

FARM TO PROFIT FARM BUSINESS UPDATE



Swan Hill – Wednesday 15th June, 2022
Swan Hill Town Hall

Horsham – Thursday 16th June 2022
Horsham Town Hall

Naracoorte – Friday 17th June 2022
Naracoorte Town Hall

#GRDCUpdates



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GRDC Farm Business Update
proudly convened by **ORM Pty Ltd.**



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GRDC Farm Business Update SWAN HILL/HORSHAM/ NARACOORTE



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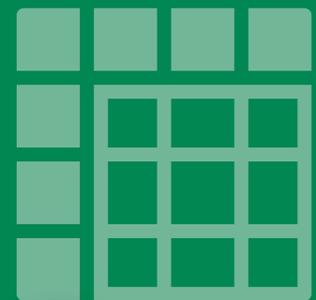
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Program

- | | | |
|----------|--|---|
| 9.30 am | Announcements | |
| 9.35 am | GRDC welcome | |
| 9.40 am | Mastering the art of momentum | <i>Michael McQueen</i> |
| 10.20 am | Focusing on skills to lead and manage as the farm grows | <i>Jill Briggs
Affectus</i> |
| 11.00 am | <i>Morning tea</i> | |
| 11.30 am | Machinery Investment and replacement for Australian grain growers? | <i>Ben White,
The Kondinin Group</i> |
| 12:10 pm | Investing profits – building resilience with efficiency | <i>Adrian Roles,
AgTrak</i> |
| 12:50 pm | <i>Lunch</i> | |
| 1:50 pm | Where will the employees of the future come from?
The role of family farms in industry skill building | <i>Avril Hogan,
Longerenong College</i> |
| 2:25 pm | Business structures beyond the farm gate | <i>Shane Sander,
AgVise</i> |
| 3.10 pm | <i>Wrap up and evaluation</i> | |
| 3.15 pm | <i>Event close</i> | |



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Mastering the art of momentum

Michael McQueen.



- The **SCIENCE** and **ART** of momentum – where it comes from and why it makes all the difference when you've got it working for you
- A **PRACTICAL** and **POWERFUL FORMULA** for building momentum individually or in a team
- How to get into a **FLOW STATE** of **PEAK PRODUCTIVITY** on a daily basis
- The role that **FOCUS** and **CONSISTENCY** play in ensuring a **GROOVE** doesn't become a **RUT** over time

My follow up questions for the speaker;



Self-evaluation

Do you currently feel like you have mastered momentum based on Michael's formula? YES / NO

What is lacking that you would like to implement? _____

Do you currently feel like you have mastered momentum based on Michael's formula? YES / NO

What is lacking that you would like to implement? Why? _____

Is farm business profitability an area you would like to improve? Y / N

We want to work on this in our business, what should we do next?

- Develop an action plan that suits your daily routine

Our First Action _____



Our Second Action _____

Want to learn more, here are some suggestions;

I have numerous blogs on my website about future industry trends and personal performance. You can pick your way through the relevant ones for you.

<https://michaelmqueen.net/blog>



More about Michael . . .

Michael McQueen is a multi-award winning speaker, trend forecaster and bestselling author of 9 books.

With clients including KPMG, Pepsi and Cisco, he has helped some of the world's most successful brands navigate disruption and maintain momentum. In addition to featuring regularly as a commentator on TV and radio, Michael is a familiar face on the international conference circuit having shared the stage with the likes of Bill Gates, Dr. John Maxwell and Apple co-founder Steve Wozniak. Michael has spoken to over 500,000 people across 5 continents since 2004, and is known for his engaging, entertaining and practical conference presentations.

Having been formerly named Australia's Keynote Speaker of the Year, Michael has been inducted into the Professional Speakers Hall of Fame.

Contact details: www.michaelmqueen.net





Notes



The WeedSmart Big 6

Weeding out herbicide resistance in winter & summer cropping systems.

The WeedSmart Big 6 provides practical ways for farmers to fight herbicide resistance.

How many of the Big 6 are you doing on your farm?

We've weeded out the science into 6 simple messages which will help arm you in the war against weeds. By farming with diverse tactics, you can keep your herbicides working.

Rotate Crops & Pastures

Crop and pasture rotation is the recipe for diversity

- Use break crops and double break crops, fallow & pasture phases to drive the weed seed bank down,
- In summer cropping systems use diverse rotations of crops including cereals, pulses, cotton, oilseed crops, millets & fallows.



Increase Crop Competition

Stay ahead of the pack

Adopt at least one competitive strategy (but two is better), including reduced row spacing, higher seeding rates, east-west sowing, early sowing, improving soil fertility & structure, precision seed placement, and competitive varieties.



Double Knock

Preserve glyphosate and paraquat

- Incorporate multiple modes of action in the double knock, e.g. paraquat or glyphosate followed by paraquat + Group 14 (G) + pre-emergent herbicide
- Use two different weed control tactics (herbicide or non-herbicide) to control survivors.



Stop Weed Seed Set

Take no prisoners

- Aim for 100% control of weeds and diligently monitor for survivors in all post weed control inspections.
- Crop top or pre-harvest spray in crops to manage weedy paddocks.
- Consider hay or silage production, brown manure or long fallow in high-pressure situations.
- Spray top/spray fallow pasture prior to cropping phases to ensure a clean start to any seeding operation.
- Consider shielded spraying, optical spot spraying technology (OSST), targeted tillage, inter-row cultivation, chipping or spot spraying.
- Windrow (swath) to collect early shedding weed seed.



Implement Harvest Weed Seed Control

Capture weed seed survivors

Capture weed seed survivors at harvest using chaff lining, chaff tramlining/decking, chaff carts, narrow windrow burning, bale direct or weed seed impact mills.



WeedSmart Wisdom



Never cut the herbicide rate – always follow label directions
Spray well – choose correct nozzles, adjuvants, water rates and use reputable products.
Clean seed – don't seed resistant weeds.
Clean borders – avoid evolving resistance on fence lines.
Test – know your resistance levels.
'Come clean. Go clean' – don't let weeds hitch a ride with visitors & ensure good biosecurity.



