



# Dairy NSW Annual Report

2022/23



**DELIVERING**  
*for* **DAIRY**

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# About us

Dairy NSW is an organisation focused on supporting and empowering the dairy community in New South Wales (NSW), Australia. Dairy NSW's primary objective is to strategically guide and facilitate research, development, extension, and education programs for the dairy sector in the NSW region.

## Vision

A valued and trusted partner that empowers and enables dairy farmers and industry to thrive.

## Regional Development Program

Dairy NSW is one of the eight Regional Development Programs (RDPs) under the auspices of Dairy Australia. It is a public company limited by guarantee. Its role is to plan and implement a strategic direction for dairy-related research, development, extension, and education programs within the NSW dairy industry.

## Evolution of Services

Originally focused on research, development, and extension (RD&E) programs, Dairy NSW has expanded its portfolio to include education. This expansion has transformed the organisation into an RD&E industry body that aims to provide valuable services to farmers while utilising the service levy to fund these initiatives.

## Functions

Dairy NSW is responsible for setting priorities for dairy improvement projects. It invites submissions for projects, commissions them, and oversees their execution. The organisation also coordinates and delivers extension and education programs, with a focus on monitoring the projects' success and their impact on generating returns from the dairy service levy.

## Collaboration

Dairy NSW collaborates closely with various stakeholders, including Dairy Australia, other Regional Development Programs, farm policy organisations, Regional Development Groups, and government agencies. The aim is to identify and prioritise research, development, education, and extension initiatives that align with regional and national policies. This integration ensures that the efforts carried out within the NSW region contribute to productivity gains and efficiencies.

## Mission

Dairy NSW's mission is to collaboratively identify and deliver the educational, extension, research, and development needs of the NSW dairy industry, working collectively to advance its interests.

## Strategic intent

The organisation's strategic intent revolves around enhancing the overall prosperity, productivity, and sustainability of dairy farmers within the Dairy NSW region. This objective is pursued through initiatives that aim to bring positive outcomes to the dairy industry.



# Chairperson's report

There have been many significant initiatives and achievements of Dairy NSW over the past year.

Our organisation has been actively involved in addressing critical issues like the aftermath of the NSW flood disaster, an employee shortage crisis, and Emergency Animal Diseases – all of which are essential for the welfare of the dairy industry and the broader community.

Providing valuable extension activities, both on farm and online, Dairy NSW has demonstrated a commitment to knowledge sharing and supporting dairy farmers in adapting to changing circumstances. Collaboration with key stakeholders within the NSW dairy industry, such as the Dairy Business Support Services and Dairy Farm Monitor Projects, is also crucial for the industry's growth and sustainability.

I would like to thank outgoing board member, Tony Burnett, for his service to the NSW dairy industry. Tony added significant industry knowledge and perspective to Dairy NSW during his time on our board, and we are grateful for his support and commitment. We wish Tony well for his future endeavours.

To our board members, thank you for your contributions – these are invaluable in pursuing and addressing the relevant issues facing the dairy farming community.

## Seasonal conditions

The last year has been extremely challenging for many of our dairy farmers, with the extended wet conditions limiting pasture/fodder production and hence milk production.

In fact, production in NSW dropped by 7.7 per cent compared to previous year – the first time it has been below one billion litres since the early 1990s.

Fortunately, there has been some acknowledgement by the processors of these cost pressures, with processors increasing milk prices that were 10-15 cents ahead of previous year, which is unheard of. In addition, the NSW Government has also been extremely supportive of the flood-affected farmers, by making available the Special Disaster Grants of up to \$75,000 during the last 12 months.

## Strategic plan

We are in year two of the five-year strategic plan. As part of the strategic plan, the board has been proactively investing our reserves into increased resourcing and chasing external funding to enhance our services available to our dairy farmers.

Paul van Wel has been instrumental in delivering some large external projects for Dairy NSW, including:

- 1 Storm and Flood Industry Recovery Program (SFIRP): \$3 million and is part of larger project valued at nearly \$8 million with other partners.
- 2 Trade Pathways: \$0.5 million.

This has seen Dairy NSW team go from five to 11 staff – dramatically improving our contact with dairy farmers.

## Storm and Flood Industry Recovery Program (SFIRP)

At the start of the financial year, Dairy NSW was successful in securing nearly \$3 million as part of the SFIRP grant.

The six projects led by Dairy NSW are part of a group of 12 projects in total that have been funded by the NSW and Federal Governments for the next two years. The projects vary from attracting and retaining people to the industry, to an evaluation tool for farm system intensification. The funding totals \$7.8 million, which includes contributions from Dairy Australia.

The projects are all at the stage of plan submission to the funding body and we have hired four extra staff to our team to help us deliver on our commitments.

One of the projects is addressing the acute labour shortage experienced by many of our dairy farmers.

Attracting and filling long-term positions is still extremely challenging. This perception is reinforced by data from the DA Strategic Portfolio Tracker Annual Survey which shows that of 72 per cent of farmers looking for staff in the last 12-months, 48 per cent found it very difficult to find staff.

In fact, some 19 per cent did not fill any positions at all. The Dairy NSW project leveraged the Dairy Australia 'Dairy Jobs Matter' national campaign, and a Dairy Jobs Board was created to drive interest in the dairy industry to available jobs in the regions. This has seen over 56 vacant positions filled on dairy farms through support of the project.

To find out more about the Storm and Flood Industry Recovery Program, visit [dairyaustralia.com.au/nswfloodrecovery](http://dairyaustralia.com.au/nswfloodrecovery)

## Dairy UP

The Dairy UP project continues to forge ahead, while a number of the shorter-term projects have come to an end. Over the last three financial years, Dairy NSW has contributed a total of \$100,000 to the project.

We have also been leading project P8, the people and capability project, which has seen the development of a range of new people skills programs such as employment basics and managing people. The Dairy UP project featured heavily at the Dairy Research Foundation Symposium late last year, as well as a recent roadshow to update farmers on progress.

The project is a major research collaboration of key stakeholders in the NSW dairy industry. I encourage you to learn more about this \$16 million investment at [dairyup.com.au](http://dairyup.com.au).

## Farm engagement

Data from the DA Strategic Portfolio Tracker Annual Survey shows engagement remains very consistent over time varying from 5.1–6.5 over past 10 years for dairy NSW region, which is not dissimilar to Australia wide average.

This poses the question, what are we not doing? With this question in mind, the Dairy NSW Board has fully endorsed the DA Farm Engagement Strategy. In fact, we have allocated half the time of all four regional extension officers to this strategy. This will allow one to one interactions a couple of times a year to determine farmer needs, and then linking farmers with the appropriate services and resources. Hopefully this will move the needle on engagement of our farmers and satisfaction with the dairy levy.

## Dairy Farm Monitor

While flooding and wet conditions saw a greater increase in costs leading to a reduction in average EBIT on farm in NSW compared to the previous year (see Table 1), 69 per cent of farmers still had an EBIT above \$1.5per kilogram Milk Solids (kg MS) – one of the key aspirational goals in the Australian Dairy Plan.

To grow the industry, we need to focus on the positive profitability being achieved on farm. Good management and timely decision saw a number of farmers achieve an EBIT greater than \$3, in spite of some tough conditions.

The difference between the top and bottom farmers of \$5/kg MS provides an opportunity where practice change on farm and closing the gap could lead to dramatically improved profitability of the dairy farming businesses. An important resource for driving performance in this area is the suite of business programs offered by Dairy NSW.

## Focus Farm

Another important and successful activity has been the Focus Farm program. The current focus farmer program with Kevin and Brodie Game at Bemboka concluded in August with their last open day.

