

# SUMMER NEWSLETTER

Our biggest year ever and 98% of Australia in drought!! It really makes me appreciate how fortunate we are to be operating in a safe haven like South West Victoria because our budget would never handle a huge decrease in operating income due to large variances in seasonal conditions.

Am I taking too much for granted that the extremes of weather in our areas of operation are so minute that they won't affect us; or have I just forgotten what a decent early break leading into a traditional Western District wet winter can lead to?

It is called a "fertiliser contractors nightmare"; spreaders and semis bogged, wet fertiliser, irate customers, budgets out the window, bank managers asking stupid questions, staff not enjoying their work, the list goes on. Why am I having visions of this nightmare!

- Is it my subconscious not being able to eradicate a traumatic experience of earlier days?
- Is it history telling me that after nearly every "drought year" the following has been wetter than average?
- Maybe it's our long range weather forecasters Victorian outlook for 2003 scaring me by saying that some "public commentators" are suggesting a drought to flood turnaround in the autumn. Whereas the Aust weather Index that he talks about suggests this scenario only in small areas (I need to ask him if the small areas might possibly be in the Mallee)
- Or is it just that stage of life I'm at where irrational thinking starts to cloud my ability to make informed decisions.

Whatever it is; experience tells me that; "In times of rapid change an intelligently imagined view of the future has a better chance of being right than the present does of staying the same"; so I need to implement a plan to manage this view towards a successful outcome.

I know how to do this. I'll work backwards!!

### SUCCESSFUL OUTCOME

- 99% of our autumn customers satisfied if it comes in wet by early May.
- Minimum vehicles bogged – no environmental impacts.
- Bank Manager relaxed.
- Boss gets a pat on back. (Not silly after all)

### THE PLAN

- Started spreading in December – did not stop.

### HOW DID WE GET THERE?

#### Supply

- Cemented our dual agent relationship eliminating the disadvantages of solely one supplier.
- Pressured our suppliers Pivot and Hifert for the best early delivery prices that wouldn't be beaten later in the season. Organised minimum cost long term deferred payment and no cost short term deferred payment for those who wished to take advantage of the early delivery incentives whilst not cash positive.
- Organised extra prepayment incentives for those in cash positive positions.
- Organised a no cost April payment deal for Dec/Jan delivery and spreading of Lime.
- Kept our unique intelligence network on competitor pricing churning over and took the offensive whilst maintaining mobility.

#### Logistics

- Increased fleet to 12 spreaders by keeping 2 of the 4 x 4 units for one extra season instead of trading them. All spreading bins computer controlled with on board weigh scales. 9 vehicles with 4 x 4 capability. Fitted a 7<sup>th</sup> spreader with GPS guidance & mapping capability.
- Operated 11 of the 12 spreaders 7 days per week with no more than 2 spreaders on any one farm used the 12<sup>th</sup> spreader

as a permanent spare for breakdowns and services.

- Had all drivers without AFSA spreader driver accreditation accredited. Annual review module for drivers with accreditation completed, product knowledge storage and handling course completed. GPS guidance and mapping course completed. Environmental management impacts and aspects assessment completed. OH & S course completed. Vickery Bros codes of practice and protocols completed. Level 1 First Aid Certificates obtained.
- Completed the new 600T storage shed at Heywood Depot so that our transport fleet had fertiliser available to them outside of the archaic fertiliser plant operating hours as well as for plant breakdowns, hold-ups etc.

#### Agromony

- Pulled out the Ellinbank Phosphorous for dairy farms research information again showing that phosphorous goes into the soil in 36 hours in dry conditions without rain at all; reiterating the fact that phosphorous applications are more beneficial and economical in the early summer months than after the autumn break.
- Integrated 60% of Customer spreading history, soil and tissue tests and paddock maps into one electronic medium (PAM multiclient) making agronomic time more efficient.
- Took advantage of our multi agency status and mixed and matched products from different suppliers where an informed agronomic decision made it more economically and environmentally suitable for the client.
- Utilised new blending facilities at Heywood Depot to overcome the logistical nightmare that loads or less than 10 tonne present.