Mix & Rotate Herbicides

Rotating buys you time, mixing buys you shots.

- Rotate between herbicide groups.
- Mix different modes of action within the same herbicide mix or in consecutive applications.
- Always use full rates.
- In cotton systems, aim to target both grasses & broadleaf weeds using 2 non-glyphosate tactics in crop & 2 non-glyphosate tactics during the summer fallow & always remove any survivors (2 + 2 & 0).

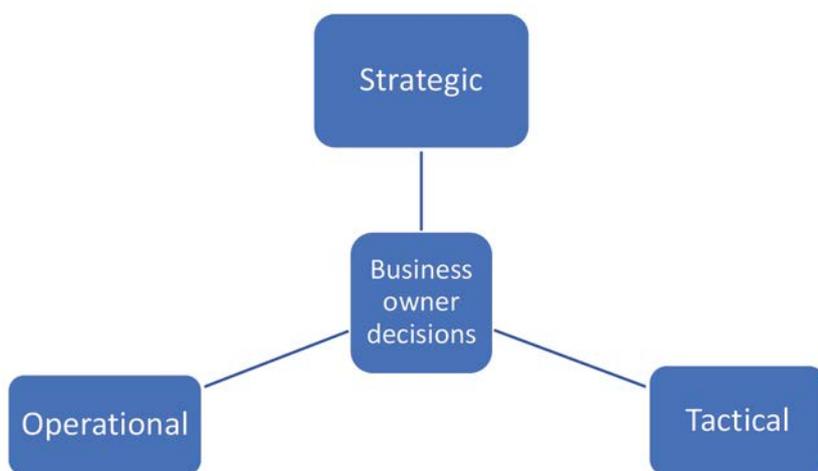
Business structures beyond the farm gate - advisory roles and structures to support farm growth

Shane Sander

Agvise

Key Messages:

- ◆ Farm advisory boards are not a new concept in agriculture, many papers have been written about the benefits they can bring to a farm business
- ◆ A farm advisory board is a progression of business development as scale and complexity increases and additional resources are required. An external consultative group may not be the initial starting point to bring additional skills into the business, but rather where the business progresses to
- ◆ To gain maximum benefit from an advisory board the business owners need to be prepared to invest resources into the setup, structure, and ongoing operation.



Introduction

Advisory boards provide an opportunity to bring additional skillsets into a business. This can provide significant benefits to the owners with an outsiders view of the business providing fresh ideas and perspectives. In a well-run, high-functioning environment, advisory board members will provide clear communication of business goals and objective direction for the consideration of foundation members.

A selected and structured board will bring additional skills into the business that may not be present, particularly multi-faceted skills around strategy and business management. Having an external body to consult with provides the opportunity to step out of the day-to-day running of the business and focus on where the business is going and how it is going to get there: 'working on the business, rather than in the business'.

Advisory boards sit at a high level in the decision-making hierarchy and are more involved with strategic direction and complex business decisions rather than the operational aspects of the farming enterprise. In practice it is important to clearly differentiate the two and not allow the advisory board's effectiveness to be diluted by being drawn into operational matters.



An alternate structure for a more hands-on requirement could incorporate existing advisers into a management board.

The creation of an advisory board is not a panacea to solve business and operational problems and will not suit every business. Some critical questions that must be addressed early include:

- What do you want from an external advisory board?
- Are you open to new ideas?
- Are you prepared to be challenged on your current position?
- Do you have a vision for your business, and can you articulate this to others?
- Are you able to produce accurate financial information about your business in a timely manner?
- Are you prepared to put consistent effort into the organising of board papers, meetings, minutes, and reporting on action items?
- Are you prepared to be held to account?

Elements

Board

The composition of the board's talent should reflect the challenges the business faces, skill sets the business currently lacks or skills that would be most beneficial to the business. It is important to have clarity around what these requirements are. Points to consider in the selection process include:

- Utilise existing advisers? Arguments supporting both for and against
- Consider diverse skills and thinkers
- Avoid friends, neighbours and all local farmers!
- Consider complementary industries: agribusiness, banking etc.
- Seek out integrity, similar values and individuals that you respect

The selection of board members is a two-way interview process. Prospective external members will be calculating if your business is one they wish to be involved with, at the same time as you are determining if they are a suitable member.

Additional documents such as a charter or terms of reference are a useful foundation resource. It is essential that these specify the rules that the board will operate under. Items covered should include:

- Confidentiality
- Frequency of meetings
- Any conflict of interest
- Remuneration
- Board term

Chair

This is the most important role of the board and is critical in extracting the maximum value from the board. Critical points to consider in the selection of the Chair are:

- Should not be an owner in the business
- Excellent communication skills
- Ability to engage and include all board members in discussion
- Ability to keep the group focused
- Consider a professional appointment with corporate governance skills



Timing

For the board to become fully effective it needs to have time to understand the business and the people that operate within it. Frequency of meeting is a strong element in achieving this functionality. There is reasonable commentary recommending quarterly meetings as a minimum for an advisory board to function effectively. Experience suggests this can be a challenge to incorporate into a farming business calendar and will be highly dependent on the complexity of the business.

Lessons learnt from the COVID environment are that on-line platforms work well for established boards, although this format places greater pressure on the chair to ensure all members contribute. Online connectivity also provides a great avenue for ad hoc meetings around specific issues.

Meeting structure

1. Agenda

- a. An essential component!
- b. Must be set by the business owners
- c. Items listed for discussion should be supported by board papers
- d. Outcomes sought should be stated – actions register

2. Board papers

- a. Allow adequate time for review prior to meeting
- b. Include minutes from previous plus action items
- c. Contain enough detail to allow board members to make informed decisions
- d. Consistent format for all meetings, particularly in relation to finances

3. Minutes

- a. Action items noted and grouped (personal preference)

4. Independent minute taker

- a. Allows all parties to participate
- b. Will result in more efficient production of minutes

In practice

Business owners are constantly making decisions at multiple levels.