The Focus Farm Program Facilitator, Justin Walsh, and the support group challenged the Games to evaluate their whole farm business and strategy for the future.

In fact, Kevin and Brodie openly admitted at the final field day that they were at a crossroads at the beginning of the program, not knowing whether they should continue to lease the dairy farm or should they leave the industry.

With poignant support, the group saw the Games purchase the farm in the first year and buy more cows to optimise stocking rate on the farm. The Focus Farm Program gave the Games confidence to take the plunge and implementing changes on farm.

The program provided the discipline to ensure the financial analysis for the business was done regularly for the support group – a behaviour they want to continue into the future.

On behalf of the board of Dairy NSW, I wish the team continued success in its endeavours and another productive year ahead in serving the interests of the dairy industry and its stakeholders.



Dr James Neal  
Dairy NSW Chairperson

**Table 1** Profitability in NSW over time from Dairy Farm Monitor NSW.

EBIT \$/kg MS	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Average	1.12	0.92	0.33	0.38	1.05	2.07	1.71
% farmers EBIT above 1.5 kg/MS	37	26	9	13	26	66	69
Top Farmers EBIT	3.64	3.61	1.8	2.17	4.38	4.69	3.83
Bottom Farmers EBIT	-0.91	-0.8	-1.71	-2.41	-3.24	-0.68	-1.3
Difference	4.55	4.41	3.51	4.58	7.62	5.37	5.13

# Board of Directors

Attended



**James Neal, Chair**

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

**Dairy farmer**  
(Constitution clause 5.4a)  
Board meetings attended: 7/7



**Andrew Smith, Deputy Chair**

Andrew currently manages his family dairy business, and is a registered veterinarian, graduating with first class honours from Charles Sturt University in 2018. Andrew has a passion for the profitability, sustainability, and growth of dairy businesses. He grew up in a family dairy business and dedicated his tertiary education to building a strong grounding in dairy production. This included time spent studying in both New Zealand and the United States. Andrew brings with him innovative ideas, endless enthusiasm, and a genuine passion for the prosperity of the dairy industry. His vision for Dairy NSW is to provide quality extension to farmers, support valuable and targeted research and drive a culture of continuous improvement among the NSW farmer group.

**Dairy farmer**  
(Constitution clause 5.4a)  
Board meetings attended: 7/7



**Graeme Hollis, Director**

Graeme joined the Dairy NSW Board in October 2020. Graeme is presently the CEO of Invetus Pty Ltd, a contract veterinary research business based in Armidale, NSW. Prior to this role he was accountable for finance, HR, compliance, and risk management for Invetus. Graeme brings a wealth of agribusiness experience to the board following a 30-year career in dairy, cotton production, processing and marketing, agricultural finance and animal health research. Graeme worked in the dairy industry for dairy farmers during the 1990s and was actively involved in the equivalent of Dairy Business Monitor and Our Farm, Our Plan programs at that time.

**Specialised skill**  
(Constitution clause 5.4c)  
Board meetings attended: 7/7



**Andrew Farr, Director**

Andrew Farr completed his Bachelor of Applied Science (Agriculture) at Charles Sturt University in 1994. He has worked on the family dairy farm until 2000 and leased the family farm from 2000 to 2007. Andrew worked at Farmers Barn as an agronomist from 2009-2010 and Pioneer Promoter in the Hunter Valley from 2010-2014. Andrew started his own dairy business with wife Christie in 2015 on Rossette at Denman and moved to Ree Folley in 2018. He has been developing and building the business for the last three years and has been a previous director on the Dairy NSW Board from 2017-2019 and now again elected in October 2020 to present.

**Dairy farmer**  
(Constitution clause 5.4a)  
Board meetings attended: 7/7

Attended



**Carissa Wolfe, Director**

Carissa Wolfe co-owns and manages a 110-cow dryland pasture dairy business that was established in 2013 on the Mid-north coast. Over this time, she has experienced the wide spread of economic and environmental impacts that the NSW dairy regions have faced, together with the challenges of being a first-generation farmer. Carissa’s regional dairy industry involvement includes sitting on the Mid Coast Dairy Advancement Group’s Management Committee since 2015 and being active in the Mid Coast Women in Dairy group. Through her consultancy role, Carissa has brought a corporate background in management accounting, internal audit, and systems experience to support businesses across a wide variety of dairy management systems and dairy related organisations for more than 20 years.

**Dairy farmer**  
(Constitution clause 5.4a)  
Board meetings attended: 6/7



**Phil Ryan, Director**

Phil Ryan owns and manages Hillgrove Dairy, a mostly dryland farm in the Bega Valley. His family have had beef cattle all his life and bought the dairy in 2007. Phil has managed the farm since 2010 after a career in IT project management and running a pub. Hillgrove is now milking about 250 cows, with a mix of registered Holstein and Jersey cattle. The challenges of dairying, especially on dryland in Bega, have inspired Phil to be highly involved in seeking to improve the dairy industry. This is his second term on the Dairy NSW Board. Phil represents the NSW Farmers’ Association Dairy Committee as well as representing NSW on the Australian Dairy Farmers National Council. He also serves as Deputy Chair of the NSW Government Dairy Action Plan Implementation Panel. Phil is a Member of the Australian Institute of Company Directors.

**Dairy farmer**  
(Constitution clause 5.4a)  
Board meetings attended: 7/7



**Dimity Smith, Director**

Dimity is the daughter of dairy farmers from Scone, NSW. Based in Tamworth, she plays a significant role in supporting her family behind the scenes as they navigate the ever-changing dairy industry. Dimity is a registered non-practicing psychologist and has her own rural and agricultural events and marketing company that services rural and agribusiness corporates around Australia. Dimity has a strong passion for Australian agriculture as a result of her upbringing and has a strong motivation for helping agricultural businesses and organisations move into the future with innovation, great communications and marketing, diversity and inclusion management, and supportive workplaces.

**Specialised skill**  
(Constitution clause 5.4c)  
Board meetings attended: 6/7



**Tony Burnett, Director**

Tony joined the Dairy NSW Board in October 2018 and retired from the board in October 2022. His unique skill set covers farm management, business ownership and processing experience within the industry. Innovative extension services to help drive on farm profitability is one area of interest for Tony. Tony is passionate about working collaboratively with all industry stakeholders throughout the dairy supply chain to ensure long-term viability for all participants.

**Specialised skill**  
(Constitution clause 5.4c)  
Board meetings attended: 2/2\*

\* Attendance of eligible meetings recorded – left board October 2022

**2022/23 BOARD MEETING DATES**

25 August 2022	21 February 2023
18 October 2022	4 April 2023
6 December 2022	22 June 2023
20 December 2022	

# Strategic Plan

Dairy NSW has been actively pursuing its strategic plan for the past two years and is focused on delivering results over the next three years.

The organisation has been able to adapt and address immediate challenges such as COVID-19, storm and flood events, and emergency animal disease preparedness, while still staying focused on the strategic plan's goals.

## Prosperity

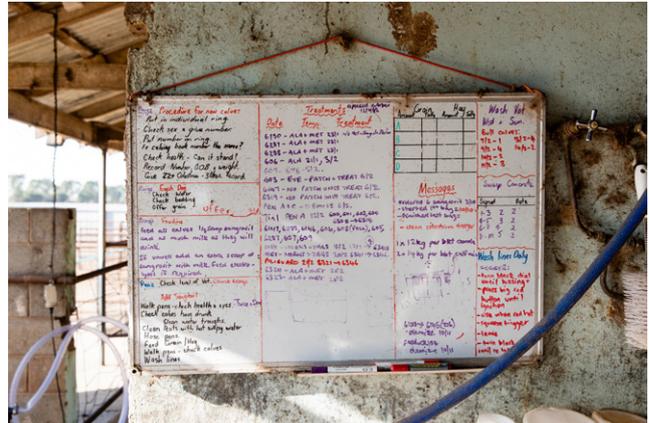
The rollout of the planning program Our Farm, Our Plan, and the Dairy Business Support Service is a commendable effort. These initiatives can provide valuable support to dairy businesses, helping them plan for the future and navigate challenges.