"Whatever you vividly imagine, sincerely believe and enthusiastically act upon.. must inevitably come to pass." – (Paul J Meyer)  
Its going to be a much wetter season; lets not slosh around in the mud; help us to help you.

Geoff Vickery.

## TRACE ELEMENTS FOR ANIMALS

An animals requirement for copper, selenium and cobalt is higher than a pastures requirement. In fact, plants do not require selenium at all. However higher levels of pasture production with higher fertiliser inputs are more likely to create animal trace element deficiencies.

Deficiencies are often marginal and associated with seasonal variations of trace element intake just above; and just below an adequate level. This shows up as a marginal deficiency affecting a percentage of the stock from year to year.

The result is lowered production without obvious signs of ill health; and after a period of poor growth may 'cure' itself. Marginal trace element deficiencies have also been shown to weaken animal's resistance to other diseases.

It should be remembered however that Trace elements are only part of the total management package and other basic factors such as feed availability and parasites are most often more important.

Soil types with differing chemical and physical characteristics can impact on trace element availability.

- Low pH (acid soils) and those with high iron content are more likely to be selenium deficient.
- Soils with a high iron content can induce copper deficiencies such as in a wet winter with soil splash and low pasture growth.
- Peat soils with naturally high molybdenum levels will lock up copper availability for animals.
- High pH soils such as coastal calcareous sands are inherently cobalt deficient.
- Soils with recently applied molybdenum can lock up copper for animals.

Seasons effect the availability of trace elements and in marginal situations livestock health generally improves over summer before declining again after autumn. In spring, feed becomes abundant

and this leads to a dilution effect of some trace elements in pasture.

Clover having higher concentration levels of copper and cobalt than grasses; will improve these elements in spring.

Grasses are generally higher in selenium and molybdenum than clovers.

### EARLY DELIVERY

Take delivery of your fertiliser early to avoid price rises.

We have prepayment and deferred payment options to suit your cashflow.

## COPPER

Copper deficiency is common in South West Victoria and South East South Australia. Cattle are more susceptible than sheep to copper deficiency.

Signs of Copper deficiency are;

- Pale, harsh, dry coats in cattle
- Steely wool in sheep
- Loss of condition and poor growth rates
- Scouring – cattle and sheep
- Lowered milk production in dairy cattle
- Reduced fertility
- Delayed puberty in heifers
- Pale membranes of eye and mouth
- Easily broken bones (lambs)

Copper deficiency is often seasonal, being most evident in winter and spring. Copper availability for animals is effected by the interaction with Molybdenum, but also high levels of iron and sulphur can reduce copper for animals. Copper often shows up in wet winters as water logging increases moly availability, which in turn decreases copper availability.

If copper availability is the result of low copper levels, soil applied copper with fertiliser can effectively correct the deficiency. If copper availability is caused by high levels of molybdenum (I.e. peat swamps) then a soil application may not correct the problem and the animals will require direct treatment with a copper supplement. If molybdenum has been applied without copper to a soil low in copper, then copper should be applied to the soil.

### Copper in Fertiliser –

Top dressing pastures with copper is the usual way to increase pasture copper levels. In copper deficient areas up to 2 kg/ha of elemental copper should be applied. Lower rates may be used in marginal areas. On most soils, copper has a long residual value and maintains adequate copper concentrations in pasture for livestock for many years. For this reason, copper applied with fertiliser can be very cost effective. On soils with high molybdenum levels such as peat swamps, copper fertiliser is not an efficient method of supplementing livestock with copper.

### Copper Pellets –

Intraruminal pellets containing copper oxide are an efficient method of quickly raising the copper status of livestock. Copper released from the pellets is stored in the liver and can supply copper requirements to the animal for up to a year.

### Copper Injections –

Copper injections are available for cattle and are a cost effective method of treating copper deficiency in marginally deficient areas. They can be used strategically to maintain the copper status of animals where copper is a seasonal problem.

