

OUR FARM, OUR PLAN

# QuickPlan


WORKBOOK



# KEY CONTACTS

## YOUR LOCAL CONNECTION


Regional Development Programs (RDPs) are the place to go about what's happening in your region. Contact them to find out about Our Farm, Our Plan and other training, workshops, events and resources that are available.

  **Dairy Australia**  
GippsDairy  
dairyaustralia.com.au/gippsdairy  
03 5624 3900



  **Dairy Australia**  
DairyNSW  
dairyaustralia.com.au/dairynsw  
1800 270 778

  **Dairy Australia**  
DairySA  
dairyaustralia.com.au/dairysa  
0417 218 263

  **Dairy Australia**  
DairyTas  
dairyaustralia.com.au/dairytas  
03 6432 2233

  **Dairy Australia**  
Murray Dairy  
dairyaustralia.com.au/murray-dairy  
03 5833 5312

  **Dairy Australia**  
Subtropical Dairy  
dairyaustralia.com.au/subtropical-dairy  
0431 197 479

  **Dairy Australia**  
Western Dairy  
dairyaustralia.com.au/western-dairy  
0429 110 485

  **Dairy Australia**  
WestVic Dairy  
dairyaustralia.com.au/westvic-dairy  
03 5557 1000

DairyNZ has kindly given permission for Dairy Australia to adapt their QuickPlan and Farm Fitness Checklist resources for use by the Australian dairy industry. This is much appreciated and is another example of trans-Tasman collaboration providing benefit to Australasian dairy farmers.

[dairynz.co.nz](http://dairynz.co.nz)

**DairyNZ**

Our Farm, Our Plan has been developed with support from the Gardiner Dairy Foundation, reinforcing the value of the dairy industry working together.

[gardinerfoundation.com.au](http://gardinerfoundation.com.au)

**GARDINER  
FOUNDATION**

# OUR FARM, OUR PLAN

## QUICKPLAN

### Now, where, how? Design your path to success

Our Farm, Our Plan is a program designed to assist farmers to use the plans in their heads to develop a clear understanding of their long term business and personal goals and get them down on paper. Using two key tools – the QuickPlan and Farm Fitness Checklist – ideas are turned into goals and goals are turned into actions.

This QuickPlan is designed for farmers, either on their own or with their trusted advisors. It will also be used in the delivery of the Our Farm, Our Plan extension program.

Ideally, all decision makers in your business will be involved in the planning process. For most Australian dairy farms this involves family members, with the outcome being a shared plan that can be communicated with others and reviewed down the track

### Keep it simple

The QuickPlan process is simple and involves three steps:

- 1 Thinking about your values and your vision for the future
- 2 Clarifying your goals and identifying actions to achieve them
- 3 Putting your plan on a page using the goals and actions from each section of the QuickPlan

At each step it is about identifying a small number of statements, goals and actions that will make a difference to you and your business.

### Keep it SMART

We encourage you to apply the SMART approach throughout your planning, with all steps meeting the following criteria:

- Specific
- Measurable
- Achievable
- Realistic
- Timelines

This will assist you to develop plans that are effective and assist to get results and achieve your goals.

### Our Farm, Our Plan for groups

Dairy Australia is delivering group workshops to assist farmers to get their long-term plans down on paper. Workshops utilise this QuickPlan workbook and the Farm Fitness Checklist. Support will be provided to farmers taking part to pressure test their plans and to review their progress.

The Our Farm, Our Plan workshop for groups is ideal for discussion groups and other farmer groups, including Young Dairy Network groups. For more information contact your Regional Development Program.

# THE PROCESS

## Our Farm, Our Plan – the process

The aim of Our Farm, Our Plan is to assist farmers to be in control and achieve their long-term goals – both business and personal. It uses the planning cycle below to equip farmers to get their goals down on paper with the end result being a 'Plan on a Page'. It's a simple but powerful process – the outcome is a shared vision and plan with the key decision makers in a business on the same page.

## Why the 'Plan on a Page'?

Putting your vision, goals and actions on a single page compels you to focus on the things that matter. It means you have taken the plans in your head and put them on paper, which also means you get the full picture in one place of the things you'd like to achieve. This gives all of the decision makers in a business the chance to be part of prioritising what's important and achievable, and to see the vision, goals and actions (including who will do what by when). In the end you're all on the same page.

Importantly, the 'Plan on a Page' allows you to

- Be confident that you have a shared vision and long-term goals – both business and personal
- Communicate your vision and plan with other people, either inside or outside your business
- Be accountable and refer back to your plan to track your progress.



# FARM FITNESS CHECKLIST

In addition to the QuickPlan the Our Farm, Our Plan program provides a Farm Fitness Checklist for farmers to assess where they are at now.

To find out more about the Farm Fitness Checklist contact your Regional Development Program - their contact information can be found on the inside front cover.

The Farm Fitness Checklist can be downloaded from Dairy Australia's web site - [dairyaustralia.com.au](http://dairyaustralia.com.au)

Before using the QuickPlan we recommend that you have a go at the Farm Fitness Checklist. It is a self-assessment designed to prompt your thinking about different aspects of your farm business and personal life. There are no right or wrong answers – what it will do is help you to identify areas that are a priority for you.

Yes, we've nailed it ✓	Ok, but we could do better ✓	No, and we should do something about it ✓	No, and it's not relevant to us ✓
---------------------------	---------------------------------	--	--------------------------------------



# LEVEL OF DECISION MAKING

## SECTION SUBHEADING

Broadly, there are three levels that we think, plan and make decisions:

- 1 **Operational decisions** are the day-to-day ones we do all of the time. They are important – our overall performance is the result of a lot of good decisions over time.
- 2 **Tactical decisions** have a longer time frame and involve us making choices to respond to conditions that might change, such as how we will manage the season ahead.
- 3 **Strategic decisions** are the ones we make about our purpose and direction. They are the long term ones that, compared to the others, have a bigger impact on achieving our long term goals.

Our Farm, Our Plan is about the strategic decisions you make and having a clear purpose and direction to achieve your goals.

