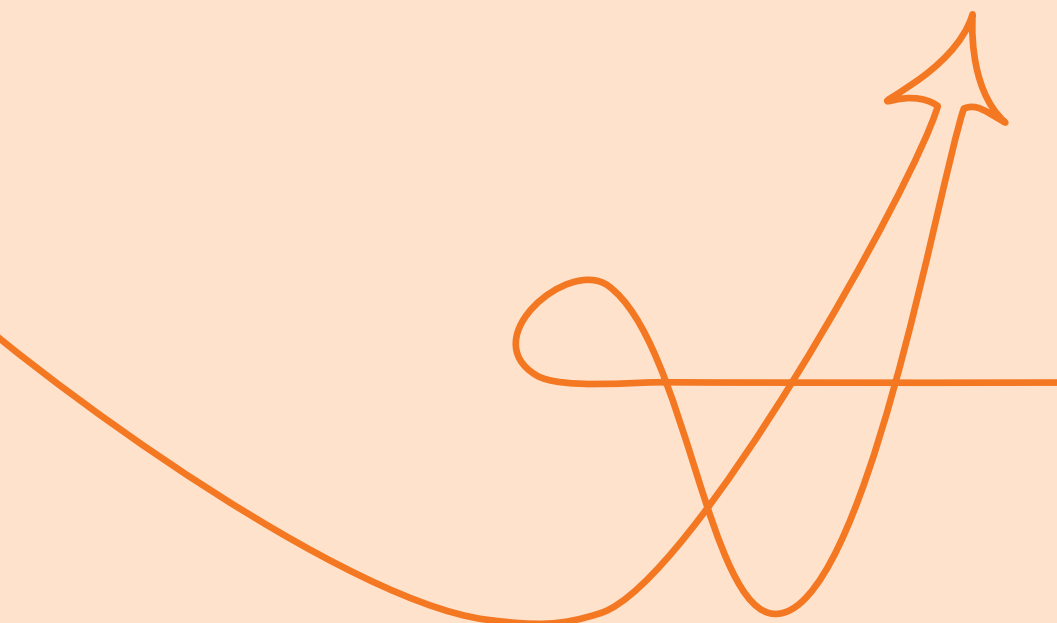
An organisation that is farmer-focused, with talented people who embrace innovation and take decisive actions

2021/22 INVESTMENT: \$6.6M

## Strategic outcomes

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



## Portfolio structure

Key projects	a	b	c	d
Farmer-focused service delivery model	●			
Digital optimisation	●		●	
Industry ideas pipeline	●	●	●	
Values		●	●	
Farmer communications	●			●
Salesforce roadmap	●	●	●	

This table lists our key investments in 2021/22 and is not a complete list of projects

## STRATEGIC OUTCOME 7A

### We have a farmer-focused service delivery model

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

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Improved interactions with farmers to deliver services	Salesforce data model	Implement account structure recommendations. Define and implement contact categorisation to enable better usability of contacts
	Farmer communications	Implement farmer communication strategy guided by the improved farmer-focused service delivery model, tailoring channels and content to farmer needs
	Digitalisation optimisation	Continue with the rationalisation and standardisation of digital platforms. Increase the utilisation and engagement with digital platforms through communication and extension activities
	LMR and data model	Decommission the existing Levy Member Register (LMR) database and migrate the functionality into Salesforce
Farmer-focused service delivery model embedded across all our projects, services, infrastructure, communications and processes	Farmer-focused service delivery model	As part of implementation of the improved service model commence embedding it across all projects, services, infrastructure, communications and processes
	Tailoring our services	Continue to embed tailored services and communications across all that we do, to be more effective and attuned to farm business needs
Farm businesses feel Dairy Australia has an effective relationship management and service delivery model 8 out of 10 levy payer response	Farmer-focused service delivery model	Commence the implementation of an improved service model that better addresses the business needs of levy payers