**For the most effective treatment of an animal copper deficiency, pasture plant tissue samples should be analysed to compare the relationship of copper levels to other elements**

## COBALT

Cobalt's only role in plants is in legumes where trace amounts are required by the nitrogen fixing rhizobia. In livestock the main requirement for cobalt is for the synthesis of vitamin B12 in the rumen. A second important role of cobalt in animals is the prevention of phalaris staggers. It is believed the cobalt modifies the rumen bacteria, which detoxifies the alkaloids that cause the staggers. Historically cobalt deficiency has most impact in coastal areas. With higher productivity levels and higher stocking rates, marginal cobalt deficiency is more likely to effect stock growth rates.

### Signs of vitamin B12 deficiency

- Loss of appetite and ill thrift
- Lower growth rates
- Cattle with pale coats similar to copper
- Eye discharge encrusting the eyelid
- Anaemia in severe cases

Cobalt deficiency is best diagnosed by vitamin B12 analysis of the liver. Blood analysis is also useful but less reliable. Measuring weight gain of treated and untreated animals in a mob can be an effective way of testing for cobalt deficiency. With higher fertiliser inputs and more productive pastures there is an increased chance of a marginal cobalt deficiency. Coastal areas with alkaline soils are most likely to produce cobalt deficiency in livestock.

### Cobalt Treatment –

Once livestock are weaned, **cobalt pellets** are an efficient method of ensuring a continuous supply of cobalt. **Vitamin B12 injections** are a most effective short term method of supplementing livestock. A single injection will be effective for up to 3 months. For phalaris staggers early in the autumn where phalaris is most toxic, a cobalt spray can be applied in strips over a quarter of the paddock.

## SELENIUM

Due to the acidification of the majority of high input grazing areas in South West Victoria, selenium is emerging as a element, which limits livestock productivity. In addition, selenium excreted in faeces and urine is low in availability for pasture uptake. Therefore it is not efficiently recycled, hence the reserve of available selenium is not sufficient for grazing animals.

### Signs of Selenium (Se) responsive disorders

Signs are more commonly observed in sheep than in cattle. White Muscle Disease is the most common clinical manifestation of Se deficiency in livestock. Other signs include ill-thrift, selenium scours, infertility, sub clinical mastitis, reduced growth rates and reduced fleece weights.

A marginal deficiency is usually not shown by clinical signs but can result in reduced productivity.

### ILL Thrift

This condition varies from slow growth rates where farms frequently have "tail enders," to extremes of rapid weight loss; and sometimes death. Slow or reduced growth rates can manifest as low wool cuts, low live weight gains, and in the case of the lactating animal; reduced milk yield.

### White Muscle Disease (Muscular Dystrophy)

This disease is mainly seen in young animals; affecting those muscles most active at the time of the deficiency. Usually the limb muscles

are affected resulting in stiffness; and if the heart is affected, it may result in sudden death. In lambs it can occur at birth (congenital muscle dystrophy); or at any age up to 12 months. Although it is most common prior to weaning; lactating females selenium levels need to be satisfied.

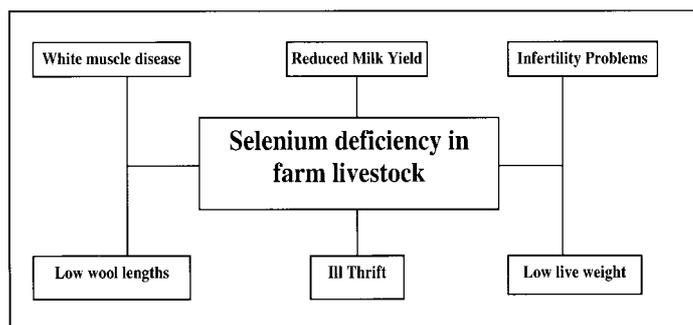
Stock affected later in life tend to show a stiff walk and an arched back. In severe cases of Se deficiency stock are reluctant to move about; lose condition, become prostrate and die.

### Selenium in fertiliser –

Selenium as an additive to fertiliser is an effective method of supplementation but, needs higher stocking rates to be cost effective. In broad acre livestock systems, it can be used in paddocks where the most susceptible classes of livestock such as weaners, young stock etc are grazing. There are clients who have noticed an improvement in livestock vigour and appearance after applying selenium with fertiliser in place of sporadic treatment with selenium in drenches.