### Control, influence and concern

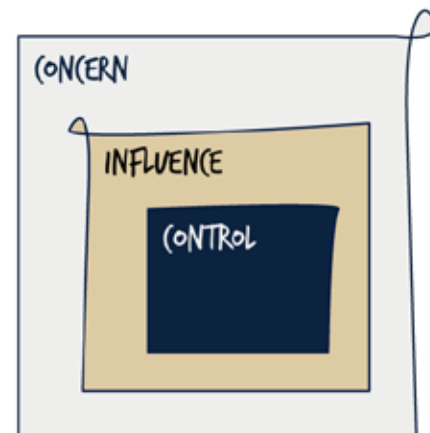
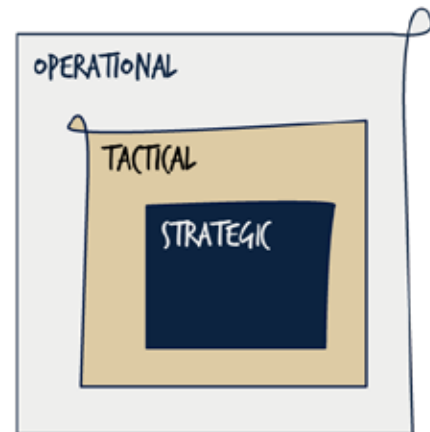
We've all had the advice to 'focus on the things that you can control'. But why? Basically, a lot of energy and time can be wasted worrying about things that are outside of our control, and the results we achieve are normally due to us acting on the things within our control, making decisions and doing what we do well.

The three golden rules are

- Focus on the things you can control and do them well
- Operate within your area of influence
- Think about the things that concern you and make them the focus of your risk management. There are things outside of your control that can impact your business, so mitigating their impact is what's needed.

### SMART Goals

Goal setting sounds easy, and most of us have no problem saying what our high level goals are. But there are a few traps, especially not making our goals specific enough. For example, if our goal is 'to grow our milk production' does that mean one more litre of milk is OK? Or if it is 'to spend more time with the kids' what does that exactly look like and when will it happen? Applying the SMART approach is a good way to test your goals. If it meets these, then you're in good shape.



# THE WHOLE OF FARM APPROACH

Farms are complex and have a lot of moving parts. Thinking about the whole farm system is critical to good management given every decision you make will have an impact on the overall performance.

The natural resources, or PHYSICAL side of the farm, the FINANCIAL resources and the PEOPLE involved in the farm business are all part of its success and cannot be thought of in isolation.

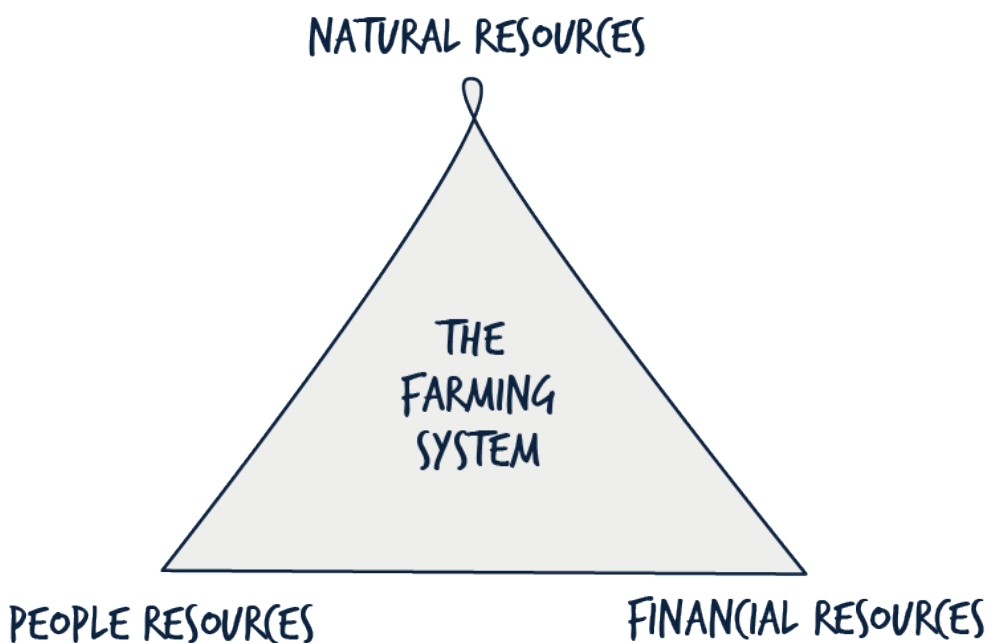
This wholistic approach is important, especially to get a sense of whether or not the business is well balanced. It isn't about being right or wrong – it's just about balance in the business that allows it to make money most of the time and have the flexibility to ride it out when things are tough.

Business balance and other key farm performance indicators are covered in Dairy Australia's Dairy Farm Business Analysis training. This is delivered through Regional Development Programs – contact them to find out what's available in your area.



## FOR FURTHER INFORMATION

For more information go to [dairybase.com.au/tools-and-resources](https://dairybase.com.au/tools-and-resources)  
We recommend watching the 'Tower of resilience' video where John Mulvany gives his sense about getting the balance in your business right.



# FARM PERFORMANCE AND ANALYSIS

Understanding the performance of a dairy farm business involves a 'whole of farm' approach, which considers the goals of the farm owners, the resources they have to work with and a detailed understanding of the farm's physical performance, financial performance and risk profile.

The starting point to the whole of farm approach is recognising that each farm business is unique.

- The people running them have their own set of hopes, goals, skills, views of risk, stage of life and family situation.
- The physical resources of a farm business are different for every farm.
- Potential income, costs and debt structure of each farm business are different.
- Each farm has a unique history, which has shaped the present situation of the business, and influences the opportunities and directions for the future.

Farm business analysis should give you a picture of the cash, profit and wealth positions of your business.

Lay the foundations  
(Good information, common language)

Analyse and understand the information

Test the understanding

Linkage to dairy/annual decisions

Review your own business

## Dairy Farm Business Analysis training

Delivered over three half days this course assists farmers and their advisors to better understand and analyse dairy farm business performance. It uses DairyBase and covers the importance of getting annual farm physical and financial numbers right, how to interpret farm performance and how to understand cash, profit and wealth for a dairy farm business using DairyBase reports. This course is recommended for all dairy farmers and their advisors.

### FOR FURTHER INFORMATION

For more information contact your Regional Development Program - their contact details are inside the front cover of this booklet.



# DAIRYBASE

DairyBase is a web-based tool that enables farmers to capture their farm's physical and financial data and to measure and track their performance over time.

Comparison reports only use high-quality and validated data from Dairy Farm Monitor and Queensland Dairy Accounting Scheme (QDAS) farms. Filters can be used to compare your performance to other farms by region, farm size and production system.

DairyBase can generate cash, profit and wealth reports for your farm. These can be used to assess your current position.