1. **Operational decisions** around the daily running of the farm with immediate impact involving input from staff and other family members, such as which paddocks will be sprayed today
2. **Tactical decisions** affecting production with a slightly longer time horizon for example planning the annual cropping program, with input from the agronomist, farm staff, fertiliser supplier
3. **Strategic decisions** which would activate involvement from the advisory board are typically multifaceted and require additional skills which may not exist in the business on a day-to-day basis. These type of “big picture” decisions will have impact over the longer term – perhaps over generations

The advisory board’s role is to develop a structured approach to solving complex problems, removing the emotion and reactionary responses. Over time this approach will result in the development of policies and guidelines that have been customised to the individual business.



Why working on this could be great for your farming business

- Confidence to make challenging decisions
- Focus on strategic issues
- Motivation and inspiration
- New ideas
- Mentorship
- Accountability

We want to work on this in our business, what should we do next?

- Discuss with your business partners the potential benefit of an advisory board to your business.

Want to learn more, here are some suggestions;

- GRDC Business Advisory Boards – The Role in the Family Farm – Bill Long (March 2015)
- GRDC Business Fact Sheet – Farm Advisory Boards (December 2015)
- The rural board drought – Australian Institute of Company Directors (February 2009)



More about Shane . . .

Over the past two decades since forming Agvise, I have consulted to some of the largest and most successful Agri-businesses in Western Australia.

My expertise covers in-depth financial due diligence, risk and asset management, feasibility assessments, strategic planning, business restructuring, succession planning and board representation.

I work with my clients throughout the decision-making process, complementing their capabilities with my ability to test assumptions and constructively debate tactics, in order to help them make smart, informed choices to move their business forward, drawing on my strong network of connections to benefit clients when necessary.

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Focusing on skills to lead and manage as the farm grows

Jill Briggs

Affectus

Key Messages:

- ◆ Leadership provides the performance leverage on farm for successful growth and expansion.
- ◆ Demonstrating on-farm leadership skills and behaviours enhance team communication and engagement.
- ◆ Developing a vision for the business provides a clear direction on the business purpose.



Introduction

“A leader is one who knows the way, goes the way, and shows the way” — John C Maxwell

A good leader has a vision for the business they lead and will demonstrate the way to behave. They are able to instil enthusiasm and willingness in the work of the people they lead while holding each team member accountable for their performance. Developing leadership skills on farm just might be the foundation of future success and resilience and the competency that sets apart the most successful operators.

The most effective leaders consistently demonstrate the following performance traits;

- Create belief in their vision
- Communicate openly and with authenticity
- Build relationships within the team
- Can display empathy
- Manage stress effectively
- Invest in the development of the team members
- Create and shape the culture, the attitudes, behaviours and beliefs that make up the work environment.



Practical Leadership Tips for Everyone.

What are the component parts of the leadership discussion - two important parts of leadership are – us (team) and direction (vision).

First question - Who is the us?

Second question – Where are you headed?

Third question - How do you all get there?

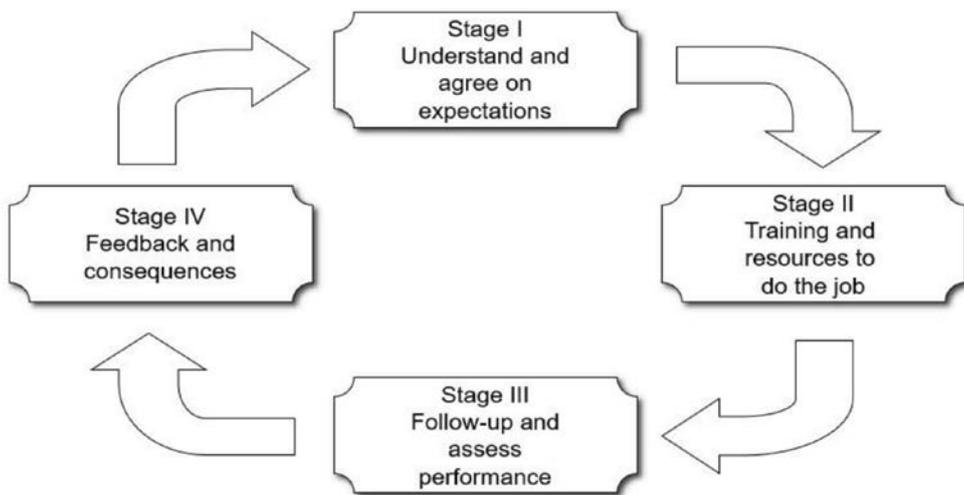
Leaders think in the here and now and the future, both the strategic and the operational. They are open to communicating their ambitions for the group and laying the groundwork for success. They maintain a focus on their goals and objectives which enables them to avoid distraction of

Whole Picture (Strategic) vs Jobs (Operational).



Perhaps the clearest signal of great leadership, is that leaders engage with their team members and maintain clear accountability for each team member.

Accountability makes a difference



Content

Direction and Vision - Why create a Vision?

A vision is the creative expression of the end state of achievement. It informs people of what we are about and strive to deliver. It focuses the actions and behaviours of the team, communicating to them why the business exists.

Examples of Visions

IKEA “Our vision is to create a better everyday life for many people.”

Baker Seeds – Seed for Generations.

McDonald’s “To be the best quick service restaurant experience. Being the best means providing outstanding quality, service, cleanliness and value, so that we make every customer in every restaurant smile.”

ADM Trading Australia - Unlocking the power of nature

Amazon “We strive to offer our customers the lowest possible prices, the best available selection and the utmost convenience.”

Google “To provide access to the world’s information in one click”

Elders – Our primary focus is to help you maximise your agricultural business, no matter what your business or personal goals may be.

Coca Cola “Our vision is to craft the brands and choice of drinks that people love, to refresh them in body and spirit.”

Netflix “Becoming the best global entertainment distribution service.”

If you want to build a direction/vision these are some principles that will assist.

1. Core Values of your business

The core values of your business define its identity and how it interacts with those who work there and those beyond.

2. Future Goals

Think about what you’d like your company to achieve in the next 5 or 10 years.

3. Understand Your Business Culture

A strong business culture it’s a very important part of the success of any business.