## People

Workforce attraction and retention are critical for the dairy industry. Research into labour issues and implementing outcomes in NSW is a proactive step to address this challenge.

## Environment

Climate research and modelling for impacts on dairy farming, along with solutions, are essential as climate change continues to affect agriculture. The recruitment of a climate-focused Regional Extension Officer indicates a commitment to addressing environmental concerns.



## Technology adoption

Focusing on technology adoption is vital for improving efficiency and sustainability in dairy farming. Initiatives such as Focus Farm, Feeding Pastures for Profit, and Advanced Nutrition can help farmers stay competitive.

## Collaboration

Collaborative efforts, especially in emergency response and grants for events like storms and floods, demonstrate the importance of working together with various agencies to ensure the industry's resilience.

Dairy NSW is actively working on multiple fronts to support its strategic plan and adapt to unforeseen challenges. This adaptability is crucial for the long-term success of the dairy industry.

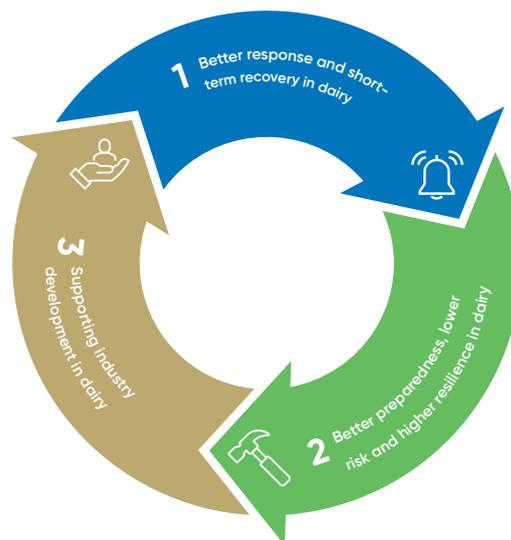
For more detailed information on the progress of these initiatives and their impact, please contact Dairy NSW Regional Manager, Paul van Wel at [paul@dairynsw.com.au](mailto:paul@dairynsw.com.au)

# Storm and Flood Recovery Program

## Supporting the NSW Dairy Industry to Plan, Prepare, Respond and Rebuild.

The Storm and Flood Industry Recovery Program in NSW is a comprehensive initiative aimed at supporting the recovery and resilience of the dairy industry in the aftermath of the devastating storms and floods that occurred in February and March 2021.

This program is funded by the Australian and NSW Government's Storm and Flood Industry Recovery Program and involves collaboration between Dairy NSW, The Department of Primary Industries, and additional organisations including Dairy Australia, NSW Farmers' Association, Scibus and The University of Sydney, with the NSW SES, NSW Rural Assistance Authority and Local Land Services supporting the delivery of this \$7.9million, two-year program.



### Key components and objectives



#### 1 Better response and short-term recovery in dairy

- led by the NSW Department of Primary Industries.



This program focuses on creating a structured methodology for emergency preparedness, response, and recovery at various levels (government agencies, industry, farm, community groups). It also aims to facilitate better coordination, information sharing, and collaboration across stakeholders in the dairy industry.

- a Defined roles and responsibilities, including checklists, for emergency preparedness, response, and recovery.  
How it supports resilience: This project aims to build industry resilience by improving preparedness, reducing days lost to natural disasters, and enhancing sustainability and productivity through efficient and coordinated responses.
- b Up to 10 case studies about natural disaster recovery and a repository of resources for response/recovery.  
How it supports resilience: By providing best-practice resources and guidance, this project helps farmers make informed decisions during natural disasters, reducing impacts on safety, health, wellbeing, and productivity.



#### 2 Better preparedness, lower risk and higher resilience in dairy

- led by the NSW Department of Primary Industries, Scibus, The University of Sydney, and NSW Farmers Association.

This program focuses on assessing the risk and vulnerability of the dairy sector to natural disasters, identifying areas of risk, and developing strategies for adaptation and mitigation.

- a Natural disaster risk and vulnerability assessment to understand the likelihood and impact of future events.  
How it supports resilience: This assessment enhances preparedness and resilience by providing insights into potential vulnerabilities and opportunities for development in different regions.



## 2 Better preparedness, lower risk and higher resilience in dairy



- b** Best practice framework and methodology for identifying areas of risk and exposure in farm businesses.

How it supports resilience: This framework helps dairy businesses reduce risk, ensure continuity, and adapt to changing conditions.

- c** Infrastructure stocktake and recommendations for upgrades.

How it supports resilience: Improved infrastructure, including access, enhances the dairy supply chain's capacity to prepare and respond to challenges.

- d** Identify management strategies that can more effectively ameliorate the impacts of high impact adverse events such as storm and flooding on livestock production systems.

How it supports resilience: This project aims to predict changes in milk production and alert farmers to act in response to climate variability and disasters.



## 3 Supporting industry development in dairy

- led by DairyNSW



This program focuses on developing leadership, addressing labour supply issues, and supporting new entrants in the dairy industry.

- a** Leadership development through coaching, mentoring, upskilling courses, and communication training.

How it supports resilience: Developing a connected industry with strong leadership facilitates quick responses to pressing needs, information sharing, and reduces recovery times.

- b** Long-term solutions to labour supply issues in the dairy industry.

How it supports resilience: Addressing labour supply challenges enhances industry stability and resilience.

- c** Paths for new entrants to establish successful farm businesses.

How it supports resilience: Attracting new investment and labour helps with post-storm and flood recovery.

- d** Better understanding of service provider availability and gaps.

How it supports resilience: Identifying and upskilling service providers across different industries improves industry resilience.

- e** Development of a tool for on-farm investments and environmental management.

How it supports resilience: This tool reduces overspending, risk, and ensures environmental protection adherence.

- f** Communication to promote the value of the NSW Dairy Industry.

How it supports resilience: Effective communication attracts labour, consumption, and investment, contributing to a more resilient industry.

The Storm and Flood Industry Recovery Program is a comprehensive and multi-faceted initiative designed to strengthen the dairy industry's resilience, support recovery efforts, and promote collaboration across various stakeholders in the face of natural disasters and other challenges.

The program addresses preparedness, risk assessment, leadership development, labour supply, and communication to create a more vibrant and sustainable dairy industry in NSW. For more information on this initiative, visit [dairyaustralia.com.au/nswfloodrecovery](https://dairyaustralia.com.au/nswfloodrecovery)

# Workforce attraction and retention

Over the past year, Dairy NSW has been implementing several initiatives through our workforce attraction and retention services to address the staff shortages in the NSW dairy industry.

It has taken a comprehensive approach to addressing the challenges faced by local dairy farmers in recruiting, upskilling, and retaining staff.

Dairy NSW has provided support and resources to farmers, including sourcing suitable candidates, assisting with traineeships, and networking with local agencies to meet workforce needs. Our workforce attraction and retention team has connected farmers with employees and highlighted the positive aspects of working in the dairy industry.