## FARMERS AND THEIR ADVISORS CAN:

Compare their own farm business over time

Create annual reports and forecasts

Identify opportunities to drive profit and reduce risk

Make more informed business decisions

Generate comparative analysis according to farm size, region and production system

## FOR FURTHER INFORMATION

Dairy Farm Business Analysis fact sheets are freely available from Dairy Australia. They outline the industry terminology and metrics used to measure and describe all aspects of farm performance.

Go to [dairyaustralia.com.au/fbm](https://dairyaustralia.com.au/fbm)

# PLANNING FOR UNCERTAINTY

Farming can be an uncertain and risky business, and with risk comes challenges and opportunities. Risk is the source of above average profits as well as below average profits and making the most of favourable conditions is critical to managing downturns.

How do you think about risk? Do all the decision makers in your business think about risk in the same way? When it comes to risk are you:

- Risk averse
- Mildly risk averse
- Neutral
- Comfortable with risk
- Prefer to take a risk.

## Likelihood versus consequence

To consider uncertainty and risk in a balanced, rational way it is useful to break it down into two basic components – likelihood and consequence. That is, what are the chances of something occurring and, if it does, how much of an impact will it have on you and your business? By considering these two aspects you can assess the level of risk that any one thing presents to your business and put in place strategies to manage that risk.

	MEDIUM	HIGH	CRITICAL
SEVERITY	LOW	MEDIUM	HIGH
	LOW	LOW	MEDIUM
	LIKELIHOOD		

## Managing uncertainty might involve


- Removing a source of the risk, for example, putting overhead power lines under ground
- Reducing a risk, for example, putting in place a transition plan to manage succession
- Mitigating a risk, for example, locking in a proportion of your input costs, such as grain
- Transferring a risk, for example, using insurance against an unacceptable risk such as public liability.

# RISK ANALYSIS TEMPLATE


The Risk Analysis Template below provides a way of recording risks that you have identified, their potential impact on your farm and the priority you will place on them. You can also record the options you have to mitigate those risks and the actions you will take to manage them.

**FOR FURTHER INFORMATION**

A blank Risk Analysis Template is included in the Our Farm, Our Plan folder and is also free to download at [dairyaustralia.com.au](http://dairyaustralia.com.au)



**RISK ANALYSIS TEMPLATE**



Risk	Likelihood (high 3, med 2, low 1)	Impact (high 5, low 1)	Priority (likelihood x impact)	Possible mitigation options	Actions/implementation	Priority level after mitigation	Review date and comments
e.g. Low milk price	3	4	12	Keep costs low Lock in contracts price	Actions/implementation	Priority level after mitigation	Review date and comments
High grain costs	3	3	9	Ensure fed at profitable level Lock in contract price			
High hay/silage	3	3	9	Aim to end spring with X tonnes dry matter stored Grow X ha of fodder crop			
Staff member leaves	2	2	4				
Farm succession							
Animal health issue							
Interest rates change							
Water availability							
Temporary water price							

OUR FARM, OUR PLAN

# HOW TO USE THE QUICKPLAN

The QuickPlan is designed to take you through a process that sees you and the other decision makers in your business use the ideas in your head to come up with a shared long-term plan that is documented on a page. The workbook takes you through a simple three step process.

- 1 Clarify your vision for the future – both farm business and personal
- 2 Identify priorities in key areas and translate them into goals and actions
- 3 Put the key focus areas for you on the Plan on a Page.

There are six sections in the QuickPlan and in each of these there are suggested goals and actions. These are provided as examples only, but if any of them feel right to you, tick the box provided so you don't lose them. Don't be locked into the examples given – feel free to put your goals and actions in your own words.

The sections are:

- Us
- Our Farm and Environment
- People
- Our Business and Risk
- Feed
- Animals.

The job in each section is to write down one to three goals – any more than this and it's less likely you'll achieve them.

Once you have this, write down the actions you will take to achieve those goals, noting who'll be responsible and when you aim to achieve them. Again, it's not about having a long list – it's about having achievable goals.



## PLAN ON A PAGE



### FOCUS AREA: *Farm safety*

#### GOALS AND ACTIONS:

Goal: the farm is a safe working environment, with relevant policies and procedures in place that everyone understands and carry out.

Actions: Michelle to use DA Farm Safety Starter Kit to develop policies and procedures for our farm by 30 Nov 2019.

John to put safety as a standing item on our weekly team meeting agenda to discuss how we work on our farm and get input from the team, starting next week.

Team to use mobile phones to allocate tasks to staff, capture safety issues, track the completion of all jobs, get feedback and capture ideas - try WhatsApp as a team communication tool, starting 1 Sept 2019.

Have a team dinner at the local pub once a month – our shout. First Tuesday of the month starting Sept 2019.

### FOCUS AREA: *Growing our equity*

#### GOALS AND ACTIONS:

Goal: grow our equity from \$1.5 mill to \$2.5 mill by 2030, so as to achieve financial freedom with enough equity to fund the lifestyle we want when we turn 55.

Goal: generate an average \$70k cash surplus each year for debt reduction or future investments.

Actions: Meet with our consultant by the end of Oct 2019 to agree the important measures of financial performance (KPIs) for our farm business and track our farm performance annually.

Use DairyBase annually to track and benchmark financial performance, starting with last financial year – Michelle to register by 30/09/2019.

Allocate specific regular time to investigate the next opportunity to grow equity – meet together every 6 months starting Dec 2019.

### VISION:

To enjoy life while steadily growing our business, extending our knowledge and having the courage to take on new challenges creating a secure balanced future for our family.

#### I/WE VALUE:

- Courage
- Flexibility
- Passion
- Initiative

### FOCUS AREA: *Lifestyle*

#### GOALS AND ACTIONS:

Goal: to be healthy enough physically and mentally to undertake farm activities and enjoy family and leisure time - ongoing.

Goal: to complete one significant exciting activity per year – every year.

Goal: to be active in our local community and make a contribution that matters to us - ongoing.

Actions: Michelle to book us both in for a check up with our GP by the end of October. Decide between going to the Grand Final or a week in Queensland and book it. Maybe book both! John to book by end of August.

Invite the neighbours and new people to the area over for a bbq – do it after calving and before harvest starts. Michelle to make this happen.

Be more active with the fire brigade, starting with the next training day – John to contact brigade captain by end of Sept re training days.

### FOCUS AREA: *Feed*

#### GOALS AND ACTIONS:

Goal: know our feed costs, including cost of growing and conserving the feed we grow on our farm (home farm, lease blocks, out blocks).

Goal: we have clear strategies to deal with feed surpluses and periods of feed deficit.

Actions: Plan our feed requirements annually and plan purchasing needs post harvest to meet requirements and manage risk – John by end of November each year.