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 7B

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

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

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

**We will create an environment that our people thrive in.**

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

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Employee engagement score increases from 63% to 80%	Career framework and Employee Value Proposition	Develop a career framework and employee value proposition that facilitates opportunities for Dairy Australia employees increasing our ability to attract and retain talented people
	Employee benefits	Perform a review and re-design of how the benefits of our work is identified, realised and monitored to ensure project objectives are met
Dairy Australia values are known and well understood by 90% of employees	Values	Progress embedding the 'one-team' approach progressing the alignment and connection between all areas of the business Continue to increase the connection between Dairy Australia employees and farmers with increased presence on-farm and in our regions to support our 'farmers first' value Continue to embed the new organisational values for building a stronger culture of performance and accountability; and coaching and development
	Industry ideas pipeline	Strengthen opportunities for farmers to provide ideas, opinions, feedback to Dairy Australia through a transparent process and feedback loop
	Salesforce communities	Drive usage of the Salesforce Communities Platform including the Farm Fitness Checklist and Farm Business Snapshot
Farm businesses value Dairy Australia for our ability to be innovative 8 out of 10 levy payer response	External evaluations	Ensure that external evaluations consider how Dairy Australia has been innovative in the delivery of projects

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 7C

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

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

We will be agile and responsive to changing industry needs.

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Dairy Australia's employees have the right tools and infrastructure to deliver the best service to levy payers 8 out of 10 levy payer response	Salesforce Roadmap	This component will focus on change management, training and process refinement and documentation to continue to leverage the benefits of Salesforce
	Onboarding	Onboard all employees through our new hiring portal and tailored induction program, providing a streamlined, consistent and above all positive introduction to Dairy Australia
	Audiovisual capability	Refresh our audiovisual capability to improve collaboration and enable better hybrid and remote meetings. Consolidate telephony onto Microsoft technology to provide a consistent experience for all staff
	Policies, procedures and training	Refresh understanding and adherence to key policies and procedures through a planned training approach
	Occupational Health and Safety	Strengthen the OH&S framework to ensure that Dairy Australia continues to be a safe workplace that prioritises wellbeing for our people.
Dairy Australia processes allow for agility and responsiveness 7 out of 10 levy payer response	IT security	Continue to review and implement cyber security controls and systems as required to respond to and mitigate evolving cyber security threats Upgrade server and network infrastructure that will become end of support in the next 18-months to ensure our systems remain supported and can continue to receive security updates Continue to re architect our IT infrastructure to take advantage of Microsoft cloud technology for cost savings, increased system security and improved disaster recovery options
	Digitalisation optimisation	Enhance our digital presence to more effectively communicate and collaborate with internal and external stakeholders
Dairy Australia is responsive to major industry events impacting the industry 8 out of 10 levy payer response	Salesforce Roadmap	Implementation of a new, integrated survey solution to extend the capabilities of data analysis and ad-hoc surveys and questions
	Issues management	Renew the engagement of industry with the Issues Management Framework, which is a risk-based approach to identify, analyse and coordinate response efforts to business operations, social licence or reputational industry issues
Dairy Australia is decisive and effective in its actions 8 out of 10 levy payer response	Values	Progress embedding the 'agile and decisive' values approach progressing the alignment and connection between all areas of the business

Further detail of projects including 2021/22 key measures of success are provided in the Appendix