Dairy Australia launched the Dairy Farm Jobs Board in January 2023. This platform allows farmers to advertise job vacancies on the Dairy Jobs Matter website, making it easier for job seekers to find opportunities in the dairy sector. Our workforce attraction and retention team has successfully placed 49 new employees through the Dairy Australia Jobs Board platform. Most of these placements are new entrants to the industry, which is essential for addressing staff shortages.

A survey conducted of NSW farmers who used the Dairy Farm Jobs Board found:

- 88% filled their vacancy.
- 75% found filling their vacancy easy or somewhat easy due to the Dairy Farm Jobs Board and support from the Workforce Team.
- 95% were satisfied with the support they received from the Workforce Team.
- 95% would recommend the use of the Dairy Farm Jobs Board.

Staff shortages are a significant issue for farmers, exacerbated by historically low unemployment rates. The competition for talent in the industry is tough as farmers compete with other sectors for potential candidates. A Dairy Australia survey in November 2022 revealed that 50 per cent of farmers had positions available in the last 12 months, but almost one-third of these positions remained unfilled. Furthermore, 76 per cent of farmers found staff recruitment to be a challenging process.

To combat the challenges of staff retention, farmers are becoming more receptive to retention principles. They are offering more flexible work arrangements and exploring career advancement opportunities and training for their staff. Building a positive work culture is crucial for retaining staff. Initiatives like the Young Dairy Network aim to foster a sense of belonging and teamwork among dairy farm staff, particularly in small farming operations.



Our team has delivered more than 30 career talks and workshops to NSW high school students to increase the positive perception of the industry as a career pathway for school leavers. This activity has resulted in a spike in the uptake of School Based Apprenticeships and Traineeships across the NSW dairy industry. Dairy NSW has also initiated the trial of distance delivery of the Certificate III in Dairy Production course for on-farm trainees, enabling staff to access this training option regardless of their physical location.

The Dairy Matters campaign has been successful in attracting attention to the dairy industry by highlighting the positive aspects of working in the sector. This includes factors such as working with animals, career progression, job variety, training, job security, and the industry's contribution to the community. This campaign has led to a 50 per cent increase in regional adults considering working on farms, which is a positive sign for the industry.

By focusing on attraction, retention, and support for both job seekers and farmers, Dairy NSW is taking important steps to ensure the sustainability and growth of the dairy sector across the state.

To discover how our Workforce Attraction programs can help you, reach out to [tania@dairynsw.com.au](mailto:tania@dairynsw.com.au) for the NSW Southern and Western localities, and [laura@dairynsw.com.au](mailto:laura@dairynsw.com.au) for Northern NSW regions.



# NSW Dairy Ambassador

## Appointment of NSW Dairy Ambassador, Kezie Apps

Australian women's rugby league player, Kezie Apps, has taken on the role of NSW Dairy Ambassador for a two-year term starting in April 2023.

Growing up on a dairy farm in the Bega Valley Shire, Kezie has established herself as a prominent athlete, playing second row for the St George Illawarra Dragons in the NRL Women's Premiership and recently becoming the captain of the Wests Tigers. She has also represented Australia internationally and New South Wales in rugby league.

Kezie's involvement with the NSW dairy industry includes being a key part of the implementation of activities in Program 3 of Dairy NSW's Storm and Flood Industry Recovery Program. This program is a partnership between Dairy NSW and the New South Wales Department of Primary Industries, focusing on promoting the NSW Dairy Industry through various initiatives. One such initiative is the Mentoring the Future of Dairy program, which spans nine months from June 2023 to March 2024. The aim of this program is to connect and develop dairy industry leaders by pairing them with experienced practitioners who can offer guidance, support, and feedback to help mentees achieve their developmental goals.

Kezie has taken on an official mentoring role with a local NSW farmer named Charlotte Maslen, showing her commitment to empowering the next generation of dairy industry leaders. Her personal experiences and support for the dairy industry make her a valuable mentor and positive ambassador for these project activities.

To find out more about the Storm and Flood Recovery Program that supports the NSW dairy industry's planning, preparation, response, and rebuilding efforts, contact Carly Potts at [carly.potts@dairyaustralia.com.au](mailto:carly.potts@dairyaustralia.com.au) or visit [dairyaustralia.com.au/nswfloodrecovery](https://dairyaustralia.com.au/nswfloodrecovery)

# Young Dairy Network (YDN) Tour

The Young Dairy Network (YDN) initiative provides young and enthusiastic individuals involved in the NSW dairy industry with valuable experiences and insights.

Earlier this year, a five-day tour was coordinated by Alicia Richters, our Dairy NSW Farm Engagement & Extension Lead based on the NSW South-coast and Illawarra region.

The tour aimed to focus on the themes of progression, resilience, and innovation within the dairy industry. The tour included 20 delegates from the combined Young Dairy Network, who visited various locations across Victoria, including Melbourne, Gippsland, and Murray regions.

During the tour, delegates had the opportunity to visit a range of cutting-edge dairy farms, processing facilities, and research campuses. The itinerary consisted of visits to Dairy Australia's national office in Melbourne, Ellinbank Smart Farm, commercial dairy farms in local regions, Australian Fresh Milk Holdings in Coomboona, Clydevale Holsteins' Robotic Compost Barn, and Calmo Farms. These visits provided the delegates with insights into different aspects of the dairy industry, from farming systems and processing facilities to career opportunities and future plans.



The tour was not only about observing and learning from industry experts but also about fostering connections and networking among young dairy farmers. Delegates had the chance to meet with other Young Dairy Network members, share information, thoughts, and ideas within the group, and build stronger connections within the industry.

Feedback from the tour delegates indicated that they found the experience valuable and inspiring. Delegates mentioned learning about various farming systems, gaining knowledge applicable to their own businesses, and recognising the support and resources available through Dairy Australia. The trip was praised for providing young farmers with the opportunity to establish networks and reach out to a range of industry professionals for guidance and support.



Alicia highlighted the importance of encouraging young farmers and helping them establish networks in an industry that has seen periods of isolation. The tour aimed to empower young farmers by showing them the support and resources available to help them achieve their career goals in the dairy industry.

Dairy NSW is grateful to all the facilities, farms, and individuals who welcomed this year's tour and YDN delegates, making the activity a valuable experience for the attendees.

To find out more about the Young Dairy Network program, please contact Alicia Richters at [alicia@dairynsw.com.au](mailto:alicia@dairynsw.com.au)



# Regional Dairy Group support

There are six Regional Dairy Groups (RDGs) in NSW, each focused on advancing and supporting the dairy industry in their specific sub-region.

These groups serve as a link between dairy farmers and Dairy NSW, helping to communicate regional priorities, needs, and issues.

These include:

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

## Activities and Support

The RDGs organise and conduct various activities to benefit the local dairy industry. Dairy NSW provides support to these groups, including some supplementary funding. This support helps facilitate the implementation of initiatives and projects aimed at enhancing the dairy sector.

## Collaboration in 2022/23

In the 2022/23 period, there has been notable collaboration between Dairy NSW and the RDGs.

Some of the activities and interactions mentioned include:

**Emergency Response Groups:** Collaboration on emergency response initiatives, likely related to managing unforeseen challenges or crises that could impact the dairy industry.

**Chairs meetings:** Meetings between the chairs of the RDGs and Dairy NSW to discuss various matters related to the dairy industry's development and growth.

**Members' events:** Organising events that involve the members of the RDGs, possibly aimed at networking, sharing knowledge, or addressing common concerns.

This collaborative effort between Dairy NSW and the RDGs reflects a coordinated approach to address the dairy industry's specific needs and challenges at both the regional and statewide levels, ultimately benefiting dairy farmers and the industry as a whole.