Ensure the farm is walked weekly, to generate a feed wedge, update grazing plan and discuss at weekly Monday morning meeting – Michelle to make this happen.

Have a team meeting heading into spring to highlight the approach to growing, grazing and conserving as much feed as possible – Michelle to make this happen by end of August.

Talk with grain suppliers about opportunities to look in prices for a proportion of our grain supply – John to do this by end of September.

OUR FARM, OUR PLAN

# VISION AND VALUES

## Vision

Your vision describes what you ultimately want to achieve. It will describe how you would like your life and business to look in the future. It also describes why you are doing what you do.

The vision you describe will be central to your Plan on a Page. Working through Our Farm, Our Plan with the other key people in your business requires you to develop a shared vision. In the majority of Australian dairy farm businesses this will be done with your life partner.

## Values

Your values come from many different sources and are typically culturally acquired. Values provide us all with a framework to think and behave. We draw on them when making decisions and choices, which explains why we can find it difficult to understand the decisions and choices of people who have different values. They are difficult to measure but will play a key role in determining your goals.

Normally our values line up with the people that we develop relationships with, both personal and business. Similar values are what often makes us attracted to and compatible with other people. It is something we can take for granted and values can change over time, so it is worth checking in and discussing with the other people in your life and business. A shared sense of purpose for your business can be shaped by values and goals that are important to you and your family and business team.

# VISION AND VALUES

## Vision and values exercise

The thought bubbles on these pages are provided as ideas only. They might resonate with you, they might not. The values exercise below – it will help you to find the words that best describe your values, which you can then include in your vision.

### Instructions

- 1 Circle 12 of the words describing values in the list to the right that mean the most to you. They will be the ones that jump out at you – remember, there is no right or wrong
- 2 From the 12 you have circled you can only keep six. List them in the space provided below
- 3 Next discuss your values with the other important people in your life and/or business. With them identify the six that are most important to both/all of you
- 4 Finally, use the values when describing your vision in the circle provided. This will be used at the centre of your Plan on a Page.

My/our top six

Values		
truth	commitment	fulfillment
persistence	freedom	community
respect	excitement	fairness
efficiency	recognition	purposefulness
sincerity	friendship	integrity
dependability	creativity	order
initiative	learning	strength
fun	influence	peace
trust	happiness	spirituality
environment	honesty	place
relationships	justice	loyalty
excellence	honour	adventure
power	originality	clarity
wisdom	quality	cleverness
teamwork	innovation	cooperation
control	hard work	success
flexibility	humour	security
service	obedience	candour
courage	prosperity	stewardship

# VISION ...

I/we value:

To share our passion for the industry and play a leading role in the community

Increase our farm profit to enable increased debt reduction  
OR increase our standard of living or saving

It is important to us to create a secure, balanced and positive home life for our family and our relationship

To be continuously challenged and to have contact with interesting people

To have the freedom to choose and to have free time

We continually seek to grow our knowledge and have the courage to take on new challenges

Operate our farm to a high standard so that we can be proud of our accomplishments, and be recognised for this

Build enough equity through our farming business so in retirement we can have the lifestyle we want

Be a positive role model for our children and encourage them to develop into happy content adults that achieve to their potential

# US

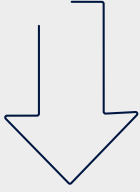
This section of the QuickPlan is designed to assist you to translate your ideas into goals and actions. The final step of putting them into your Plan on a Page will make you prioritise which ones are the most important.

The goals and actions below are provided as examples to stimulate your thinking. If any of them feel right to you tick the box provided so you don't lose them. Don't be locked into the examples given – feel free to come up with your own words.

The job is to write down your goals and actions on the next page.

	Friends and family	Health and motivation	Sport/leisure/community
<b>GOALS</b>	Maintain a strong relationship with my husband/wife/partner <input type="checkbox"/>	Be healthy enough physically and mentally to undertake farm activities and enjoy family and leisure time <input type="checkbox"/>	Complete one significant exciting activity per year <input type="checkbox"/>
	Develop and maintain a close group of friends, who are positive and motivated <input type="checkbox"/>	Be at the appropriate weight and blood pressure for my age <input type="checkbox"/>	Be active in our local community and make a contribution that matters to us <input type="checkbox"/>
	Help family members achieve to their potential <input type="checkbox"/>	Regularly improve our knowledge and skill base and seek new opportunities <input type="checkbox"/>	Always be focused on a new challenge that makes us jump out of bed every morning <input type="checkbox"/>
<b>ACTIONS</b>	Plan to do something with your partner on a regular basis <input type="checkbox"/>	Plan some personal free time <input type="checkbox"/>	Join and participate in a local volunteer organisation or club - could be fire brigade, SES, sport, leisure, other community groups <input type="checkbox"/>
	Family to brainstorm ideas for exciting activity for next year and make the booking <input type="checkbox"/>	Have an active involvement in some regular sporting or leisure activity <input type="checkbox"/>	Allocate monthly time to leisure activities that you enjoy <input type="checkbox"/>
	If you have kids at home, schedule some one-on-one time with each child <input type="checkbox"/>	Plan an annual GP health check <input type="checkbox"/>	Invite new people to the area over for a bbq or dinner <input type="checkbox"/>
	Organise to catch up with friends regularly, e.g. monthly dinners or pub night <input type="checkbox"/>	Ensure you get enough sleep <input type="checkbox"/>	Participate in community activities, e.g. school, sport, Young Dairy Network, food related, outdoors <input type="checkbox"/>
	Plan an annual holiday, e.g. weekend away with friends <input type="checkbox"/>	Contact our Regional Development Program to discuss events and programs that could benefit us <input type="checkbox"/>	Consider taking up a new challenge – could be farm related, off-farm, volunteering, a hobby or personal challenge <input type="checkbox"/>





On this page write down your goals for this section and the actions you will take to achieve them. One to three actions is enough - remember there are six sections, so they will add up. An important step here is to think about timelines, and also identify who will be responsible for making sure the actions happen and the goals are achieved.

### Our goals

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

### Our actions

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

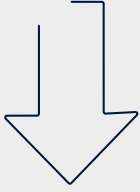
# OUR FARM AND ENVIRONMENT

This section of the QuickPlan is designed to assist you to translate your ideas into goals and actions. The final step of putting them into your Plan on a Page will make you prioritise which ones are the most important.

The goals and actions below are provided as examples to stimulate your thinking. If any of them feel right to you tick the box provided so you don't lose them. Don't be locked into the examples given – feel free to come up with your own words.

The job is to write down your goals and actions on the next page.