## STRATEGIC OUTCOME 7D

### We have effective and transparent management of resources

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

**We will ensure all resources are used responsibly.**

2024/25 TARGET	PROJECT	KEY ACTIVITY 2021/22
Levy payers are satisfied they are well-informed about how Dairy Australia invests levies 8 out of 10 levy payer response	Independent Performance Review	Implement the findings from the Independent Performance Review of Dairy Australia, as specified in the Statutory Funding Contract with the Commonwealth
	Farmer communications	Implement farmer communication strategy to focus on priority campaigns around products, activities and services Dairy Australia wants to be known for
	Levy review	Undertake a review of the levy as required by legislation
	Annual and Performance Reporting	Publish Annual and Performance Reports that inform how Dairy Australia is investing funding that it receives from farmer levies, Commonwealth matching payments, grants etc. for the benefit of farmers and the dairy industry
Levy payers are satisfied that Dairy Australia is investing levies appropriately 8 out of 10 levy payer response	Statutory Funding Contract	Review governance in line with the new funding agreement with the Commonwealth
	The Accord	Continue alignment between Southbank and the regions (regional teams) around processes such as planning, reporting, project development and deliver
	External evaluations	Undertake external evaluations and publish results in the Performance Report
Dairy Australia's investments align with the strategic plan and deliver value to levy payers 8 out of 10 levy payer response	Project Management Office	Continue embedding the Project Management Office and monitoring and evaluation of projects across the organisation
	Board Review	Ensure the effective operation of the Board and Committees to deliver on strategic imperatives and undertake an independent review of Board effectiveness

Further detail of projects including 2021/22 key measures of success are provided in the Appendix





# PORTFOLIO STRUCTURE AND BALANCE OF INVESTMENTS

Our strategy (as set out in our five-year strategic plan) is executed through a series of annual operating plans that allow us to define focus areas for each financial year. These plans are created each year after consultation with key industry stakeholders to ensure that our projects consider changing industry conditions and evolving needs of levy payers.

Achieving a balanced portfolio of investments is critical to the success of the industry and Dairy Australia. To achieve a balanced portfolio, we use a combination of processes and frameworks which are:

- Investment decisions that ensure a good mix of long-term strategic investments such as DairyBio, DairyFeedbase, etc. along with medium to short-term investments that address more immediate problems.
- Five-year strategy and annual operating plans that follow an outcome-first approach and look at our long-term aspirations for the industry across all of our seven strategic priorities.
- The Dairy Moving Forward framework forms the basis for our long-term R&D outcomes that are clearly aligned with national R&D priorities.
- On-going engagement with stakeholders to shape our annual investments influence our RD&E portfolio amongst other outcomes.
- Annual Performance Review process ensures regular review of outcomes against our strategic plan.
- External independent evaluations ensure our projects are progressing to deliver objectives.
- Continued participation in cross-sectoral RD&E investments.

Our new portfolio structure introduced in 2020/21 continues to provide an improved governance framework and is now reaching maturity. Our projects are allocated to portfolios after being approved by an investment review panel which ensures due diligence in strategic alignment, focus on benefits for levy payers, cost effectiveness, and resourcing required to deliver.

Our portfolios are centred around our strategic priorities. The key benefits of using this approach are:

- Ability to focus on outcomes while ensuring efficient execution of our strategy.
- Strategic focus on the needs of the industry.
- Ensuring collaboration among teams with a focus on levy payers.

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

- Ensuring progress towards achieving strategic outcomes
- Being decisive about the strategic direction of the portfolio
- Encouraging a 'farmer first' approach
- Operating as 'one-team' through cross-functional collaboration
- Fostering a culture of innovation through generation of new ideas within each portfolio
- Resolving resourcing at a portfolio level
  - Existing capacity/capability challenges
  - Planning future resource requirements
- Ensuring portfolio risks are managed and mitigated

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

The quarterly portfolio review utilises the quarterly performance reports and submissions from project leaders and project managers as basis to evaluate portfolio needs and performance.

