



Progress Review

Strategic Plan 2020-2025

September 2023

DELIVERING
for **DAIRY**

Introduction

The Dairy Australia 2020-2025 Strategic Plan was published in August 2020. We have completed the first three years of this strategy.

Progress against our strategy has been measured quarterly and reported annually. To ensure that we continue to deliver the greatest value to farmers we have conducted a progress review at the mid-point of our five-year strategy.

By conducting this review we have sought to remain agile, responsive to the industry and stay true to what is important to farmers.

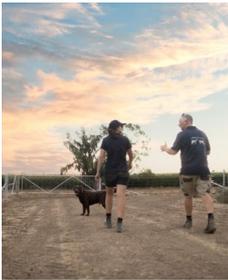
This has been an important time to reflect on our achievements to date, but also review where we need to refocus. We have reviewed the likelihood of success and relevancy across our 71 success indicators and based on this, prioritised areas of greater or reduced focus.

Our priorities and outcomes are set out in our Strategic Plan 2020-2025, which is a companion to this progress review.

We look forward to continuing to report on our progress over the remaining two years of our strategy and delivering value to farmers.

Key achievements 2020–2023

The following provides an overview of some of our key achievements over the first three years of our strategy.



Regional services

Provided farm businesses with access to a **team of regional experts** that can support all aspects of farming. Our regional teams connect with more than 10,000 farmers and industry representatives each year.



Regional services

Bolstered regional teams to **deliver greater value to farmers**, through increased one to one engagement and understanding of specific farm business needs.



Farm business

Supported farm and personal goals through practical farm business planning initiatives, delivering to 950 farmers since 2019 through **Our Farm, Our Plan** and attracting \$3.8m worth of investment.



People

Attracted **people to work on dairy farms**, generating a 50 per cent increase in regional people considering a job in dairy.



Climate & environment

Provided practical means to manage the environment on farm, through resources and **self-assessment tools** including the National Guidelines for Dairy Feedpads and Contained Housing, Farm Environmental Tracker tool, and the Carbon Calculator.



Herd & feed innovation

Invested in world-leading research and innovation to improve genetics, herd management and nutrition through **DairyBio** and **DairyFeedbase** initiatives. On track to deliver substantive gains for the industry thanks to partnerships with Agriculture Victoria and Gardiner Dairy Foundation.



Feed innovation

Provided farmers and advisors with an independent assessment of the economic value of perennial, annual and Italian ryegrass cultivars through the **Forage Value Index**. This has the potential to deliver up to \$250 per hectare per year of increased net profit.



Feed innovation

Delivered the multi-year **C4 Milk research** project which examined feedbase practice changes to improve margins where C4 forages are used in subtropical and other regions for dairy production.



Herd innovation

Reduced turnaround time for commercial **genomic testing** from 25 to nine days. Increased the number of females tested from 17,600 to 58,000. Released first Red Breed genomics. These outcomes delivered in partnership with DataGene.



Promoting dairy

Ensured farmers and dairy products are trusted and valued by Australians through the **Dairy Matters** marketing campaign that reinforces dairy's sustainability credentials contributing to 75 per cent of Australians who trust the industry.



Health & nutrition

Led an international study around the **importance of dairy** in the prevention of fractures and falls in the aging population. An increase in dairy from 2 - 3.5 serves per day was shown to reduce the risk of falls by 11% and risk of all fractures and hip fractures 33% and 46%, respectively.



School education

Educated school children on health and careers in dairy to ensure farmers and the industry continue to be valued. Reaching 500,000 school students and teachers annually through **Discover Dairy education** programs.



Sustainability

Facilitated the ongoing development and implementation of the Australian dairy industry's world-leading **Sustainability Framework** which celebrated 10 years of commitment to sustainability in 2022.



Sustainability

Delivered the **Silage Plastic Recycling** trial that saw 90 farms successfully recycle 64 tonnes of silage plastic which would otherwise have gone into landfill. This is a model that private industry can now use to develop a long-term solution for responsible disposal of plastic on farms.



International dairy markets

Launched the **Thrive Together** brand proposition to our global markets to position Australian dairy favourably, which was supported by a \$2 million investment from the Victorian Government.



Insights

Maintained critical mass of information, **data and insights** that has helped us retain our position as the most trusted and credible source of market information and insights for the dairy industry.



Issues response

Enabled farm businesses to operate through a global pandemic leading the **industry response** to COVID-19 and delivering to farmers nationally.