	System	Infrastructure	Resources
GOALS	Establish the most suitable farm system to optimise production/profit that aligns with our goals <input type="checkbox"/>	Infrastructure is not limiting production, e.g. farm dairy, fencing, water, drainage, races, laneways, irrigation (where applicable) <input type="checkbox"/>	We have a water risk management program developed, including management of carry over water and other management options <input type="checkbox"/>
	Have clear strategies to deal with feed surpluses and periods of feed deficit <input type="checkbox"/>	We are set up to manage extreme heat events and reduce the impact on cows and production <input type="checkbox"/>	Enhance our farms natural environment (plantings, native bush protection, maintain waterways, biodiversity) <input type="checkbox"/>
	Have the flexibility in our system to manage fluctuations in milk price, input costs and availability of feed <input type="checkbox"/>	We are happy with the housing on the farm, for us and our employees <input type="checkbox"/>	We have a good understanding of our supplementary feed reserves and how they will be used to manage risk <input type="checkbox"/>
ACTIONS	Develop a robust set of decision rules covering fodder conservation and feeding supplements <input type="checkbox"/>	Discuss with your team ideas about infrastructure needed on your farm to reduce feed wastage <input type="checkbox"/>	Complete the Dairy Self Assessment Tool (Dairy-SAT) - an environmental self-assessment and action tool. Go to <a href="http://dairysat.com.au">dairysat.com.au</a> <input type="checkbox"/>
	Improve farms infrastructure, for example - realign fences so paddocks are of similar size, upgrade water supply <input type="checkbox"/>	Get advice from a farm consultant about the cost-benefit of any investment in infrastructure you are considering <input type="checkbox"/>	Secure enough stock and dairy water to meet the needs in a dry year <input type="checkbox"/>
	Improve cow stand-off areas to minimise soil damage in wet conditions <input type="checkbox"/>	Go to the Dairy Infrastructure website for information about planning and constructing - <a href="http://dairyinfrastructure.com.au">dairyinfrastructure.com.au</a> <input type="checkbox"/>	Talk to your team about how important managing feed is, including the need to minimise wastage <input type="checkbox"/>
	Use farm practices that minimise feed wastage - talk to your team about ways to achieve this <input type="checkbox"/>	Call a family meeting to discuss the housing on the farm to make sure everyone is on the same page about it meeting your need <input type="checkbox"/>	Apply fertiliser based on most recent soil test and the Nutrient Management Plan <input type="checkbox"/>
	Improve the aesthetics of the farm, e.g. planting program, tidy up around tanker track, etc. <input type="checkbox"/>	Think about the way your team works and setting up the farm for them to be efficient, motivated and safe <input type="checkbox"/>	Assess your on farm feed storage capacity and discuss with the other people on your team <input type="checkbox"/>



On this page write down your goals for this section and the actions you will take to achieve them. One to three actions is enough - remember there are six sections, so they will add up. An important step here is to think about timelines, and also identify who will be responsible for making sure the actions happen and the goals are achieved.

### Our goals

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

### Our actions

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

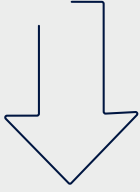
# PEOPLE

This section of the QuickPlan is designed to assist you to translate your ideas into goals and actions. The final step of putting them into your Plan on a Page will make you prioritise which ones are the most important.

The goals and actions below are provided as examples to stimulate your thinking. If any of them feel right to you tick the box provided so you don't lose them. Don't be locked into the examples given – feel free to come up with your own words.

The job is to write down your goals and actions on the next page.

	The team	Relationships	Ways of working and safety
GOALS	We have strong supportive relationships within the farm team leading to excellent team work and achievement of farm goals <input type="checkbox"/>	Have a team of service providers that fully support us to achieve our goals <input type="checkbox"/>	The farm is a safe working environment, with relevant policies and procedures in place <input type="checkbox"/>
	The farm management team have enough capability to keep the farm operating well in the event that we are unavailable <input type="checkbox"/>	Staff are attracted to work on our farm because of the learning and progression opportunities <input type="checkbox"/>	Clearly communicate farm policies and procedures to ensure repeatable and reliable results from the farm <input type="checkbox"/>
	Permanent and/or relief staff get the right jobs done, on time within a positive team environment <input type="checkbox"/>	Build and maintain a positive, mutually beneficial relationship with farm owner/share farmer/ equity partners <input type="checkbox"/>	Manage our time more effectively so that we meet important job commitments and have a good work life balance <input type="checkbox"/>
ACTIONS	Utilise the People in Dairy website – start by establishing a staff recruitment and review process. <a href="http://thepeopleindairy.org.au">thepeopleindairy.org.au</a> <input type="checkbox"/>	Ask successful farmers who they use for advice (farm consultant, banker, accountant) and interview them to decide suitability for us <input type="checkbox"/>	Manage our time to achieve a balance between family, farming, recreation and education <input type="checkbox"/>
	Meet as a team every Monday morning to prioritise and plan the weekly tasks and delegate to appropriate people <input type="checkbox"/>	Invite..... for dinner – a person or a couple we respect and can learn from 2 to 3 times per year <input type="checkbox"/>	Consider employing other people to free up time <input type="checkbox"/>
	Ensure staff are ready to step in and run the farm if required at short notice. Develop a clear farm procedures guide for milking, animal health and feeding management <input type="checkbox"/>	Attend one conference per year and one regional workshops, e.g. Australian Dairy Conference, seasonal updates sessions. <input type="checkbox"/>	Ensure staff know requirements around health and safety e.g. helmets on bikes, weed spray management, machinery operation <input type="checkbox"/>
	Set up whiteboard in the farm dairy to record peoples weekly jobs <input type="checkbox"/>	Organise an annual meeting to share goals and discuss the farm direction with the farm owner/ share farmer/ equity partners <input type="checkbox"/>	Manage our time to achieve a balance between family, farming, recreation and education <input type="checkbox"/>
	Use mobile phones to allocate tasks to staff and track the completion of all jobs, get feedback and capture ideas – try WhatsApp as a team communication tool <input type="checkbox"/>	Find a group of like-minded people to share ideas on farm management planning, achieving goals, business ideas <input type="checkbox"/>	Consider taking up a new challenge. This could be farm related, off-farm, volunteering, a hobby or personal challenge <input type="checkbox"/>



On this page write down your goals for this section and the actions you will take to achieve them. One to three actions is enough - remember there are six sections, so they will add up. An important step here is to think about timelines, and also identify who will be responsible for making sure the actions happen and the goals are achieved.