## Regional Dairy Groups

- 1 Mid Coast Dairy Advancement Group.
- 2 Hunter Dairy Development Group.
- 3 Inland Wagga Dairy Network.
- 4 Central West Dairy Group.
- 5 South Coast and Highlands Dairy Industry Group.
- 6 Far South Coast Dairy Development Group.

# Education and extension programs

Dairy NSW has delivered a significant annual operating plan in 2022/23, hosting more than 80 events with over 1,000 attendees.

Events are organised in response to farmer and industry feedback and strategic priority areas.

The programs delivered this financial year include:

## Farm business management

- Our Farm, Our Plan.
- Farm Business Fundamentals.
- Focus Farm Program.
- Dairy business networks.
- Dairy Business Support Services.
- Discussion groups.
- Dairy Australia leadership visits (DA Board and Managing Director).
- Co-working accounting supported workspace and business financial reporting.



## Feedbase and nutrition

- Feeding Pastures for Profit.
- Advanced Nutrition in Action.
- Seasonal planning update.

## Work capability

- Young Dairy Network.
- Farm safety.
- Employment Basics.
- Managing People.
- PALM scheme.
- Cows Create Careers.
- Women in Dairy groups and events.
- Careers expos.
- School and show presentations.

## Animal health and welfare

- Milking and Mastitis Management.
- Cool Cows.
- Rearing Healthy Calves.
- Genomics at a Glance.
- Heifers on Target.
- Lameness Workshop.
- Bull Proofs.
- Euthanise Livestock.

## Land, water, and carbon

- Fertsmart.
- Dairy businesses for future climates.
- Progress discussion group.
- Smarter Irrigation for Profit.

## Critical response

- Flood response working group meetings.
- Flood response support services (grant application support).



# Focus Farm report



## Background

This year saw the conclusion of Kevin and Brodie Game's Focus Farm project. It has been an inspiring journey of improvement and transformation and looking back to the beginning of the project, Kevin, Brodie, and the farm have experienced some significant changes over the two-year project.

The concept of a Focus Farm is often misunderstood. Focus Farms are not 'best-practice' dairy farms. Focus Farms are more representative of typical farms in the region. They aim to improve their practices and outcomes to become better at what they do. Real farmers, making real decisions to get real results.

**Table 1** Farm physicals

<b>Total Area</b>	460 ha
<b>Milking area</b>	170 ha
<b>Cow numbers</b>	Peaked milkers = 342, Average milkers = 320.
<b>Calving pattern</b>	Cows calve all year round with a break for Christmas and New Year. Heifers generally calve in 2 batches, Autumn and Spring.
<b>Heifer Rearing</b>	All heifers and some steers are reared on a leased support block.
<b>Feeding</b>	Cows were fed 2.4t of concentrate and 1.3t of home-made silage.
<b>Feed Base</b>	Pasture is a combination of a small number of perennial pasture paddocks, with the remainder being kikuyu paddocks oversown with annual ryegrass.
<b>Plant and Equipment</b>	Dairy 25 a side swing over. 1 x 175hp tractor + 1 x 110hp tractor. Fertilizer spreader. Round bale hay and silage making equipment. Mulcher. Boom spray. Truck. Disc Mill.

## Farm purchase

During the Focus Farm project, Kevin and Brodie made a significant decision to purchase Old Bemboka, which was the farm they were leasing. This purchase had a profound impact on their farming journey and future plans.

The decision to buy the farm was influenced by various factors, such as long-term commitment to the farming enterprise; the desire for more control over the property; potential financial benefits; and the opportunity to implement changes without constraints associated with leasing.

As a result of this development, this year the support group had to pause and re-evaluate its approach. The new direction prompted a need to reconsider the goals and strategies they had previously established for the Focus Farm project. With the transition from leasing to ownership, certain aspects of the project changed, including financial considerations, decision-making autonomy, and the scope of potential improvements on the farm.

In this context, the support group's role evolved to accommodate the new circumstances and align with Kevin and Brodie's new objectives as farm owners. The support group had to adjust its focus and re-evaluate the farm's short-term and long-term goals, operational efficiency, and infrastructure development to reflect the changes brought about by the farm purchase.

Buying the farm introduced new opportunities and challenges that required thoughtful planning and decision-making. It was essential for the Support Group to continue providing guidance and assistance to ensure that Kevin and Brodie's vision for Old Bemboka aligns with their goals of making it a successful and resilient dairy business.

The transition from leasing to ownership can be an exciting phase for any farming venture, as it opens up possibilities for greater investment, expansion, and tailored improvements. With the ongoing support and collaboration of the support group, Kevin and Brodie had a valuable resource to draw upon as they embark on this new chapter in their farming journey.

## The next steps

The approach taken by the support group, in collaboration with Kevin and Brodie, was centred around aligning the production system with the long-term settings of the business and ensuring that the infrastructure was in place to achieve their goals. This strategic approach is essential for the success and sustainability of any dairy enterprise. For the duration of the project this was achieved using the following framework.

### 1 Long-term vision

The first step in this approach is to establish a clear long-term vision for the dairy farm business. This involved defining specific objectives and goals that Kevin and Brodie wanted to achieve over an extended period. These goals could include financial targets, production efficiency, sustainability measures, or any other key performance indicators that are important to the success of their dairy operation.

### 2 Production system alignment

With the long-term vision in mind, the support group worked together with Kevin and Brodie to design and implement a production system that would be in harmony with their business objectives. This includes decisions related to cow management, breeding, calving patterns, feeding strategies, and overall farm operations. By aligning the production system with the long-term goals, they ensure that the daily activities and practices on the farm contribute directly to the desired outcomes.

### 3 Infrastructure development

The next aspect of this approach involves evaluating the existing infrastructure and identifying any necessary changes or improvements to support the chosen production system and long-term goals. Infrastructure assessed included cow laneways, paddock layout, water supplies, milking facilities, cow yards and more. The support group assessed the current state of infrastructure, as well as Kevin and Brodie's future plans and discussed modifications or additions that would enhance efficiency and productivity.

### 4 Evaluating feasibility

During this process, the support group and Kevin and Brodie evaluated the feasibility of the proposed changes and improvements. This involved considering factors like financial investment, potential returns, and practicality. Then Kevin and Brodie looked at how these changes fit within the overall budget and whether they align with the farm's available resources.

## 5 Monitoring and adaptation

As some of these changes were implemented, the support group monitored their impact on the farm's performance and progress toward the long-term goals. Regular evaluations and adjustments were made to ensure that the chosen strategies were effective and aligned with the evolving needs of the dairy business.

**Table 1** Support Group Members

Farmers	Service Providers
Tom Pearce	Roger Went
Simone Jolliffe	Jane Woolacot
Neil Jolliffe	Adam Fisher
Will Russell	Peter Notman
Debbie Platts	Peter Alexander
Richard Platts	
Ken Kimber	
Andrew Irvin	
Zoe Irvin	

By combining the expertise of the support group with Kevin and Brodie's knowledge of their farm and operations, this approach optimised the chances of achieving the stated goals. The focus on long-term planning, production system alignment, and infrastructure development helped create a robust and sustainable foundation for the dairy farm, enhancing its profitability, efficiency, and resilience.



## Looking back

Reflecting on the overall Focus Farm project, it can be broken down into four main concepts.

### 1 Learning and improvement

The primary purpose of a Focus Farm is to foster learning and improvement. These farms actively participate to enhance their methods, efficiency, and overall performance. By doing so, they can serve as a valuable resource and example for other farmers facing similar challenges in the district and state. The Game Focus Farm has been a fantastic example of this.