# MEASUREMENT OF PERFORMANCE

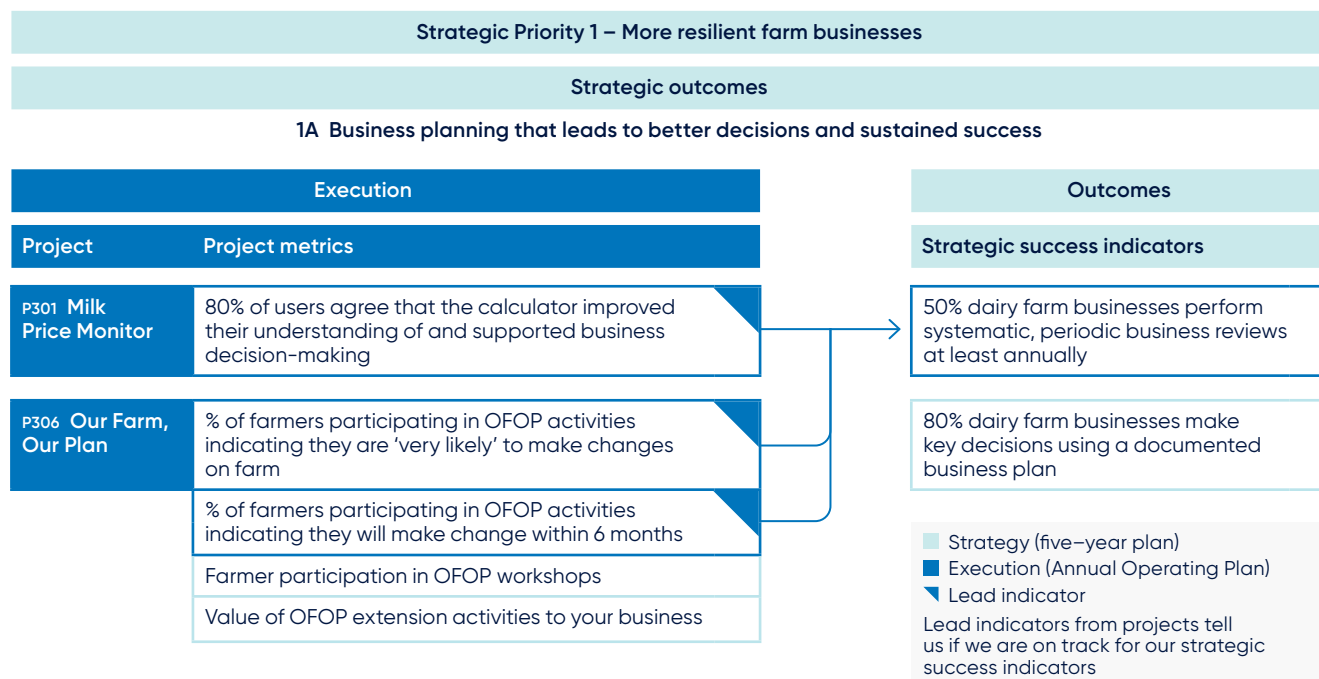
A revised evaluation framework that supports our new strategy was **published** in June 2020. This framework sets out the role of evaluation for strategic priorities as well as for individual projects, activities, and services. The framework includes the objectives for setting performance targets and the obligations to report on performance.

We have identified relevant project metrics and targets to be reported in 2021/22 that cascade from our strategic metrics. These have been provided in the preceding sections under the respective strategic priorities. While each of our projects are instrumental in achieving the strategic metrics, these are the intermediate indicators for 2021/22 that provide confidence that we are on track and enable ongoing monitoring.

Management will prepare a quarterly report of performance for the Board and publish an annual performance report. Quarterly performance updates will also be shared with Group B members and the Department of Agriculture, Water and the Environment.

The below graphic provides further explanation of how our strategic success indicators link with our ongoing project metrics (which are highlighted in the Appendix). This graphic provides an example of our strategic outcome 1a and demonstrates how the project metrics may provide confidence that we are on track to meet our strategic success indicators by 2024/25.