4. Write A Vision Statement

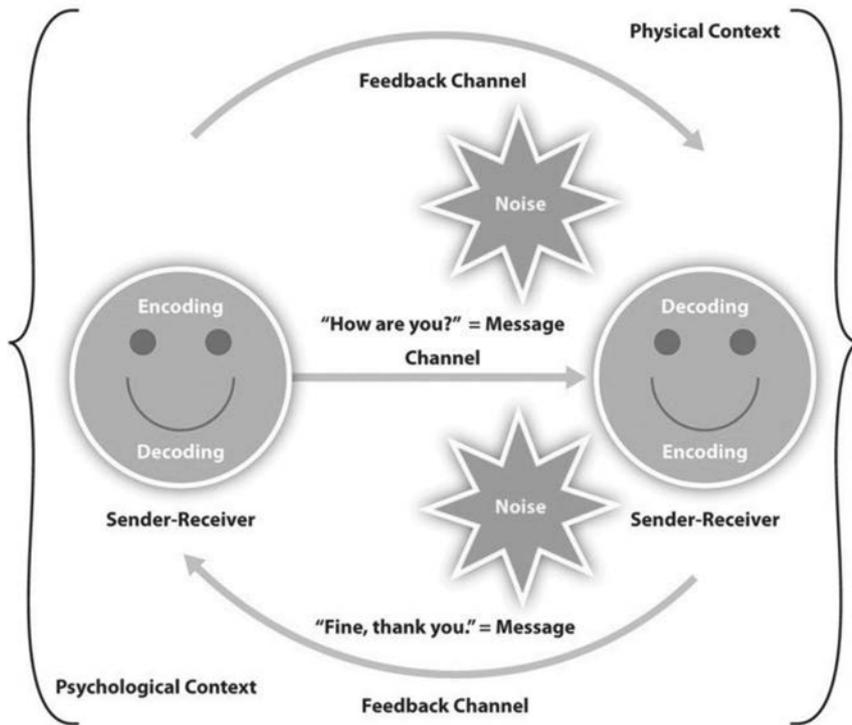
Now that you have an idea of the main elements that are involved in the process of writing your vision statement, you can create one that fits your organization.

Communication is essential in any team.

Communication styles can vary between individuals but there are some core concepts of communication process that are valued by effective leaders. Open Two-Way communication is adopted by leaders, to inform and engage with their team, they welcome feedback and utilise it as a performance tool.

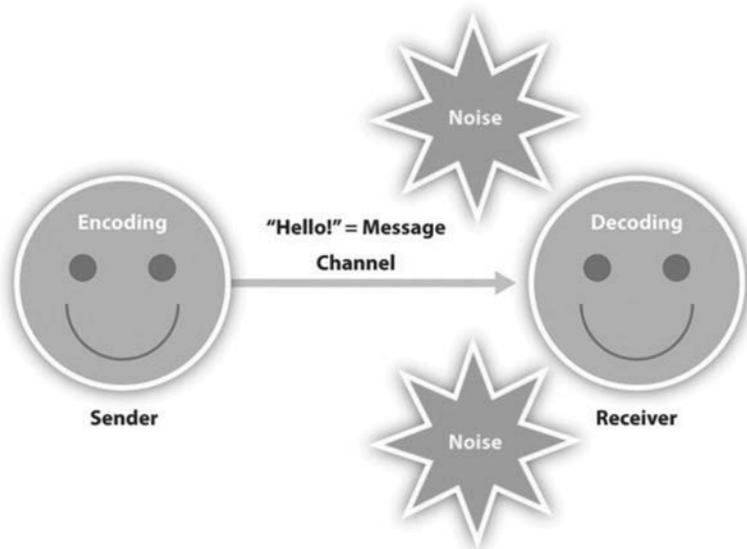
Open Two-Way Communication – reflects informing and engagement





One-Way communication, this is more likely used to issue demands and provides no opportunity for feedback. This style of communication is transactional and open to incorrect interpretations that may not be uncovered until it is too late.

One-Way Communication – reflects telling



Why working on this could be great for your farming business

- You will all be in the same chapter and potentially on the same page.
- You will be distributing responsibility which is good for everyone, provides room for growth and development.
- Your team will be more effective and your business will be more productive



Self-evaluation

How satisfied are you with your own leadership mindset?

Very satisfied _____ Very unsatisfied

Why? _____

Is there anything that gets you frustrated when leading a team? _____

Is it something you can control or is it out of your control? _____



How easy is it to bounce back from setbacks?

Easy _____ Hard

How would your family and team describe your leadership attitude and mindset? _____

Why? _____

How satisfied are you with your overall business performance?

Very satisfied _____ Very unsatisfied

What is your greatest roadblock to success? _____



We want to work on this in our business, what should we do next?

List the follow up / immediate action/s you recommend attendees take (in a few dot points)

- Look for a mentor who displays leadership skills you are seeking to further develop and is respected by their peers
- Be open and seek feedback and know that people might think you are having a “bad hair day”
- Remember strategic thinking is hard work so be kind to one another.

Our First Action _____

Our Second Action _____





More about Jill . . .

Jill has been assisting people to develop skills for the future through leadership and personal capacity programs for over 15 years. She is most happy when working with groups of people who wish to chart a future course. She is a high-energy, positive facilitator with experience at many levels including community, business and government.

Through consultation, Jill develops a strong structure to all programs that she manages and facilitates with clear outcomes and purpose generated at the commencement of all activities. Her enthusiasm for seeing people increase their personal capacity permeates all the programs she has facilitated during her highly successful career.

Jill is a caring communicator and a thoughtful negotiator ensuring all participants arrive at a new stage of growth at the conclusion of any workshop or program. Over the years, Jill has received personal feedback and typical key descriptors include the following: inspirational, powerful, networker, motivator and fun. Some participants have mentioned that Jill can swear when really over-enthused! People who have participated in activities managed and facilitated by Jill regularly acknowledge that the event is successful due to her drive and strong work ethic and her communication and knowledge-sharing ability.

Jill is an accomplished public speaker and a keen researcher, she has a Master of Management (Leadership), a Graduate Diploma in Adult Learning and recently graduated from the Advanced – Women in Leadership Program.