### Selenium in Drenches & Vaccines –

Additions of selenium to drenches and vaccines can be an effective method of supplementing sheep in marginally deficient areas. As lambs and weaners are the most susceptible classes of livestock, the regularity of drenches and vaccinations is important to effectively overcome selenium deficiency. As cattle are less regularly vaccinated or drenched, this method is less easily incorporated in routine management strategies.



Indicator	Sheep		Cattle	
	Deficient	Adequate	Deficient	Adequate
Whole Blood Se (umol/L)	<0.25	>0.50	<0.15	>0.25
Blood Plasma Sen (umol/L)	<0.15	>0.32	<0.10	>0.15
Blood glutathionic peroxide (U/gHb)	<30	>50	<20	>40
Liver Se (umol/kg dry matter)	<2.0	>4.0	<2.0	>4.0

## NITROGEN

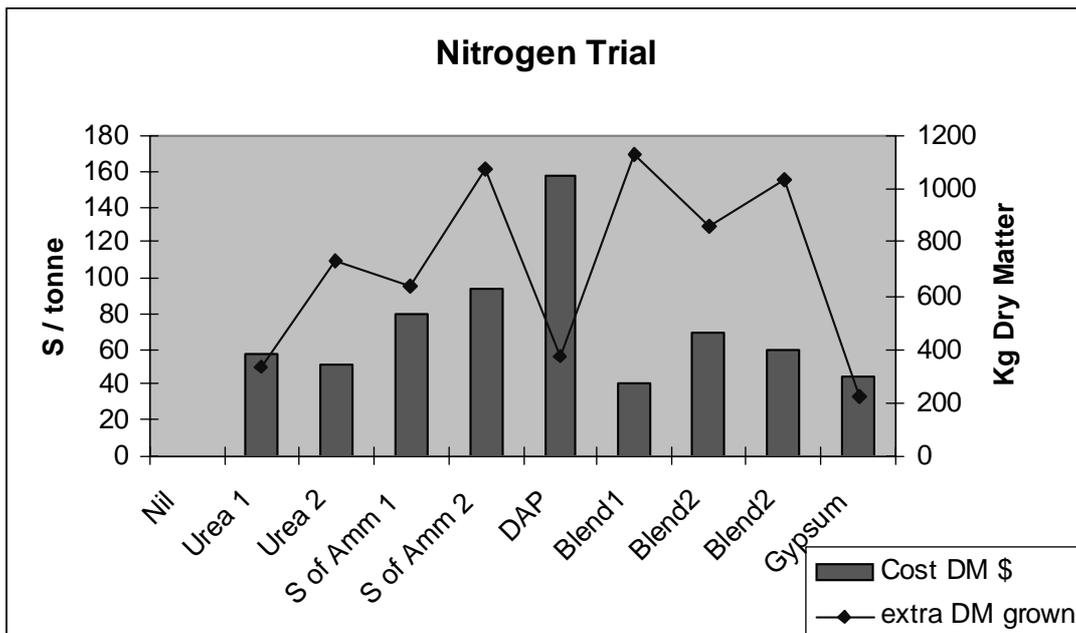
This past spring, many pastures showed symptoms of severe nitrogen deficiency. Urine fertility patches were much more obvious than previous years. While this in some instances could have been attributed to a molybdenum deficiency; the late break appeared to produce much less nitrogen through mineralisation of organic matter. Pastures also produced winter pasture growth rates lower than the previous winter.

Nitrogen applied to pastures to boost winter and spring pasture growth rates has shown to be a good investment this year. Given the high prices being paid for fodder ; dry matter produced for between \$40-\$80 per tonne using nitrogen is extremely cheap feed!!



This Spring, we conducted a trial on rotationally grazed pastures running Bull Beef in the South East of South Australia to measure the response and dry matter cost of a number of nitrogen products; with the best result producing dry matter for \$41/tonne over two grazing rotations.

Running a scenario through Grazfeed for 300 kg bulls; 6 months old and achieving 80% pasture utilisation, the nitrogen would produce additional live weight for 40c/kg. Based on this outcome; it should be possible to achieve a return of twice your nitrogen fertiliser investment in extra bull beef value.