**Figure 3** How our metrics fit together – example



# APPENDIX

## Key project measures of success for 2021/22

Project	Objective	Key measures of success	Target
<b>1 More resilient farm businesses</b>			
Deliver Our Farm, Our Plan (OFOP)	To deliver the Our Farm, Our Plan program from 2020/21 – 2022/23 to significantly increase the proportion of farmers with effective strategic plans	Farmer participation in OFOP workshops	400
		Value of OFOP extension activities to farm businesses	≥8
		% of farmers participating in OFOP activities indicating they are 'very likely' to make changes on farm	50%
		% of farmers participating in OFOP activities indicating they will make change within 6 months	70%
		Digital Farm Fitness Checklist registrations	170
		Farm Fitness Checklist registrations converting to participation in Our Farm, Our Plan	85
Dairy Farm Monitor Project	To ensure the industry has high quality data required to measure and analyse farm business performance at a national, regional and farm level	External stakeholders survey (processors, accountants, banks, ADF) showing satisfaction with Dairy Australia farm business performance data	>8
Large Supplier Program	To develop effective ways to increase two-way engagement between Dairy Australia and the 200 largest dairy farm businesses, with the aim of improving our understanding of the priorities of large dairy farming businesses and ensure Dairy Australia is meeting these needs	National Dairy Farmer Survey	7
		% of the largest 200 producers engaged	90
		<b>Workshops</b> % of farmers likely to implement change <6 months	75
		<b>Largest 40</b> national Zoom meetings discussing industry updates. If possible one Melbourne workshop and one regional meeting with Dairy Australia Board member/Leadership Team member	4
		Using Dairy Farm Monitor Program metrics, analyse large supplier 3–5 years performance data and hold a conference with participants	30
Milk Price Monitor	To setup dairy farmers to succeed by supporting the development of their financial and legal literacy and risk planning skills	<b>Activity two</b> Extension development and delivery – total unique users visits	2,500
		<b>Activity two</b> Extension development and delivery –% of dairy farmers and consultants agree the Discussion Group content has improved their understanding of the modules' key objective/s	80%
		<b>Activity three</b> Simple and comprehensive business calculators – users/downloads	300
		<b>Activity three</b> Simple and comprehensive business calculators – % of users agree that the calculator improved their understanding of and supported business decision-making	80%
		<b>Activity four</b> Integrating the Milk Value Portal 'Supporting delivery mechanisms' – Regional electronic direct marketing open rate %	30%
		<b>Activity four</b> Integrating the Milk Value Portal 'Supporting delivery mechanisms' – % click throughs from EDMs	8%

Project	Objective	Key measures of success	Target
<b>2 Attract and develop great people for dairy</b>			
Farm Safety	<ul style="list-style-type: none"> <li>• Farm safety culture is embraced</li> <li>• There are no deaths on dairy farms</li> <li>• Injuries on dairy farms are reduced</li> <li>• WorkCover premiums are reduced</li> </ul>	Provide a safe work environment – number of Standard Operating Procedures (SOPs) created by farmers	2,000
		Provide a safe work environment – proportion or % of SOPs accessed by employees	50%
NSW Capability Coaching and Extension	To assist NSW dairy farm businesses and their workforce with compliance and leadership of capability development using Dairy Passport to enable safe and sustainable workplaces. To engage dairy farmers and their workforce with career pathways in dairy by providing a mechanism that supports ongoing development planning, upskilling and workforce planning for business success	Provide a safe work environment – number of SOPs created by NSW farmers	100
		Provide a safe work environment – proportion or % of SOPs accessed by NSW employees	50%
		NSW employees with a documented capability development plan	20
Dairy Farm Managers	To establish a long-term, sustainable pipeline of prospective dairy farm managers with the commitment and capability to address a significant workforce shortage	Number of student enrolments	75
		Retention of students in dairy farm management initiatives	80
		Student satisfaction with dairy farm manager learning experiences	85
Regional Services		Number of extension, regional engagement events and discussion groups held	750
		Number of attendees at extension, regional engagement events and discussion groups	6000
		Number of Discussion Groups active	150
		Number of Discussion Group attendees	1000
		Dairy Australia invests in programs or activities that are relevant to farmers' needs	60%
		Dairy Australia makes an effort to have an ongoing relationship with dairy businesses	60%
Extension		Value of Animal Performance, Climate and Energy, Soils and Irrigation, Feedbase, Farm Business Management, and People extension activities to farm businesses	>8
		Farmers participating in Animal Performance, Climate and Energy, Soils and Irrigation, Feedbase, FBM, and People activities indicating they are 'very likely' to make changes on farm	80%
		Farmers participating in Animal Performance, Climate and Energy, Soils and Irrigation, Feedbase, FBM, and People activities indicating they will make change within 6 months	80%