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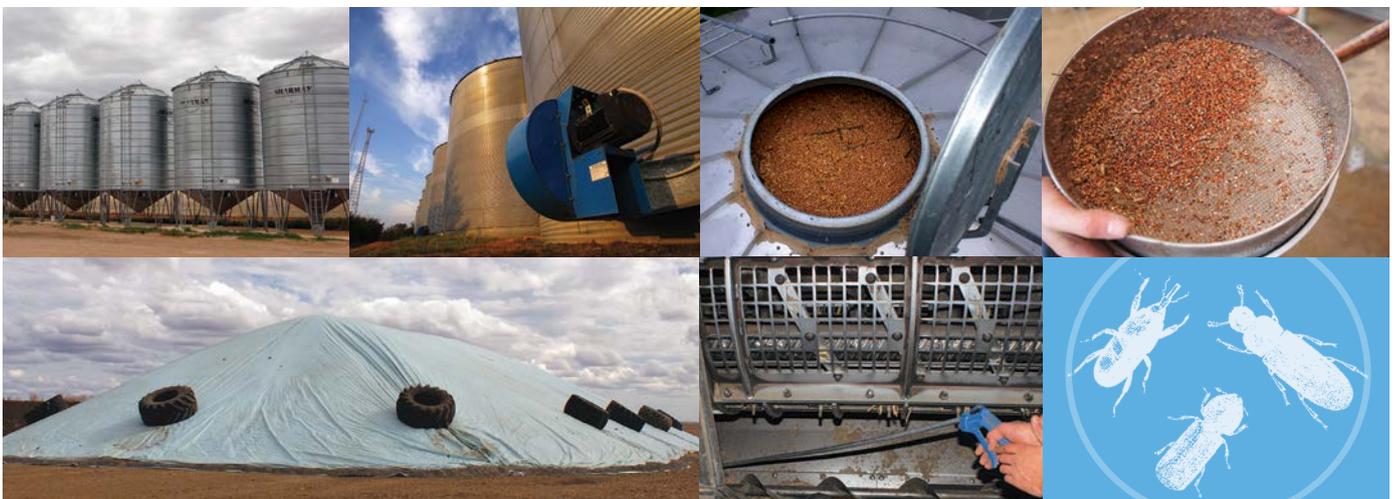


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Machinery investment: What works for your business?

Ben White

Kondinin Group

Key Messages:

- ◆ Every business is different, but benchmarks can help to provide perspective.
- ◆ Machinery investment levels are generally commensurate with cropping turnover.
- ◆ Ratios of seeding / spraying / harvesting machinery investment vary geographically.
- ◆ Machinery plant investment also needs to factor repairs and maintenance, skilled labour inputs and contracting relative to total cropping income.
- ◆ The national average benchmark for TPLM+C : Cropping income = 0.34

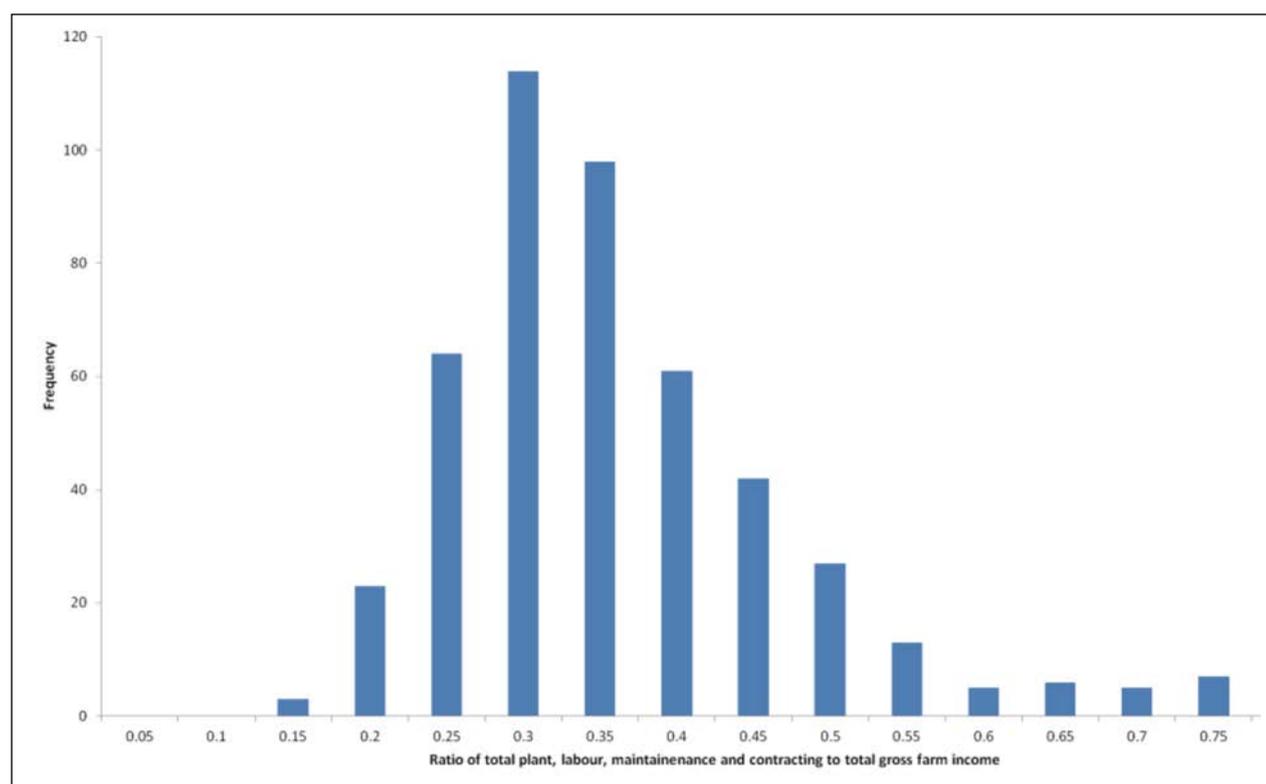


Figure 1. National frequency of ratios of total plant, labour, maintenance and contracting (TPLM+C) to total gross farm income in Australian cropping enterprises (National: n=411).