Issues response

Ensured the **preparedness of farm businesses** and industry through major biosecurity risks such as the potential incursion of Foot and Mouth Disease and Lumpy Skin Disease.



Values

Launched and embedded our **organisational values** to enhance our delivery to farmers and the industry – farmer first, decisive action, one team and innovative thinking.



Processes

Matured our processes, platforms and **ways of working** within the organisation including the way we measure outcomes and engage with farmers.

Areas of greater focus

The following areas require greater focus to deliver on our strategy. These are mapped against strategic priorities and relevant outcomes.

Our Farm, Our Plan 1a

This continues to be a flagship program, with demand supported by marketing as well as strong word-of-mouth. We will focus on delivery for the next 12 months with ongoing grant support from state governments and the Gardiner Dairy Foundation.

Carbon footprint 4c

We have developed new tools and will focus on accelerating their use. New Commonwealth Government budget announcements will support usage of these tools.

Online business tools 1b, 4a, 4b

We have assembled world-class decision support tools in farm business management (Farm Business Snapshot), the environment (Farm Environmental Tracker) and farm systems intensification (Farm System Evaluator). Greater utilisation of these tools is essential for increasing success indicators in Priorities 1 and 4.

Farm safety 2a

We have expanded the team tasked with improving industry capability and will increase our focus on farm safety activities. With current rates of injuries and deaths on farms at unacceptably high levels, farm safety is an important part of our strategy and the Australian Dairy Sustainability Framework.

Farming capability 2b

We have invested in a much-improved capability framework. Our ambition is for farmers as well as the education sector to embrace the framework for developing farm staff. This is a recognised priority from ADF consultation.

Workforce attraction 2c

We are mid-way through a substantial project that involves regional support across Australia, marketing campaigns, and new infrastructure such as our Jobs Board. We will continue investing for the next 12 months and gauge the effectiveness of this investment.

Sustainability Framework 3a, 3b, 3c

We are committed to a strong framework, including revision of the goals and targets. We will continue to focus on sustainability in our marketing activities to generate higher levels of community trust.

Farmer services strategy 7b, 7d

Completion of the pilot phase and further building out of the farmer services strategy is critical to increasing levels of farmer engagement and satisfaction with the use of the farmer levy.

Areas of reduced focus

The following areas will require a reduction in focus or an alternate funding model due to prioritisation. These are mapped against strategic priorities and relevant outcomes.

Expanded range of risk management initiatives 1c

We will de-prioritise focus on risk management tools and instead focus our efforts on supporting farmers to use risk mitigation initiatives and strategies.

Innovation in finance that increases access to capital for expansion and new entrants 1d

When this strategic outcome was set out in 2019, the market for capital for farm businesses was uncertain. In response to changes and shifts in the external environment, we will adapt our approach to move away from a focus on setting up a new mechanism. Rather, we will ramp up our efforts to support new entrants by building new case studies, updating resources, drawing on previous work and tailoring it for the new environment and the needs of new entrants. This has also been reinforced by the ADF through our 2023/24 Annual Operating Plan consultation process.

The Australian dairy industry is trusted and accepted by the community 3a

Driving trust in the way we farm and elevating the industry's sustainability commitments will continue to be a focus, as will promoting the value of dairy products in the diet. Reduced investment has led to alternate delivery methods and partnerships for key initiatives such as the Australian Grand Dairy Awards. Schools education initiatives will require and be dependent on, external funding in order to maintain the existing effort.

Australian dairy is valued around the world for its premium products 5a

Our investment in some areas under SP5 will depend on Dairy Australia's ability to generate external funding. It is likely that we will have to reduce expenditure on promotional activities (including media buy etc. under the Thrive Together campaign) especially under outcome 5a.

Access to trusted market insights that inform decision making 5c

An opportunity exists to channel processor co-investment into modernising database infrastructure and in doing so, create shared ownership that also motivates better data contribution. We are still in the process of scoping this opportunity and there is no certainty around high-level industry cooperation and politics.

Our infrastructure, resources and processes allow us to be informed, agile and responsive 7c

Our investments around tools and technology to support this strategic priority will come under pressure from the reduced funding environment. This presents a good opportunity to continue to embed the usage of existing tools and drive-up adoption across the organisation.



Dairy Australia Limited ABN 60 105 227 987
Level 3, HWT Tower
40 City Road, Southbank Vic 3006 Australia
T +61 3 9694 3777 F +61 3 9694 3701
E enquiries@dairyaustralia.com.au
dairyaustralia.com.au

Disclaimer

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

Acknowledgement

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

© Dairy Australia Limited 2023. All rights reserved.