### 2 Community engagement

The Game Focus Farm has involved the surrounding farming community. The meetings and open days acted as hubs for knowledge exchange and collaboration – bringing together farmers, researchers, agricultural experts, and stakeholders. This collaborative approach fosters innovation and encourages the sharing of experiences and insights to drive progress.

### 3 Challenges and changes

Throughout the two-year Focus Farm project, Kevin and Brodie Game likely encountered various challenges, experiments and adaptations. Some changes have worked well, while others have required re-evaluation. The process of continuous improvement involves trial and error, but it ultimately leads to valuable lessons that benefit both Kevin and Brodie and the wider dairy community.

### 4 Long-term impact

The impact of a Focus Farm project goes beyond the two-year duration. The knowledge gained, experiences shared, and improvements made during this time will have a lasting effect on Kevin and Brodie and the local farming ecosystem. As these improved practices are adopted by other farms, the positive effects ripple through the dairy community.

## Summary

The Game's Focus Farm plays a crucial role in the agricultural industry by serving as learning centre for innovation, problem-solving and progress. Kevin and Brodie's willingness to embrace change and strive for improvement makes them invaluable contributors to the advancement of sustainable and efficient dairy farming practices.

By following a strategic approach that aligned the production system with their long-term vision, the Games demonstrated how real farmers can achieve significant progress. Their decision to purchase Old Bemboka during the project further exemplifies their commitment to the farming enterprise and their aspiration to have greater control over their future.

The transformation from leasing to ownership presented a new set of opportunities and challenges, and the support group had to adjust its approach to accommodate these changes. However, with the ongoing support and collaboration of the support group, Kevin and Brodie were well-equipped to navigate this transition and continue their journey towards a successful and resilient dairy business.

Overall, the Game Focus Farm exemplifies the essence of the Focus Farm concept – fostering continuous improvement, community engagement and long-term impact.

Their dedication to learning, adapting, and sharing knowledge has undoubtedly left a positive mark on the farming community, inspiring others to strive for excellence in their own operations.

**Table 3** Summary of daily operating position 2022/23.

	10/08/2022	6/10/2022	25/01/2023	28/03/2023	15/05/2023
Milkers	324	356	316	296	320
Milkers in Vat	312	348	310	288	310
Kg MS/cow/day	1.88	2.00	1.5	1.39	1.81
Fat (%)	3.59	3.32	4.27	4.27	4.22
Protein (%)	3.44	3.47	3.32	3.29	3.64
Concentrate fed/cow/day (kgs)	8	8	8	8	8
Fodder fed/cow/day (kgs as fed)	11	0	25	30	13
Pasture Consumption/cow/day (kgDM)	5.3	11.6	0	0	3.8
Milk Price (\$/kgms)	10.98	10.78	9.76	10.56	10.77
Income/cow/day (\$)	20.68	21.53	14.6	14.67	19.48
Supp. Feed Cost/cow/day (\$)	5.19	3.93	3.77	3.43	3.21
MOSFC/cow	15.49	17.6	10.83	11.24	16.26
Total Feed Cost/KgMS - incl. pasture	3.04	2.55	2.13	1.85	1.99



# Financial statements

**For the year ended 30 June 2023**  
**Dairy NSW Limited | ABN 19 075 742 157**

Your directors present this report on the company for the financial year ended 30 June 2023.

## Directors

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

- James Neal (Chairperson)
- Andrew Smith (Deputy Chairperson)
- Paul van Wel (Secretary)
- Anthony Burnett
- Graeme Hollis
- Andrew Farr
- Carissa Wolfe
- Phillip Ryan
- Dimity Smith

The director has been in office since the start of the financial year to the date of this report unless otherwise stated.

## Review of operations

The profit of the company for the financial year after providing for income tax amounted to \$37,636.

A review of the operations of the company during the financial year and the results of those operations are as follows:

## Significant changes in the State of Affairs

Dairy Australia continues to provide accounting and administration services.

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

## Principal activities

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

## Events subsequent to the end of the reporting period

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

## Likely developments and expected results of operations

Likely developments in the operations of the company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the company.

## Environmental regulation

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

## Dividends

No dividends have been paid or declared since the start of the financial year.

## Indemnification of Officers

Directors and officers insurance was paid in November 2022 to cover the 12 months beginning November 2022 and will be renewed in November 2023 for a further 12 months, including cover for professional indemnity insurance.

## Proceedings on Behalf of Company

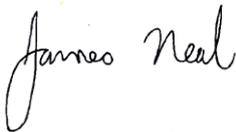
No person has applied for leave of court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or part of those proceedings.

The company was not a party to any such proceedings during the year.

## Auditors Independence Declaration

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

This director's report is signed in accordance with a resolution of the director:



James Neal (Chairperson)  
**Director**

August 2023

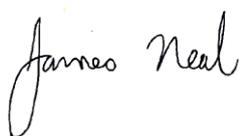


Andrew Smith  
**Deputy Chairperson**

## Directors' declaration

In accordance with a resolution of the director of Dairy NSW Ltd, the director of the company declares that:

- 1 The financial statements and notes, which comprise the statement of financial position as at 30 June 2023, the statement of profit or loss, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies and other explanatory notes are in accordance with the Corporations Act 2001: and:
  - a. comply with Australian Accounting Standards, which, as stated in accounting policy Note 1 to the financial statements, constitutes compliance with International Financial Reporting Standards; and
  - b. give a true and fair view of the financial position as at 30 June 2023 and of the performance for the year ended on that date of the company;
- 2 In the director's opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.



James Neal (Chairperson)  
Director



Andrew Smith  
Deputy Chairperson

August 2023

## Statement of profit or loss

For the year ended 30 June 2023

	Note	2023	2022
		\$	\$
Revenue	2	1,967,294	1,085,797
Employee benefit expense		-	(572,687)
Other expenses		(1,929,658)	(547,699)
<b>Profit (loss) before income tax</b>	<b>3</b>	<b>37,636</b>	<b>(34,589)</b>
Tax expense		-	-
<b>Profit (loss) for the year</b>		<b>37,636</b>	<b>(34,589)</b>
<b>Profit (loss) attributable to member of the company</b>		<b>37,636</b>	<b>(34,589)</b>