Introduction

Working with Cussons Media, Farmanco, Agripath and Pinion advisory, Kondinin Group collated machinery ownership data from more than 400 farmers across Australia to gauge machinery investment levels relative to business turnover.



A booklet produced for GRDC contains thirty case studies to illustrate ownership models and change-over triggers as well as survey data for specific to cropping Agro-Ecological Zones (AEZ's).

Overview

Detailed financial figures and data from 480 farmers nationally was probed to provide a detailed analysis. This was combined with case studies of 30 farmers spread nationally and representative of the spectrum of data collected. Points to note include;

- Average cropping income by GRDC region varied from around \$1.4m in the South to \$2.4m in the West with the Northern region coming in at around \$1.6m.
- Previous studies of machinery investment levels had not included farm labour, contracting, repairs and maintenance.

Including these figures ensures the data are not skewed by investment in additional repairs and maintenance for older equipment, or additional skilled labour to operate lower cost and lower capacity equipment.

- A standard depreciation rate of 10 per cent was applied across equipment unless the fleet of equipment was very new. While this can vary over the lifetime of the machine, across the thousands of machines in the survey data, this depreciation figure is around the average according to farm management consultants.

When making machinery investment decisions, evaluate the financial impact the investment will have. For technology investments, work on the return on capital for the technology. Section control is a good example of where technology can pay for itself depending on individual circumstances.

For other equipment, maintain knowledge of current market values and utilise the known ratio of 0.34 investment to income to determine if your farm is undercapitalised or overcapitalised with farm machinery.

My follow up questions for the speaker;

Why working on this could be great for your farming business

- Machinery investment decisions are usually big decisions which take into account not just the financial implications, but also the maintenance, service and backup as well as human capital costs to the business.
- Comparing farm investments in machinery to other farms in the area can provide a perspective on relative machinery outlay and provide guidance for benchmark investment levels.
- Reading case studies of the approach other farmers take can be useful in making decisions.



Our First Action _____

Our Second Action _____

Want to learn more, here are some suggestions;

- Keep an eye out for the GRDC booklet on farm machinery investment that includes 30 case studies from across Australia.

Acknowledgements

Thanks to Primary Business, Farmanco, Agripath and Pinion advisory and Cussons media for their assistance. In addition to the 30 farmers who were interviewed, we would like to thank the 450 farmers who provided data for the study.



Useful resources

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More about Ben . . .

Ben is an agricultural engineer, Kondinin Group's research manager and editor of Farming Ahead magazine and, as an independent consultant, is a member of the GRDC stored grain extension team.

Based in Western Australia, Ben comes from a family farm in the New England region of northern NSW. Since completing his engineering studies at the University of Southern Queensland, Toowoomba, Ben has worked predominantly for the Kondinin Group for over 20-years.

Ben has extensive experience in delivery of research and has expertise in the areas of farm machinery investment, sheep handling and livestock infrastructure, farming technology and communications, grain storage, precision farming, engine technology, harvesting, seeding and spraying equipment.

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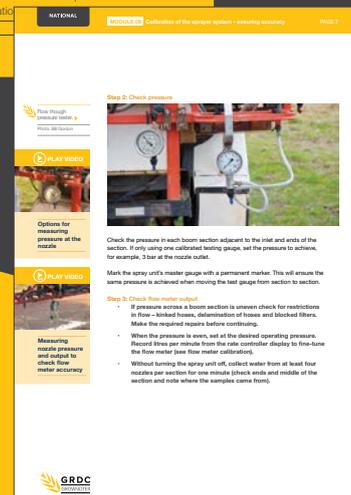
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SPRAY APPLICATION GROWNOTES™ MANUAL



SPRAY APPLICATION MANUAL FOR GRAIN GROWERS

The Spray Application GrowNotes™ Manual is a comprehensive digital publication containing all the information a spray operator needs to know when it comes to using spray application technology.

It explains how various spraying systems and components work, along with those factors that the operator should consider to ensure the sprayer is operating to its full potential.

This new manual focuses on issues that will assist in maintaining the accuracy of the sprayer output while improving the efficiency and safety of spraying operations. It contains many useful tips for growers and spray operators and includes practical information – backed by science – on sprayer set-up, including self-

propelled sprayers, new tools for determining sprayer outputs, advice for assessing sprayer operation, improving droplet capture by the target, drift-reducing equipment and techniques, the effects of adjuvant and nozzle type on drift potential, and surface temperature inversion research.

It comprises 23 modules accompanied by a series of videos which deliver 'how-to' advice to growers and spray operators in a visual easy-to-digest manner. Lead author and editor is Bill Gordon and other contributors include key industry players from Australia and overseas.

Spray Application GrowNotes™ Manual – go to:
<https://grdc.com.au/Resources/GrowNotes-technical>
 Also go to <https://grdc.com.au/Resources/GrowNotes>
 and check out the latest versions of the Regional Agronomy
 Crop GrowNotes™ titles.

Investing profits – building resilience with efficiency (looking at total plant, machinery & labour expense)

Key Messages:

- ◆ When making an investment in agricultural equipment it is important that an analysis of investment be made. This analysis is best done in a whole-farm context as you would with any other agricultural investment.
- ◆ Management of the total plant machinery, labour & contracting expense (TPML+C) is one of the core components of managing farm profitability.
- ◆ Long term, the management of these key items of expenditure will have a material impact on the long term financial resources available for investment.



Introduction

Farmers are frequently challenged in being able to make informed decisions on how to manage their TPML+C expenses. This is because there is a huge amount of flexibility in how plant, equipment, labour and contractors are utilised from farm to farm. Whether to own and operate machinery, versus using contractors and the numbers of employees in the business all factor into the composition of this area of expenditure.

Content

The key to profitability is to generate income as efficiently as possible. Co-ordinating and utilising assets in the business to optimise the value of the production generated. The skill in management lies in applying these resources in the most efficient way and problem solving effectively. Whilst it is convenient to own all the equipment that might be required in a production year, the cost of owning may not be the most efficient way of operating. Decisions are best prioritised around the items that are critical to the timeliness of operations. Matching the investment scale to the scale of the operation is also an important consideration.