Project	Objective	Key measures of success	Target
<b>3 Strong community support for dairy</b>			
Health and Nutrition	<ul style="list-style-type: none"> <li>To ensure Australian nutrition guidelines and key opinion leaders (e.g. policy makers) continue to recognise dairy as part of a healthy and sustainable diet</li> <li>To ensure health professionals feel confident recommending dairy foods to consumers</li> <li>To increase the proportion of dairy positive messages consumers, hear from health professionals</li> <li>To ensure that a credible evidence base underpins all health and nutrition messaging</li> </ul>	Increase Non-Governmental Organisations (NGOs)/Key Opinion Leaders (KOLs) who agree 'I/my organisation trusts Dairy Australia as a credible source of information'	65%
		Consumer target audiences hear positive health messages about dairy foods from health professionals	90%
Consumer Marketing	To maintain consumer trust and acceptance of the industry and drive support and reason to consume Australian dairy	Changemakers agree the dairy industry meets their expectations in doing the right thing	69%
		Believers make an effort to consume dairy every day	71%
		Target audiences agree with 'I think it's important to support the Australian dairy industry'	90%
Schools Engagement	To build support for dairy by educating more primary and secondary school students on the health benefits of dairy foods, how dairy is produced from farm to plate, and career opportunities in dairy	Teachers agree their students have a better understanding of the health and nutritional benefits of dairy foods for strong bones since participating in the program	90%
		Teachers agree students trust and support the Australian Dairy industry	70%
		Number of primary school students reached through Primary Schools programs	300,000
Industry Sustainability Framework	<ul style="list-style-type: none"> <li>Produce an annual Industry Sustainability Report that demonstrates practice change and progress against our sustainability goals and targets as well as community expectations, and also helps promote and protect the dairy industry's social licence to operate</li> <li>Maintain engagement of key external stakeholders with the dairy industry's sustainability credentials</li> </ul>	Sustainability Framework reporting to key industry stakeholders to demonstrate our progress against our commitments	Yearly
		Biannual sustainability forums to bring together key industry stakeholders and multinational customers to understand broader industry context, communicate the Dairy Industry's work in sustainability and seek feedback	80% forum participants are well engaged and rate the value of this forum as 7 out of 10
		Regular engagement with multinational dairy buyers to ensure sustainability framework is aligned with their goals	Ongoing
		Review all Sustainability goals, targets and indicators to ensure they remain in line with community and market expectations	Review completed and revised goals, targets and indicators adopted into the Framework

Project	Objective	Key measures of success	Target
<b>4 Thrive in a changing environment</b>			
Adapting Dairy Farming Systems	To support farm businesses who are contemplating a change in farm feeding system with, or without, the inclusion of cow housing	Second edition guidelines for feedpads and cattle housing systems drafted	Second edition national guidelines published
		Economics study for adapting farm systems field work finalised	Economic study of housed systems finalised, and results published
		Alternate feedbase silage study completed	Decision support process developed to assist farmers adapting their farm system
		Desktop review alternate feedbase and feeding infrastructure peer reviewed	Desktop review alternate feedbase and feeding infrastructure published
Forewarned is forearmed	To increase farm profit by improving industry capacity to mitigate extreme climate events	New extreme event forecasting products available to dairy farmers	2
Climate adaptation pathways	To identify and assess the cost effectiveness of adaptation options that minimise climate change risks on dairy farms at both a national and regional level	Industry agreement on national adaptation pathway for the Australian dairy sector	n/a
Supporting Manufacturing Sustainability	To work collaboratively with processors to improve industry-wide capability for addressing and communicating progress against evolving sustainability-related challenges to ensure that Australian dairy farmers have a strong, sustainable and competitive processing sector in which to supply their milk	% of milk supply covered by processors engaged with this project	90%
		Average processor rating regarding value of this project's activities to their business	8
		Average processor rating engaged in this project's activities regarding Dairy Australia as a credible source of information and insights	8
		% of project funding contributed by processors and other external bodies	90%
Adapting to Climate Change on Dairy Farms	To educate and enable dairy farmers to be able to adapt to and better manage the risk of climate change	Pilot of learning package in Gippsland completed	15
C4Milk	<ul style="list-style-type: none"> <li>To identify and solve regionally specific, feedbase limitations to dairy production systems</li> <li>To enact practice change to improve dairy farm profitability</li> </ul>	% of farmers attending C4Milk extension events indicating they will adopt research findings on farm	75%
		Number of farms trialling outcomes from C4Milk forages research at a paddock scale on their farms while actively working with Queensland Department of Agriculture and Fisheries extension staff to monitor yield and quality of forages adopted	40%