### Our goals

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

### Our actions

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

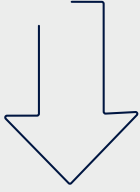
# OUR BUSINESS

This section of the QuickPlan is designed to assist you to translate your ideas into goals and actions. The final step of putting them into your Plan on a Page will make you prioritise which ones are the most important.

The goals and actions below are provided as examples to stimulate your thinking. If any of them feel right to you tick the box provided so you don't lose them. Don't be locked into the examples given – feel free to come up with your own words.

The job is to write down your goals and actions on the next page.

	Financial performance	Risk	Planning
GOALS	Establish the important measures of financial performance (KPIs) for farm business and track our farm performance annually <input type="checkbox"/>	Have adequate protection in the event of financial, physical or relationship challenges, including insurance <input type="checkbox"/>	Have a business transition plan that supports the long term goals of our family and business, including succession <input type="checkbox"/>
	Generate \$X cash surplus each year for debt reduction or future investments <input type="checkbox"/>	Maintain debt to asset ratio below X% <input type="checkbox"/>	Have a retirement plan – where to live, source of income, social interests etc <input type="checkbox"/>
	Generate a Return on Total Assets (ROTA) greater than interest rate (or between X% and Y%) <input type="checkbox"/>	Grow our equity from \$X to \$X , so as to achieve financial freedom with enough equity to fund the lifestyle we want <input type="checkbox"/>	Spend less time in the office with better results <input type="checkbox"/>
ACTIONS	Register farm on DairyBase and look at resources online at <a href="http://dairybase.com.au">dairybase.com.au</a> <input type="checkbox"/>	Call a family meeting (or farm business management team meeting) to discuss the long term future of the business <input type="checkbox"/>	Contact our Regional Development Program about The Dairy Office workshop and other programs <input type="checkbox"/>
	Use DairyBase annually to track and benchmark financial performance <input type="checkbox"/>	Allocate specific regular time to investigate the next opportunity to grow equity e.g. share farming job, equity partnership, off farm investment <input type="checkbox"/>	Streamline our business administration systems so that they are more efficient <input type="checkbox"/>
	Contact Regional Development Program about Farm Business Fundamentals or Dairy Farm Business Analysis programs to build analysis and planning skills <input type="checkbox"/>	Allocate \$X to debt repayment from cash surplus identified in the budget <input type="checkbox"/>	Investigate financial computer software programs that could help with managing accounts and cashflow budgeting <input type="checkbox"/>
	Discuss your cash position with the other key decision makers in your business monthly <input type="checkbox"/>	Meet lawyer to update our wills and meet with insurance agent to review our requirements <input type="checkbox"/>	Allocate time each month to review planning wheel, goal setting process and progress <input type="checkbox"/>
	Revise annual budget at least 3 times per year. <input type="checkbox"/>	Allocate time each month to review Plan on a Page, goal setting process and progress <input type="checkbox"/>	Use the Dairy Standard Chart of Accounts to organise farm financial accounts <input type="checkbox"/>



On this page write down your goals for this section and the actions you will take to achieve them. One to three actions is enough - remember there are six sections, so they will add up. An important step here is to think about timelines, and also identify who will be responsible for making sure the actions happen and the goals are achieved.

### Our goals

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

### Our actions

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

# FEED

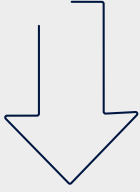
This section of the QuickPlan is designed to assist you to translate your ideas into goals and actions. The final step of putting them into your Plan on a Page will make you prioritise which ones are the most important.

The goals and actions below are provided as examples to stimulate your thinking. If any of them feel right to you tick the box provided so you don't lose them. Don't be locked into the examples given – feel free to come up with your own words.

The job is to write down your goals and actions on the next page.

	Growing	Feed	Managing
GOALS	Increase the quantity and quality of pasture grown and utilised • Grow X tonnes DM/ha • Cows eat X tonnes DM/ha <input type="checkbox"/>	Irrigation management is efficient and optimises yield of feed grown per megalitre of water <input type="checkbox"/>	Have clear strategies to deal with feed surpluses and periods of feed deficit <input type="checkbox"/>
	Know our feed costs, including cost of growing and conserving the feed we grow on our farm (home farm, lease blocks, out blocks) <input type="checkbox"/>	Feed facilities are adequate and minimise feed wastage <input type="checkbox"/>	Plan our feed requirements annually and plan purchasing needs to meet requirements and manage risk <input type="checkbox"/>
	Achieve optimum soil fertility <input type="checkbox"/>	Use supplements to complement grazed pasture and optimise cow performance <input type="checkbox"/>	Reduce exposure to feed markets by having infrastructure on farm to hold two years of fodder reserves <input type="checkbox"/>
ACTIONS	Contact our Regional Development Program about enrolling in a Feeding Pastures for Profit program <input type="checkbox"/>	Ensure the farm is walked weekly, to generate a feed wedge, update grazing plan and discuss at weekly Monday morning meeting <input type="checkbox"/>	Develop an annual feed plan highlighting feed budget, deficits and bought in feed requirements [p] <input type="checkbox"/>
	Go to the Feed Planning web site for the latest technical information <a href="http://feed.dairyaustralia.com.au">feed.dairyaustralia.com.au</a> <input type="checkbox"/>	Ensure grazing residuals reach 1500 to 1600 kgDM/ha with milking cows <input type="checkbox"/>	Meet with fodder supplier and discuss current and next seasons fodder needs <input type="checkbox"/>
	Apply fertiliser based on most recent soil test and the Nutrient Management Plan <input type="checkbox"/>	Enrol in a Dairy Australia's animal nutrition courses – contact your Regional Development Program <input type="checkbox"/>	Talk with grain suppliers about opportunities to lock in prices for a proportion of your grain supply <input type="checkbox"/>
	Check out Dairy Australia's FertSmart resources – Google FertSmart and go to the Dairying for Tomorrow web site <input type="checkbox"/>	Be involved in a discussion group – contact your Regional Development Program to find out more <input type="checkbox"/>	Have a team meeting heading into spring to highlight the approach to growing, grazing and conserving as much feed as possible <input type="checkbox"/>
	Establish targets for annual fodder and/or irrigation water reserves <input type="checkbox"/>	Talk to your team about how important managing feed is, including the need to minimise wastage <input type="checkbox"/>	Complete Dairy-SAT (the Dairy Self Assessment Tool) – it's an environmental self-assessment and action tool. Go to <a href="http://dairysat.com.au">dairysat.com.au</a> <input type="checkbox"/>





On this page write down your goals for this section and the actions you will take to achieve them. One to three actions is enough - remember there are six sections, so they will add up. An important step here is to think about timelines, and also identify who will be responsible for making sure the actions happen and the goals are achieved.