Land is one key resource, but beyond this, the plant, machinery and labour which can be directly deployed, play a significant role in the successful operation of the business. Of course, there are also contractors as service providers that can be utilised in support of operations. In a case study analysis of 20 separate farming operations the 10-year (2010-2020) and 20-year (2000-2020) year average TPML+C data was reviewed to analyse the variation demonstrated between businesses.

The study includes businesses located across the Wimmera and Mallee and given they were impacted through 2010-2020 by the Millenium drought significant variation in the averages was anticipated.



Figure 1. 10 Year average TPML+C and profit for case study farms (Source: ORM data).

- On a 10-year average the top 20% of farms (by profit) achieved profit per hectare of \$60 or higher. (Farm 6, 10, 12, 20)
- The top 20% of farms (by profit) recorded TPML+C expense per hectare of between \$145 -257.





Figure 2. 20 Year average TPML+C and profit for case study farms (Source: ORM data)

- On a 20-year average the top 20% of farms (by profit) achieved profit per hectare of \$55 or higher. (Farm 5, 6, 10, 12)
- The top 20% of farms (by profit) recorded TPML+C expense per hectare of between \$154 -302.

The key to making the most informed decision about allocation of resources in a farming business is to use planning and analysis;

- 1) Identify and evaluate the TPML+C expense of the farm business.
- 2) Review income generated – analyse the ratio between the income and TPML+C.
- 3) Explore whether the ratios are in line with industry benchmarks.
- 4) Evaluate profitability – how does it compare to industry data.
- 5) Identify if there is opportunity to increase income without additional cost ie through improved operational or agronomic management.
- 6) If TPML+C is considered high, review each component separately.
- 7) Look for incremental improvements and opportunities to increase profit.



Why reviewing this could be great for your farming business

- Potential increase in profitability and improved long term financial resilience.
- Increased clarity on management decisions.
- Additional resourcing available for reinvestment over the long term.
- Growth of the business to enhance scale and flexibility.

Self-evaluation

What areas of efficiency could be improved on the farm and what would need to be implemented to improve profit or reduce TPML+C?

Do you have clearly defined priorities around plant and machinery investment? What are they?

Does the farm business have a policy on the timing and amount of expenditure on capital items?



We want to work on this in our business, what should we do next?

- Analyse your historical data – it will be there in your annual profit and loss.
- Ensure that all facets of the business are considered – is income as high as it could be. Do operational issues compromise the quality or quantity?
- Consider the balance of all work, home, family and safety issues that need to be factored into decisions.
- Look for assistance if over the longer term, profit has been a persistent issue.

Want to learn more, here are some suggestions

- Machinery decisions start with the maths - <https://groundcover.grdc.com.au/farm-business/business-management/machinery-decisions-start-with-the-maths>
- Should I own a truck - <https://grdc.com.au/resources-and-publications/all-publications/factsheets/2019/should-i-own-a-truck>
- The economics of precision agriculture, GRDC Project code: RDP00013, <https://grdc.com.au/resources-and-publications/grdc-update-papers/tab-content/grdc-update-papers/2017/02/the-economics-of-precision-agriculture>
- Profit from precision agriculture, GRDC Project Code: 9176123, <https://grdc.com.au/profit-for-precision-agriculture>

Our First Action _____

Our Second Action _____

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TOP 10 TIPS

FOR REDUCING SPRAY DRIFT

01

Choose all products in the tank mix carefully, which includes the choice of active ingredient, the formulation type and the adjuvant used.

02

Understand how product uptake and translocation may impact on coverage requirements for the target. Read the label and technical literature for guidance on spray quality, buffer (no-spray) zones and wind speed requirements.

03

Select the coarsest spray quality that will provide an acceptable level of control. Be prepared to increase application volumes when coarser spray qualities are used, or when the delta T value approaches 10 to 12. Use water-sensitive paper and the Snapcard app to assess the impact of coarser spray qualities on coverage at the target.

04

Always expect that surface temperature inversions will form later in the day, as sunset approaches, and that they are likely to persist overnight and beyond sunrise on many occasions. If the spray operator cannot determine that an inversion is not present, spraying should NOT occur.

05

Use weather forecasting information to plan the application. BoM meteograms and forecasting websites can provide information on likely wind speed and direction for 5 to 7 days in advance of the intended day of spraying. Indications of the likely presence of a hazardous surface inversion include: variation between maximum and minimum daily temperatures are greater than 5°C, delta T values are below 2 and low overnight wind speeds (less than 11km/h).

06

Only start spraying after the sun has risen more than 20 degrees above the horizon and the wind speed has been above 4 to 5km/h for more than 20 to 30 minutes, with a clear direction that is away from adjacent sensitive areas.

07

Higher booms increase drift. Set the boom height to achieve double overlap of the spray pattern, with a 110-degree nozzle using a 50cm nozzle spacing (this is 50cm above the top of the stubble or crop canopy). Boom height and stability are critical. Use height control systems for wider booms or reduce the spraying speed to maintain boom height. An increase in boom height from 50 to 70cm above the target can increase drift fourfold.

08

Avoid high spraying speeds, particularly when ground cover is minimal. Spraying speeds more than 16 to 18km/h with trailing rigs and more than 20 to 22km/h with self-propelled sprayers greatly increase losses due to effects at the nozzle and the aerodynamics of the machine.

09

Be prepared to leave unsprayed buffers when the label requires, or when the wind direction is towards sensitive areas. Always refer to the spray drift restraints on the product label.

10

Continually monitor the conditions at the site of application. Where wind direction is a concern move operations to another paddock. Always stop spraying if the weather conditions become unfavourable. Always record the date, start and finish times, wind direction and speed, temperature and relative humidity, product(s) and rate(s), nozzle details and spray system pressure for every tank load. Plus any additional record keeping requirements according to the label.