### Nitrogen Trial

The stand out products (Blends 1 & 2), were nitrogen and sulphate sulphur mixes that our agronomists formulated in relation to that farms characteristics and nutrient history.

## GPS UPDATE

Our ongoing investment in spreading technology continues with 7 out of 12 spreading vehicles now equipped with Global Positioning Systems. We see GPS technology as an integral part of your nutrient management program; Linked with the appropriate software it provides the platform for recording and storing nutrient application information which can be used for future auditing purposes.

Because of the cost, initially \$22,000 and a yearly subscription fee of \$2,000 per unit , the remaining fleet will be equipped over the next two years.



In the future, clients that have their properties spread by trucks equipped with GPS, will receive a map of the area spread with their invoice and an electronic copy will be stored at Vickery Bros. using PAM multiclient.

## NEW SOIL TESTS

A new addition to the suite of Pivotest soil tests is the Phosphorus Buffering Index.

Phosphorus fertiliser is applied to achieve more plant growth by meeting a pastures phosphorus maintenance requirements and endeavoring to build soil available phosphorus levels, as indicated by Olsen P.

However over the years many farmers had been applying good rates of Phosphorus across there farms. In keeping with good management practice these paddocks were monitored regularly by soil testing.

In many situations the anticipated soil Phosphorus increase was minimal, in relation to the expected result. This is due to the soils Phosphorus buffering capacity.

The Phosphorus buffering capacity of a soil is its resistance to change. This is dependent on the soils content of substances that bind Phosphorus, mainly oxides of iron and aluminum; and the amount of clay particles, as they have more surface area to bind Phosphorus than do coarse sand particles.

The higher the content of these binding substances, the greater the ratio of small clay particles the higher its Phosphorus buffering capacity and consequently the more phosphorus it takes to raise the available phosphorus level.

Below is a table showing how much kilograms of elemental Phosphorus is required to raise soil Olsen P by 1 mg/kg 6-12 months after application based on it's Phosphorus Buffering Index.

P Buffer Index	PBI Class	KgP/ha raise 1Olsen P 1mg/ha	KgP/ha to raise Colwell P 1mg/kg
0-50	Very Low	5	2
50-100	Low	7	2
100-200	Moderate	9	3
200-300	High	11	2
300-600	Very High	13	4
>600	Extremely High	15	4

## DAIRY PASTURE FIELD DAY

On the 27th of November a dairy pasture seed day was held on Rex Mathew's property at Drumborg .conducted by Stephens Pasture Seeds of Ballarat in conjunction with Pyne Gould Guinness Seeds from New Zealand.

Established as a long term evaluation trial, the site contains combinations of perennial, short term, annual and hybrid ryegrasses; summer and winter active tall fescues; the forage herbs plantain and chicory; white and red clover. Over a period of time it will be added to as new species and cultivars are developed. In light of the plethora of new cultivars of different species available, it was a very informative day and gave farmers an insight into the pro's and con's of their establishment and performance.

Personal experience and field observations indicate there will be a push towards the use of Short Rotational ryegrasses. These have a life span of 2-3 years and give enormous production. Two of these, Crusader and Galaxy, are performing exceptionally well at the trial. The use of the forage herbs will become more wide spread. At the minute there are limitations with chemical suitability for weed control. Once these parameters are resolved, chicory and plantain has the potential to be sown in not only dairy pastures but they will also become common features in sheep and beef pastures.

I have seen some handy chicory and plantain mixtures being grown at Power's Creek near Edenhope on soils ranging from acid sands to saline sodic soils.

### Tall Fescues

There has been a reluctance over the years for beef/sheep farmers to embrace the notion of fescues. This is a legacy of the demeter fescue days, however this mindset is slowly changing with the emergence of new more palatable winter active fescues such as Fraydo.

The following data is supplied by Jerry Chin from the D.N.R.E Hamilton. Showing how good Fraydo winter growth is. As is the case with winter active varieties of any species rotational grazing has to be employed.