### Our goals

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

### Our actions

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

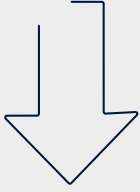
# ANIMALS

This section of the QuickPlan is designed to assist you to translate your ideas into goals and actions. The final step of putting them into your Plan on a Page will make you prioritise which ones are the most important.

The goals and actions below are provided as examples to stimulate your thinking. If any of them feel right to you tick the box provided so you don't lose them. Don't be locked into the examples given – feel free to come up with your own words.

The job is to write down your goals and actions on the next page.

	Health and welfare	Condition	Production
GOALS	Establish a farm system and reproductive program that allows the option of growth in herd size without buying replacement stock <input type="checkbox"/>	Grow replacements to 90% of mature weight at 22 months <input type="checkbox"/>	Cows will produce at least 100% of their liveweight in milksolids <input type="checkbox"/>
	Animal health issues such as metabolic, mastitis, lameness, disease, do not limit milk production or business profit <input type="checkbox"/>	At calving, cow condition will be 5 (5.5 heifers) <input type="checkbox"/>	Profitably produce X kg milksolids X kg MS/cow and X kg MS/ha <input type="checkbox"/>
	Take pride in the care we provide for our cows and exceed industry animal welfare standards <input type="checkbox"/>	Strategically use supplements to complement grazed pasture and optimise cow performance <input type="checkbox"/>	Establish the most suitable farm system to optimise production/profit that aligns with our goals <input type="checkbox"/>
ACTIONS	Talk to our vet about the value of using an InCalf trained advisor to fully assess our herds reproductive performance <input type="checkbox"/>	Calculate the costs of feeding supplements and assess that against additional milk income and other benefits, such as cow condition <input type="checkbox"/>	Herd test to get the performance data for your herd you need to make better decisions, including culling decisions <input type="checkbox"/>
	Establish set dates in late lactation when cows of a particular body condition score are dried off <input type="checkbox"/>	Visit replacements regularly to check progress – weigh monthly against set target weights and take action if below target <input type="checkbox"/>	Go to the DataGene web site to get the latest information on ABVs (Australian Breeding Values) – <b>datagene.com.au</b> <input type="checkbox"/>
	Get on top of current animal health issues by getting vet / consultant to fully assess all contributing factors <input type="checkbox"/>	Get involved in a discussion group where you can discuss animal health and production with other farmers. If needed contact your Regional Development Program to find out more <input type="checkbox"/>	Download the Good Bulls Guide app to use on your mobile phone or tablet – it's available for use on Apple and android devices <input type="checkbox"/>
	Get the team to attend a Cups On Cups Off course through your Regional Development Program. This really helps get your cell count down and stay on top of mastitis <input type="checkbox"/>	Contact your Regional Development Program about animal nutrition training – there are basic and advanced courses <input type="checkbox"/>	Visit highest performing farms in the area to get ideas on the right system for us <input type="checkbox"/>
	Have a team meeting to discuss animal welfare and what your expectations are. Industry guidelines can be downloaded from <b>dairyaustralia.com.au</b> <input type="checkbox"/>	Use a consultant (with good references) to help us develop and meet key management targets during the season <input type="checkbox"/>	Contact our Regional Development Program about Dairy Farm Business Analysis training to build farm performance analysis knowledge <input type="checkbox"/>



On this page write down your goals for this section and the actions you will take to achieve them. One to three actions is enough - remember there are six sections, so they will add up. An important step here is to think about timelines, and also identify who will be responsible for making sure the actions happen and the goals are achieved.

### Our goals

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

### Our actions

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

By who? \_\_\_\_\_

By when? \_\_\_/\_\_\_/\_\_\_

# PLAN ON A PAGE

## How to put your Plan on a Page

You will have now thought about your vision and identified a number of goals for each key aspect of your farm, and the actions you plan to take to achieve those goals. The final step is to capture this on one page by writing your vision and the goals and actions from each section on the Plan on a Page provided in the Our Farm, Our Plan folder. Copies are also freely available from [dairyaustralia.com.au](http://dairyaustralia.com.au).

At this step you might even reduce the number of goals and actions to a manageable number. It's not about having a long list, it is about making it achievable. One key goal and action might be the thing that makes a big difference to you and your farm. Prioritising with the other people involved is also an important part of the planning process.

## Why the Plan on a Page?

Putting your vision, goals and actions on a single page will compel you to focus on the things that matter the most. It means you have taken the plans in your head and put them on paper, which also means you get the full picture of the things you'd like to achieve in one place. This gives all of the decision makers in your business the chance to see the vision, goals and actions and to make sure you're all on the same page.

Importantly it allows you to:

- Be confident that you have a shared vision and long term plan
- Communicate your vision and plan with other people, either inside or outside your business
- Refer back to your plans and track your progress.

## Keep it simple and SMART

The aim of the QuickPlan process is to keep it simple and identify where you are NOW, WHERE you want to be and HOW you're going to get there. It assists you to make sure it's achievable and to focus on the key areas that will make a difference to you and your business. Apply the SMART framework again to make sure that your goals and actions are Specific, Measurable, Achievable, Realistic and Timeframes are understood.

## Track your progress

Having your plan documented on a page will allow you to track your progress. Checking in with the other decision makers who helped develop your QuickPlan is important. Good practice is to do an annual review as a minimum, and possibly check in more regularly.

# PLAN ON A PAGE EXAMPLE

A larger (A3) blank version of the Plan on a Page is included in the Our Farm, Our Plan folder and is also free to download at [dairyaustralia.com.au](http://dairyaustralia.com.au)

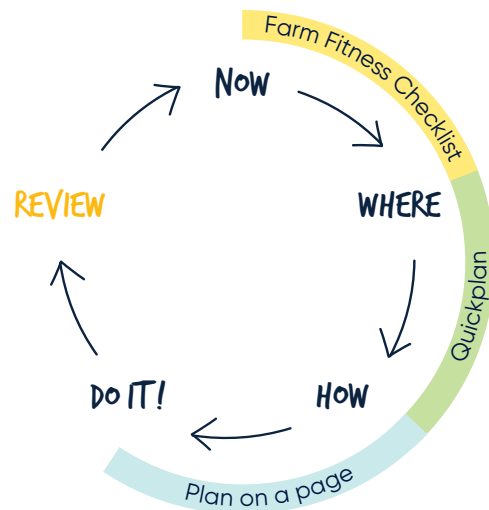


# REVIEW AND RESET

A key part of strategic planning is to check in and review your progress and then reset your plans based on what you learn from your review.