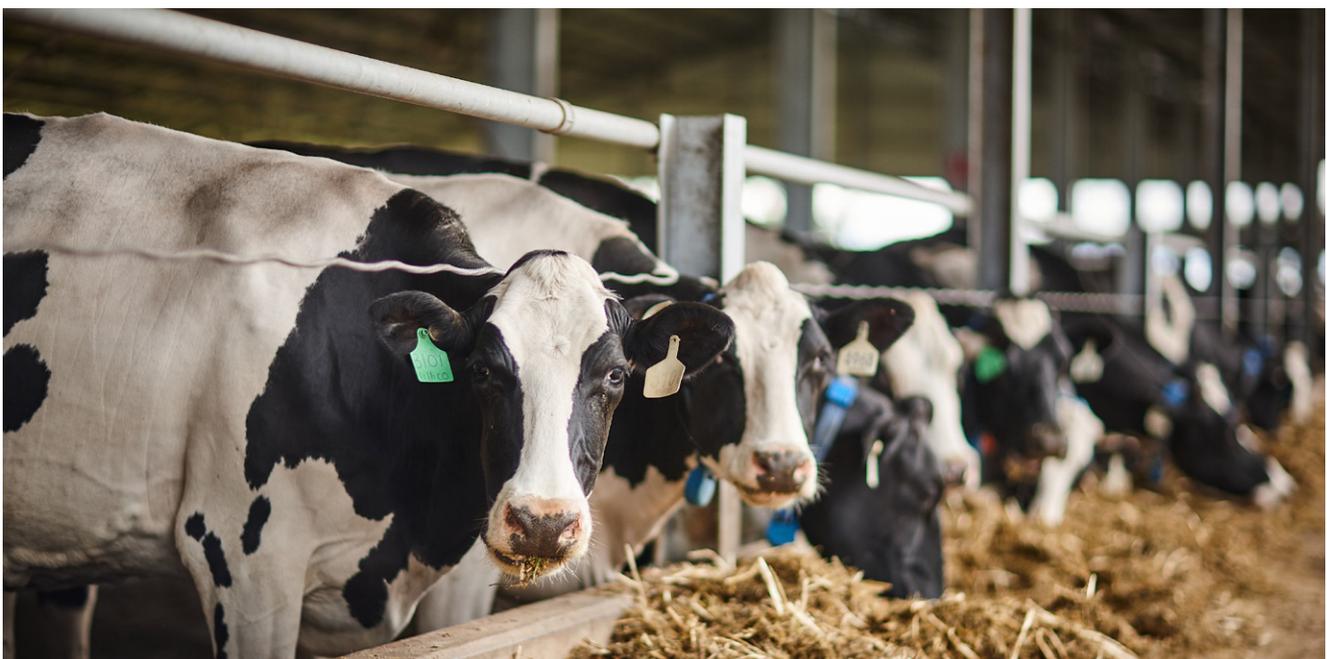
## Statement of comprehensive income

For the year ended 30 June 2023

	Note	2023	2022
		\$	\$
<b>Profit (loss) for the year</b>		<b>37,636</b>	<b>(34,589)</b>
<b>Other comprehensive income:</b>			
<b>Total other comprehensive income for the year</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income (expense) for the year</b>		<b>37,636</b>	<b>(34,589)</b>
<b>Total comprehensive income (expense) attributable to member of the company</b>		<b>37,636</b>	<b>(34,589)</b>

**Statement of financial position**  
For the year ended 30 June 2023

	Note	2023	2022
		\$	\$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	1,716,755	1,109,402
Trade and other receivables	6	461,730	80,688
Other assets	7	1,075	16,862
<b>Total current assets</b>		<b>2,179,560</b>	<b>1,206,952</b>
<b>Total assets</b>		<b>2,179,560</b>	<b>1,206,952</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	8	544,311	27,268
Other	9	596,915	178,986
<b>Total current liabilities</b>		<b>1,141,226</b>	<b>206,254</b>
<b>Total liabilities</b>		<b>1,141,226</b>	<b>206,254</b>
<b>Net assets</b>		<b>1,038,334</b>	<b>1,000,698</b>
<b>Equity</b>			
Retained earnings		1,038,334	1,000,698
<b>Total equity</b>		<b>1,038,334</b>	<b>1,000,698</b>



## Statement of changes in equity

For the year ended 30 June 2023

	Note	Retained Surplus	Total
		\$	\$
Balance at 1 July 2021		1,035,287.00	1,035,287.00
<b>Comprehensive income</b>			
Profit (loss) for the year		(34,589.00)	(34,589.00)
<b>Total comprehensive income for the year attributable to the member of the company</b>		(34,589.00)	(34,589.00)
<b>Balance at 30 June 2022</b>		<b>1,000,698.00</b>	<b>1,000,698.00</b>
Balance at 1 July 2022		1,000,698.00	1,000,698.00
<b>Comprehensive income</b>		<b>37,635.54</b>	<b>37,635.54</b>
Profit (loss) for the year			
<b>Total comprehensive income for the year attributable to the member of the company</b>		<b>37,635.54</b>	<b>37,635.54</b>
<b>Balance at 30 June 2022</b>		<b>1,038,333.54</b>	<b>1,038,333.54</b>

## Statement of cash flows

For the year ended 30 June 2023

	2023	2022
	\$	\$
<b>Cash flow from operating activities</b>		
Receipts from customers	2,047,879	753,030
Interest received	20,255	2,896
Payments to suppliers and employees	(1,460,781)	(1,171,266)
Borrowing costs paid		
<b>Net cash provided by (used in) operating activities</b>	<b>607,353</b>	<b>(415,340)</b>
<b>Cash flow from investing activities</b>		
Payment for property, plant and equipment	-	-
<b>Net cash provided (used in) investing activities</b>	<b>-</b>	<b>-</b>
<b>Cash flow from financing activities</b>		
Proceeds of borrowings		
Repayment of borrowings		
<b>Net cash provided by (used in) financing activities</b>	<b>-</b>	<b>-</b>
Net increase (decrease) in cash held	607,353	(415,340)
Cash and cash equivalents at beginning of financial year	1,109,402	1,524,742
<b>Cash and cash equivalents at end of financial year</b>	<b>1,716,755</b>	<b>1,109,402</b>

## Notes to the financial statements

### For the year ended 30 June 2023

The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards – Simplified Disclosures and the Corporations Act 2001.

The financial statements cover Dairy NSW Ltd as an individual entity. Dairy NSW Ltd is a public company limited by guarantee, incorporated and domiciled in Australia.

#### 1 Summary of significant accounting policies

##### **Basis of preparation**

These general purpose financial statements have been prepared in accordance with the Corporations Act 2001, Australian Accounting Standards. The company is a for-profit entity for financial reporting purposes under Australian Accounting Standards. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

##### **a Trade and other receivables**

Trade and other receivables include amounts due from customers for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

##### **b Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

##### **c Trade and other payables**

Trade and other payables represent the liabilities for goods and services received by the company that remain unpaid at the end of the reporting period. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

Trade and other payables are initially measured at their fair value and subsequently measured at amortised cost using the effective interest method.

##### **d Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

##### **e Going concern**

Notwithstanding the deficiency of net assets in the company, the financial statements of the company have been prepared on a going concern basis. This basis has been applied as the director has received a guarantee of continuing financial support and it is the director's belief that such financial support will continue to be made available.

##### **f Prior year comparative change**

During this 2023 financial year there has been a change in categorising salary and wages within the profit and loss statement to Dairy Australia: Salary Recharge Fee. This change was made given the fact that Dairy NSW doesn't employ staff but instead uses the resources and employees of Dairy Australia. This change had no impact on the total profit or (loss) of the company.

	Note	2023	2022
		\$	\$
<b>2 Revenue and other income</b>			
Other sources of revenue			
<b>(i) Other sources of revenue</b>	<b>(i)</b>	1,967,294	1,085,797
Rendering of services		828,380	1,082,901
Interest received	<b>2(a)</b>	20,255	2,896
Other revenue		(909)	-
Government subsidies		1,119,568	-
<b>Total other sources of revenue</b>		<b>1,967,294</b>	<b>1,085,797</b>
<b>(a) Interest received from:</b>			
Other corporations		20,255	2,896
<b>3 Profit (loss) for the year</b>			
Profit (loss) from continuing operations includes the following specific expenses:			
<b>Expenses:</b>			
Employee benefits expense:			
Superannuation contributions - employees		-	51,712
<b>4 Auditor's remuneration</b>			
Remuneration of the auditor:			
Auditor's remuneration		4,805	4,000
<b>5 Cash and cash equivalents</b>			
Cash at bank		1,093,689	487,673
Term deposit		623,066	621,829
		<b>1,716,755</b>	<b>1,109,402</b>
<b>6 Trade and other receivables</b>			
<b>Current</b>			
Trade receivables		414,810	330
Loans to Dairy Australia		46,920	78,190
Goods and services tax		-	2,168
		<b>461,730</b>	<b>80,688</b>
<b>7 Other assets</b>			
<b>Current</b>			
Prepayments		1,075	16,862

	2023	2022
	\$	\$

## 8 Trade and other payables

### Current

Good and services tax	29,315	-
Accruals	468,877	-
Sundry creditors	12,514	12,528
Trade creditors	21,820	-
Funds held on behalf of committees	11,785	14,740
	<b>544,311</b>	<b>27,268</b>

## 9 Other liabilities

### Current

Unearned grant income	596,915	178,986
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## 10 Company details

The registered office of the company is:

Dairy NSW Ltd

The principal place of business is:  
Dairy NSW Ltd  
14 Boyd Street  
Minnamurra NSW 2533

## 11 Cash flow information

For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in the money market instruments.

Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

Cash at bank	1,716,755	1,109,402
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## 12 Reconciliation of net cash provided by/used in operating activities to activities to net (Deficit)

Operating (Deficit)	37,636	(34,589)
(Increase) decrease in trade debtors	(381,042)	(330)
(Increase) decrease in prepayments	15,787	(16,862)
(Increase) decrease in sundry and other debtors	-	(90,965)
Increase decrease in creditors and accruals	417,929	(27,881)
Increase decrease in GST/PAYG withholding liabilities	-	6,638
Increase (decrease) in unearned income liabilities	417,929	(251,351)
Net cash (used in) provided by operating activities	607,353	(415,340)

### 13 Operating lease commitments

There were no operating lease commitments.

### 14 Events subsequent to reporting date

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

### 15 Related party transactions

There were no related party transactions during the year.

### 16 Segment reporting

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

### 17 Member's Guarantee

The company is limited by guarantee. If the company is wound up, the Memorandum and Articles of Association states that each member is required to contribute a maximum of \$100 (2022: \$100) each towards meeting any outstanding obligations of the company.

## Auditor's independence declaration

### Under section 307c of the *Corporations Act 2001*

To The Directors of: Dairy NSW Limited, ABN 19 075 742 157

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2023 there have been:

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

### Kelly Partners Hunter Region

173B John Street, Singleton NSW 2330



Brad Crooks  
Senior Partner

August 2023

## Independent audit report to members of Dairy NSW Ltd

### Opinion

We have audited the accompanying financial report of Dairy NSW Ltd, which comprises the balance sheet as at 30 June 2023, the statement of profit and loss, statement of changes in equity, statement of cash flows and notes to the financial statements including a summary of significant accounting policies and other explanatory information.

In our opinion the financial report of Dairy NSW Ltd is in accordance with Corporations Act 2001, including:

- a giving a true and fair view of the company's financial position as at 30 June 2023 and of its financial performance for the year ended on that date; and
- b complying with accounting policies described in Note 1.

### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in accordance with Corporations Act 2001.

We have also fulfilled our other responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of matter

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

### The Directors' responsibility for the Financial Report

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

In preparing the financial report, the directors are responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.

### Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at [auasb.gov.au/Home.aspx](http://auasb.gov.au/Home.aspx). This description forms part of our auditor's report.



Brad Crooks  
Registered Company Auditor  
August 2023

## Compilation report

We have compiled the accompanying financial data for Dairy NSW Ltd, which comprise the Profit and Loss statement for the year ended 30 June 2023.

## The responsibility of the Directors

The directors are solely responsible for the information contained in the general-purpose financial report appropriate to meet their needs and for the purpose that the financial statements were prepared.

## Our responsibility

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the director provided, in compiling the financial statements. Our procedures do not include verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

## Kelly Partners Hunter Region

173B John Street, Singleton NSW 2330



Brad Crooks  
Senior Partner  
August 2023



## Detailed income statement

	Note	2023	2022
		\$	\$
<b>Income</b>			
Interest received	2	20,255	2,896
Other revenue		(909)	-
Government subsidies		1,119,568	-
Funding: Dairy Australia program conduct		647,000	560,000
Funding: Extension		9,603	107,080
Specific project income		171,777	415,821
<b>Total income</b>		<b>1,967,294</b>	<b>1,085,797</b>
<b>Less expenditure</b>			
Advertising		19,769	-
Auditor's remuneration	3	4,805	4,000
Bank charges		835	778
Conferences and workshops		5,741	-
Dairy Australia: Salary recharge fee		885,197	-
Donations		-	1,314
Extension costs		50,704	-
Insurance		2,149	4,010
IT maintenance and support		-	684
Legal costs		1,279	52
Materials and supplies		-	1,214
Meeting expenses – Directors and Chair fees		20,965	33,196
Meeting expenses – Directors travel		8,778	7,226
Meeting expenses – Directors other expenses		10,816	1,974
Meeting expenses – Members fees		1,994	2,640
Meeting expenses – Members travel		-	2,472
Meeting expenses – Members other expenses		27,999	16,025
Motor vehicle expenses		-	51,547
Office equipment and supplies		1,030	-
Postage		799	632
Printing and stationery		3,718	6,318
Project costs		822,323	362,597
Rent		196	2,010
Salaries and wages		-	520,975
Sponsorship		10,343	17,511
Staff training and welfare		-	5,799
Storage fees		2,356	-
Subscriptions		1,111	-
Sundry expenses		2,967	6,012
Superannuation contributions – employees		-	51,712
Travel expenses		43,784	19,688
<b>Total expenses</b>		<b>1,929,658</b>	<b>1,120,386</b>
<b>Net operating profit (loss)</b>		<b>37,636</b>	<b>(34,589)</b>
Retained profits at the beginning of the financial year		1,000,698	1,035,287
<b>Total available for appropriation</b>		<b>1,038,334</b>	<b>1,000,698</b>
<b>Retained profits at the end of the financial year</b>		<b>1,038,334</b>	<b>1,000,698</b>



# Stay connected

## Contact us

Dairy NSW Limited  
PO Box 4028  
Shellharbour NSW 2529  
E [info@dairynsw.com.au](mailto:info@dairynsw.com.au)  
W [dairynsw.com.au](http://dairynsw.com.au)  
F [facebook.com dairynsw.au](https://www.facebook.com/dairynsw.au) | [@dairynsw](https://www.instagram.com/dairynsw)

## Dairy NSW Board Members

**James Neal**, Chair  
**Andrew Smith**, Deputy Chair  
**Tony Burnett**, Director  
**Graeme Hollis**, Director  
**Andrew Farr**, Director  
**Carissa Wolfe**, Director  
**Phil Ryan**, Director  
**Dimity Smith**, Director

## Dairy NSW staff

**Paul van Wel**, Regional Manager  
**Natalie Campbell**, Executive Assistant/Business Administrator  
**Rachel Chittick**, Communications Advisor  
**Carly Potts**, Project Manager – Storm and Flood Industry Recovery Program  
**April Browne**, Project Lead – Trade Pathways Innovation  
**Laura Matthews**, Project Officer – Workforce Attraction and Retention  
**Tania Ketteringham**, Project Officer – Workforce Attraction and Retention

The Dairy NSW delivery team has changed roles from Regional Extension Officers to Engagement and Extension Leads. In these roles, the team will seek to have even greater contact with every dairy farm in their area, as well as deliver extension activity. They will be seeking to better understand each dairy business better, to be able to connect them to Dairy Australia or industry resources.

**Alicia Richters**, Extension Officer and Engagement Lead, South Coast and Highlands

**Jane Bower**, Extension Officer and Engagement Lead, Hunter, and Central West

**Jane Woolacott**, Extension Officer and Engagement Lead, Far South Coast and Wagga



# Acknowledgements

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

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





Dairy NSW LTD  
PO Box 4028  
Shellharbour NSW 2529  
info@dairynsw.com.au  
dairynsw.com.au

#### Disclaimer

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