	Spring 2000	Autumn 2001	Winter 2001	Spring/Summer 2001
Fitzroy (Winter Active Ryegrass)	7.9t	1.8t	4.9t	8.7t
Advance (Summer Active Fescue)	4.9t	1.5t	4.3t	8.6t
Fraydo (Winter active Fescue)	5.3t	2.7t	7.5t	8.7t

## ACHIEVING POTENTIAL STOCKING RATES

Now is the time you should be deciding on one of your biggest and most critical investments for the year; **fertiliser!** It is important to reinforce why fertiliser needs to be applied, and to discuss ways to achieve the best results for your investment.

### Profitability:

Financial benchmarking of grazing enterprises proves time and time again that; the most profitable farms are those that are achieving a high sustainable production per ha. Be it kg/ha of wool, lamb or beef; this production per ha correlates directly to the stocking rates achieved. So what are the drivers of a high sustainable stocking rate?

- Growing season
- Pasture species
- Grazing management
- Soil Fertility

### Growing season

Geoff Saul from the Pastoral and Veterinary Institute carried out an analysis of the sites involved in the Grasslands Productivity Project; to determine the best predictor of a paddocks potential stocking rate. It was discovered that the average length of the growing season (time of the break till pastures dried off); gave the best correlation as summarised in the following table.

### Potential carrying capacity (dse/ha) based on length of growing season

Growing Season months	5	6	7	8	9	10	11	12
<b>Less than 20 ha paddocks DSE/HA</b>								
Olsen P 10/mg/kg	11	14	17	21	24	28	31	34
Olsen P 20 mg/kg	12	16	19	23	26	29	33	36
<b>More than 20 ha paddocks DSE/HA</b>								
Olsen P 10 mg/kg	8	11	15	18	21	25	28	32
Olsen P 20 mg/kg	10	13	16	20	23	27	30	33

Saul,G.Kearney,G. "Potential carrying capacity of grazed pastures in Southern Australia. 2002.

Using the above table, an estimate of the potential carrying capacity of each paddock on your property can be calculated.

The next step; is to review each paddock with reference to its pasture composition, its soil fertility and your grazing management. You can then determine what is most limiting that paddock achieving its potential.

Some things will be easier and less costly to fix and so actions can be prioritised.

### Pasture Composition:

Look at the species that are present in your pastures and decide if they are limiting the paddocks potential. Does their growing season match the potential of the paddock?

If they don't, then develop a plan to replace them.

E.g. What species are most limiting the stocking rate on this paddock?

A high proportion of annual grasses.

### Action

Winter clean or spray top annuals and direct drill perennial grasses.

Are there other pasture species, limiting the potential stocking rate?

No!, then we can move on to the next factor that impacts on the property achieving its potential stocking rate.

### Grazing Management:

There is no point growing all this quality pasture if it is not being utilised. Each paddock needs to be reviewed to see what is limiting the harvesting of that pasture.

Is there a reliable water supply?

Should lambing or calving time be changed to better match pasture production?

Would rotational grazing for part of the year improve utilisation?

Again some limitations are relatively simple and inexpensive to overcome, while others will need to be a part of the properties longer term development.

For each paddock a realistic target stocking rate is now established.

Next the appropriate nutrient level now needs to be calculated to achieve this stocking rate.

## ACHIEVING POTENTIAL STOCKING RATES

### Soil Limitations:

Traditionally phosphorus was seen as the main limiter to pasture production on South West Victorian farms, however we are now seeing a greater proportion of soil tests showing reasonable phosphorus levels. The result is a shift of priority in fertiliser programs; to maintaining soil phosphorus levels and correcting deficiencies of other nutrients particularly potassium. The other soil condition which is showing up as a limitation to pasture production in some soils is the high levels of aluminum, requiring the application of lime to achieve potential stocking rates

Soil and tissue testing combined with local knowledge and decision support tools, provides the basis for highlighting soil limitations and then enables the calculation of the nutrient required to correct these limitations, which will allow paddocks to achieve your stocking rate targets.

### Better Return:

This process of setting realistic stocking rate targets for each paddock and applying the correct nutrient; to first of all overcome any deficiencies and to then ensure there is enough nutrient to maintain soil fertility levels, will require a more complicated fertiliser program but as you approach your potential stocking rate this will result in a far higher return for your fertiliser dollar.