Our Farm, Our Plan is no exception, with the need to review and reset your plans an important part of the process. Make your review work for you by asking:

- How often will you review your progress?
- Who needs to be involved?
- How much time will it take to do?
- What information do you need to have on hand?
- Where will you do this?
- When will you do this next?



In the 'Business' section of the Farm Fitness Checklist, how did you rate yourself on the following questions?

	Yes, we've nailed it	Ok, but we could do better	No, and we should do something about it	No, and it's not relevant to us
	✓	✓	✓	✓
We have key measures and targets for the financial performance of our farm business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We review our performance and progress at least annually	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# REVIEW CHECKLIST

Decisions	Suggestions	Our Plan, Our Review – what are we going to do?	Who's responsible?
How often?	<ul style="list-style-type: none"> <li>• Annual as a minimum for the business as whole</li> <li>• Quarterly is good practice for tracking progress within a season</li> </ul>		
Who?	<ul style="list-style-type: none"> <li>• Partners and key decision makers</li> <li>• External people if required, eg. consultant, advisors</li> </ul>		
Time?	<ul style="list-style-type: none"> <li>• Your call, but allocate enough time</li> <li>• Many farmers allocate a day for annual reviews</li> </ul>		
Information?	<ul style="list-style-type: none"> <li>• Our Farm, Our Plan – plan on a page</li> <li>• DairyBase reports</li> <li>• Farm financial and production information</li> <li>• Balance sheet</li> </ul>		
Where?	<ul style="list-style-type: none"> <li>• Ideally somewhere without distractions</li> <li>• Try to get off farm, or park the kids?</li> </ul>		
When?	<ul style="list-style-type: none"> <li>• Your call, just make it a regular thing and plan for it by setting dates</li> </ul>		

## Celebrate the successes!

Don't forget to celebrate the success when goals are achieved. This is important to motivate everyone involved, especially yourselves.

# YOU, YOUR PERSONALITY AND YOUR TEAM

Good farmers need good teams. It is important to recognise that individuals have different needs, capabilities and personalities and to treat each person according to their needs.

People who make an effort to understand personality and working style differences will have more effective communication, satisfaction and success.

## FOR FURTHER INFORMATION

The 'People in Dairy' Working Styles Questionnaire is a tool that can be used to help understand working styles. Go to [thepeopleindairy.org.au](http://thepeopleindairy.org.au) and click on 'Working Together'.

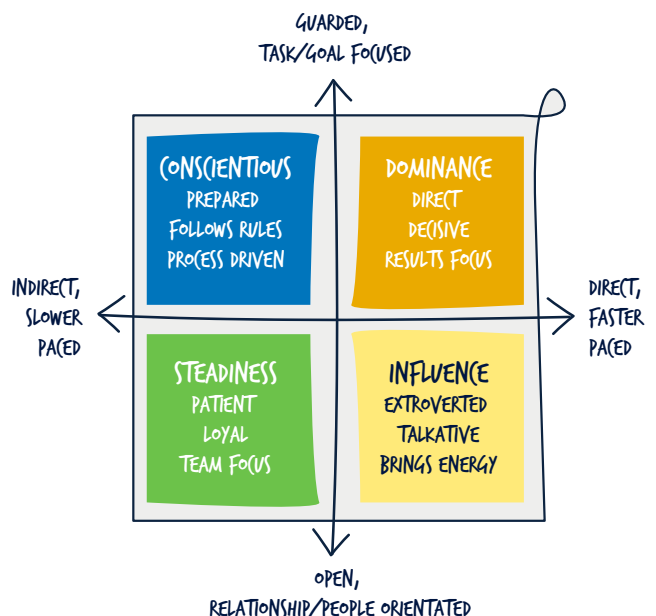
## DiSC profiling

The DiSC profile is a non-judgemental tool used for discussion of people's behavioural differences.

If you participate in a DiSC program, you'll be asked to complete a series of questions that produce a detailed report about your personality and behaviour. You'll also receive tips related to working with people of other styles.

There are many online DiSC profiling tools which can be fun to have a go at. Try it with your team – while they tend to be general in nature they can highlight different preferences that you and your team have. Sometimes this provides a point for discussion about underlying issues that can be positive and constructive.

One that we have tried is the 123 DISC Personality Test\*. Go to [123test.com/disc-personality-test](http://123test.com/disc-personality-test)



\* Please note, Dairy Australia in no way endorses any particular product. We only point to DiSC profiling as an approach that you may consider for yourself or to use with your team.



# WHAT ELSE?

Other Dairy Australia programs that might be of interest include:

## **Our Farm, Our Plan for groups**

Dairy Australia is delivering group workshops to assist farmers to get their long term plans down on paper. Workshops utilise the key Our Farm, Our Plan resources – the Farm Fitness Checklist and the QuickPlan workbook.

Support will be provided to farmers taking part to pressure test their plans and to review their progress.

The Our Farm, Our Plan workshop for groups is ideal for discussion groups and other farmer groups, including Young Dairy Network groups.

## **Farm Business Fundamentals**

Build your skills and knowledge to pull together farm financial and physical information.

Farm Business Fundamentals covers getting organised, budgeting and farm financial systems and introduces the Dairy Standard Chart of Accounts and Cash Budgeting Tool.

## **Dairy Farm Business Analysis**

Better understand and analyse farm business performance using DairyBase. This training covers the importance of getting annual farm financial and physical numbers right, how to interpret farm performance data, and to understand business performance on the basis of cash, profit and wealth.

## **Business Governance and Investment workshop**

This two-day workshop takes farmers to the next level in their strategic planning. It assists people running larger and more complex farm businesses to think strategically and develop policies and systems to be more efficient, more effective and better manage their farms.

## **Stepping Up, Stepping Back**

Dairy offers a lifelong career with a real sense of value, purpose, flexibility, stimulating work and work-life balance. Many employees aim and succeed in buying a dairy farm or land, growing their business and being highly successful business owners.

As in most industries, many dairy farm owners and managers are aging and considering their options to scale down their involvement or 'step back' from the day to day of the business. This opens up a range of opportunities for both groups to consider including share farming, leasing, selling, scaling back or expanding operations and business partnership models.

### **CONTACT YOUR RDP**

Contact your Regional Development Program for more information about any of the above, and what else is happening in your region.

See inside front cover for contact details.

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

© Dairy Australia Limited 2019. All rights reserved.

ISSN 978-1-925347-47-0







**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](mailto:enquiries@dairyaustralia.com.au)  
[dairyaustralia.com.au](http://dairyaustralia.com.au)