Project	Objective	Key measures of success	Target
<b>5 Success in domestic and overseas markets</b>			
International Trade Programs	To support the Australian dairy industry to maintain and improve its position as a dairy exporter and enable dairy exports into international markets	Australian dairy products are nominated as preferred status by customers in Japan, Greater China and Southeast Asia	60%
		Australian dairy makes market access gains into key export destinations	All markets
		Industry and government stakeholders value work of Dairy Australia to inform policy discussions and to help ensure access to markets.	8
		Feedback from scholarship/seminar participants in China	8
		Feedback from scholarship/seminar participants in Japan	8
		Feedback from scholarship/seminar participants in SE Asia	8
		Dairy Australia is seen as a credible, trusted source of information by international stakeholders (government stakeholders)	8
Industry Insights and Analysis	To collect, curate, enhance and deliver credible and valuable information about the current operating environment and likely future developments, providing effective understanding and ongoing visibility to both internal and external dairy industry stakeholders	Knowledge sharing/stakeholder appetite – presentations to farmers and other external stakeholders	90
		T&S staff are consistently mentioned in the media	200 media mentions
		Average Industry Data Group service desk rating	4/5
Technical Policy Support	To deliver strategic and technical policy research, analysis, insights and solutions that contribute to improving dairy farmer profitability by maintaining a positive operating environment, and consistent with community expectations	Dairy Australia is recognised as a credible and reputable source of technical policy support by industry and governments	8

Project	Objective	Key measures of success	Target
<b>6 Technology and data-enabled dairy farms</b>			
DataGene	Dairy farmers maximise their profit through a vibrant herd improvement industry offering effective and highly valued services	Official Australian Breeding Value (ABV) Releases	3
		Release ABVs on industry agreed schedule	1
		Revised national indices released	1
		Central Data Repository connected to IDDEN Project	1
		Connect Easy Dairy, Jantec, APIAM/DairyData to CDR	3
		Minimum of two significant external IT clients	2
		Maintain Ginfo with 27,000 genotypes and 8,400 Linear Type Evaluations	2
DairyBio – Animals	Improve cost competitiveness of the dairy industry by improving animal productivity by \$350 per cow, per year by 2030	<ul style="list-style-type: none"> <li>Determine preliminary correlations between certain survival traits</li> <li>Develop improved MIR prediction models</li> <li>Finalise traits/emission relationships</li> </ul>	N/A
DairyBio – Forages	Improve cost competitiveness of the dairy industry by improving pasture productivity by \$800 per hectare, per year by 2030	<ul style="list-style-type: none"> <li>Demonstration trials established at key Agriculture Victoria Research sites (Hamilton and Ellinbank)</li> <li>Deliver F1 parental pools to commercial partner</li> <li>Generate genotypic data for selected short term grasses</li> <li>Trials established for perennial and C4 grasses to supply genomic sub-selection data</li> </ul>	N/A
DairyFeedbase	Management tools that improve productivity in the paddock, smarter allocation of feed for each herd, right feed for each cow	<ul style="list-style-type: none"> <li>Feeding Cool Cows</li> <li>Validate the effect of feeding different forages to reduce heat stress impacts on cow productivity and performance</li> <li>Determine urea effect on internal temperature of cow</li> <li>Test different management practices effect on heat impacts through six partner farms in northern Victoria</li> <li>Forage Value Index futures</li> <li>Enhancing the FVI to include persistence and nutritive characteristics in value of cultivars</li> <li>Smart Feeding</li> <li>Validation of on farm system changes required to deliver individual and herd feeding strategies to benefit farmers</li> <li>Pasture Smarts</li> <li>50 commercial farmers using the PastureSmarts platform for better utilisation of their pastures for improved profitability</li> <li>First 100 Days</li> <li>Validating different sources of protein for productivity benefits and greater profitability</li> <li>Develop a framework for reducing risk of metabolic disease through genetics and feeding strategies</li> </ul>	N/A
Genomics Acceleration Project		Value of heifer genomics extension activities to farm businesses	>8
		% of farmers participating in heifer genomics extension activities indicating they are 'very likely' to make changes on farm	70%
		% of farmers participating in heifer genomics activities indicating they will make change within 6 months	70%
		Number of females genomically tested	>83,500