## CROPPING

### Low Copper Levels –

Once again the majority of cereals that we tissue tested this year showed up deficient, or marginal in copper. This required an immediate foliar application of copper to correct the deficiency. Low copper levels reduce pollen production in the flowering plant resulting in sterile heads in the crop. **This symptom can often be confused with the symptoms of frosting and has gone untreated in the past.**

While foliar applications of copper will correct the short term needs of the crop, the underlying soil deficiency will remain unchanged. In fact low copper levels can be worsened through the use of chemicals such as Glean and Ally (fixation).

Because copper is relatively immobile in the soil, planning is critical. The copper that is applied this season may not be plant available for another 12 months. Hence you need to be thinking two years ahead for your cropping program; also not forgetting the future copper requirements of animals grazing the following pasture phase.

### Rotation Rotation Rotation –

The last 5 to 6 years has seen a dramatic increase in the amount of cropping on some properties and has been in most cases integrated profitably with other farming enterprises. This year crops will be extremely profitable, but a word of warning; we are seeing a steady build up in the increased use of selective Herbicides which will speed

## LIME

A recent report of lime trials conducted by the Central Western Victoria regional committee of Sustainable Grazing Systems (SGS) reinforced the findings of local lime trials conducted by the PVI, proving the value of surfaced applied Lime.

The trials conducted in the Woorndoo Mortlake area involved 20 sites having various rates of several different limes top dressed in April 1999.

Subsequent monitoring lead to the following observations.

### Soil Effects:

- Top dressed lime moves quicker through the soil profile than traditionally thought, measurements at 16 months detected changes to soil pH down to 5 cm
- The speed of reaction varied between limes when pH was measured at 16 months however by 28 months all limes applied at the same rate achieved the same change in pH.
- Increasing the rate of application of lime up to 3.5 tonnes per ha achieved a corresponding increase change in pH.
- Liquid lime did not significantly change soil pH when compared to dried lime at the same site.
- Olsen P levels showed an average increase of availability by 13% on 7 sites monitored.
- Lime dramatically reduced the availability of copper and while Copper deficiencies were not shown to occur from the applied lime it could be an issue.

### Pasture Response:

- The most obvious change was a reduction in annual grasses when improved pasture species were below 50%.
- Pastures containing a higher proportion of annual grasses that were limited showed a less rapid decline in quality.

Soil acidification is a process that is occurring in your paddock every day. Soil testing will provide the best indication of the need to lime and aid in the development of a liming program to ensure the long term sustainability of your production system.

### Reference:

Central Western Victorian regional committee of SGS.2002. The impact of surface applied lime to soil conditions and pasture production in Western Victoria.

the development of chemical resistance in our cropping area. Cropping programs need to be based around planned crop rotations that take into consideration a more strategic use of chemicals to prevent resistance developing.

Canola is the main break crop we have available to us. Research is consistently showing higher cereal yields occurring after a canola crop, through it's action as a biofumigant. To achieve a reduction in root disease in the subsequent cereal crop, the canola does have to be clean of all grasses and volunteer cereals. However the main problem faced by canola crops this season has been slugs. At the moment the only control seems to be constant monitoring and baiting. Some clients had to resow significant areas whilst others baited up to three times. But still, at the high prices for canola this year it was worth the effort.

## **Attitude is everything**

**The longer we live, the more we realise the impact of attitude on life.**

**Attitude is more important than facts.**

**It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do.**

**It is more important than appearance, physical strength or skill. It will make or break a company, a church.....a home.**

**The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day.**

**We cannot change the fact that people will act in a certain way.**

**We cannot change the inevitable.**

**The only thing we can do is decide what our attitude will be.**

**Life is 10% what happens to us and 90% how we react to it.**

**Our attitude is the most vulnerable part of our existence over which we have total control.**

**Our attitude is everything!**

AACo's Training Newsletter August 2002

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Vickery Bros. Pty. Ltd.  
105 Whyte Street  
Coleraine VIC 3315