Project	Objective	Key measures of success	Target
<b>6 Technology and data-enabled dairy farms</b>			
Smarter Irrigation for Profit Phase 2	To improve on farm water productivity through the adoption of new and existing precision irrigation technologies	SIP2 events and activities provide value to the business of participants	8
		Participants are likely to take action to do things differently in the next twelve months	30%
		Participants are 'likely' or 'very likely' to do things differently as a result of attending SIP2 events	50%
		Participants will recommend SIP2 events to colleagues	8
		Milestone reports are accepted by Department of Agriculture, Water and the Environment	1
Milking Edge	Supporting industry to invest and operate Automated Milking Systems (AMS) successfully	% of farmers considering investment in AMS utilising AMS resources prior to investment decision	70%
		% of AMS farmers engaging in regional and/or national AMS forums	70%
		% of AMS farmers classifying themselves as 'swift and successful' or 'typical' in their first year of transition to AMS	80%
		% of decommissions as a percentage of total AMS installations	3%
Forage Value Index	To enable Australian dairy farmers to make informed purchasing decisions related to forage species and cultivars, as a profitability driver	% of farmers that sow perennial ryegrass using the FVI to help inform cultivar selection	60%

Project	Objective	Key measures of success	Target
<b>7 Innovative and responsive organisation</b>			
Commence implementation of a farmer-focused service delivery model	To deliver greater value to levy payers by formulating an improved service delivery model that better services the business needs of levy payers	Commence implementation of strategy to pivot Dairy Australia's service delivery to a new farmer-focused approach	N/A
		Dairy Australia employees are aware of, support and when relevant utilise the new service delivery model	75%
Digital optimisation	To deliver a simplified and consistent digital experience for users (farmers, consumers and other stakeholders) and reduced operating costs for Dairy Australia	Continue with the rationalisation and standardisation of digital platforms	<10 digital platforms
		Increase the utilisation and engagement with digital platform	10% growth in utilisation and engagement across digital platforms by relevant users
Industry ideas pipeline	To create a mechanism for collecting ideas, insights and perspectives to inform, shape and communicate our national decisions and policies by gathering local issues, ideas, innovations, concerns, opinions, votes etc.	There is an operating model (people, processes and systems) to support the industry ideas pipeline	N/A
		Industry ideas pipeline is operational and being utilised by stakeholders	>5 ideas submitted by stakeholders
Continue to instil values and cultural change across the organisation	To enable a culture of learning and innovation to deliver success	Dairy Australia values are known and well understood by employees	80% of employees

#### **Disclaimer**

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#### **Acknowledgement**

Dairy Australia acknowledges the contribution made to this publication by the Commonwealth Government through its provision of matching payments under Dairy Australia's Statutory Funding Agreement.

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ISSN 2653-1399









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