Where will the employees of the future come from? The role of family farms in industry skill building

Avril Hogan

Longerenong College

Key Messages:

- ◆ Industry demand for qualified workers – not just academic skills, where do they collect these skills, how do you assess them as an employer
- ◆ Where will future staff come from and how will they support family farms
- ◆ What is attracting people into agriculture
- ◆ What is the next generation of agricultural workers going to look like



Introduction

There is an urgent and growing need for a skilled agricultural workforce. The 2020 National Agricultural Workforce Strategy recognises continuous capability development across the workforce as the top priority for the Agricultural sector. While remaining low compared to other industries, the number of agricultural workers with higher educational qualifications has doubled in the past decade; with the bulk of this growth seen in the 25->35yrs age bracket. This increase proves the appetite for post-secondary education is growing. Demand for production management jobs has quadrupled in the past 5 years as farmers/corporates acquire to get bigger, land prices increase, and labour shortages occur.

Industry Snapshot;

- *What does the student base at Longerenong look like today and how it is different from the past.*
- *What do these graduates expect from industry and their next ten years of employment.*
- *What will they bring to farms and agribusiness roles they move into after graduation?*
- *Constraints on the industry, labour and capital.*
- *How do we as an industry attract people from outside agriculture, and get them qualified quickly and into roles.*



Content

Professionals are required to work at a higher level of business management on farm and in advisory roles. The skills required in the advisory services that support the farms also is continually expanding. The advisory roles include agribusiness bankers, precision ag specialists, agronomists, animal health consultants, stock agents, sales reps, field technicians, mechanics etc.

Our solution at Longerenong is to address workforce capacity & capability issue now by uplifting level of knowledge and hands-on experience with both experienced and new farmers and industry advisors/ supporting roles. Additionally, we provide proving ground for equipment with demonstrations including selection, installation, and maintenance on an operating farm; building confidence with growers/students.

Why working on this could be great for your farming business

- Development of specialist skills lifts the water level across the industry.
- Tapping into supported programs across the industry reduces the heavy lifting of upskilling and training.
- Continuous education is important for all of us to drive the industry forward.

Self-evaluation

Do you know how to pitch your job to younger applicants – YES / NO

Where are the skill gaps on your farm that will need further professional development?



We want to work on this in our business, what should we do next?

If you want to provide a career opportunity or mentoring for students, consider bringing on an apprentice. Longerenong has 60+ farm apprentices working on farms across Victoria.

- If you want to develop your skills or those of your workers consider an Online Applied Agronomy Diploma, or some one/two day sessions on Precision Agriculture
- Next year, look out for online micro courses on precision agriculture at Longerenong.



More about Avril . . .

Avril Hogan B.Comm, MBA, GAICD

Avril immigrated from Canada 17 years ago, having married a Wimmera Farmer. Prior to moving the Wimmera Avril was working in International Trade for a machinery manufacturer in Saskatoon Saskatchewan. Her position was marketing and establishing international distribution agreements for dealers.

Upon moving to Australia Avril established a market research company doing telephone and online surveys for universities understanding graduate employment studies and student satisfaction research, as well as conducting surveys of farmers for government departments and RDCs' on production change, technology adoption, and climate adaptation research. The business employed 25 people and operated for a decade. At this point Emmetts, a John Deere dealer with 4 stores in VIC, acquired 6 stores in South Australia and Avril was hired to work on acquisition, strategy, marketing, and business development.

Ten months ago, Avril started her role as General Manager of Longerenong. She has also served on the Edenhope Hospital Board, and now sits on the newly amalgamated Grampians Health Board which encompasses, Ballarat Health, Stawell hospital, Wimmera Base Hospital and Edenhope District Memorial Hospital. She is a board member and sits on the Finance Committee and Chairs the People and Culture Committee.

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GRDC™

GRAINS RESEARCH
& DEVELOPMENT
CORPORATION



Farming the Business

Sowing for your future

The GRDC's **Farming the Business** manual is for farmers and advisers to improve their farm business management skills.

It is segmented into three modules to address the following critical questions:

-  **Module 1:** What do I need to know about business to manage my farm business successfully?
-  **Module 2:** Where is my business now and where do I want it to be?
-  **Module 3:** How do I take my business to the next level?

The **Farming the Business** manual is available as:

- **Hard copy** – Freephone **1800 11 00 44** and quote Order Code: GRDC873
There is a postage and handling charge of \$10.00. Limited copies available.
- **PDF** – Downloadable from the GRDC website – www.grdc.com.au/FarmingTheBusiness
or
- **eBook** – Go to www.grdc.com.au/FarmingTheBusinessBook for the Apple iTunes bookstore, and download the three modules and sync the eBooks to your iPad.

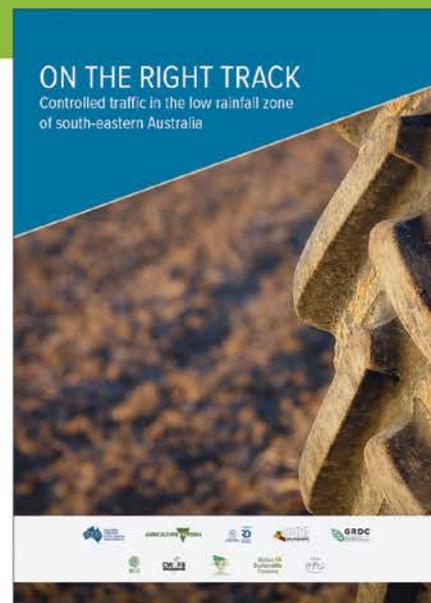


NEW BOOK FOR
LOW RAINFALL
GROWERS IN
AUSTRALIA

IS CTF WORTHWHILE IN THE LRZ?

This new publication addresses common questions about CTF in the LRZ, such as:

- » DO LRZ SOILS SELF-REPAIR OR IS AMELIORATION WORK NEEDED?
- » IS CTF FEASIBLE IN LOW INTENSITY SYSTEMS WITH VERY WIDE MACHINES?
- » DOES CTF REDUCE POWER AND FUEL USE IN LIGHT LRZ SOILS?
- » IS CTF COMPATIBLE WITH LIVESTOCK IN THE SYSTEM?



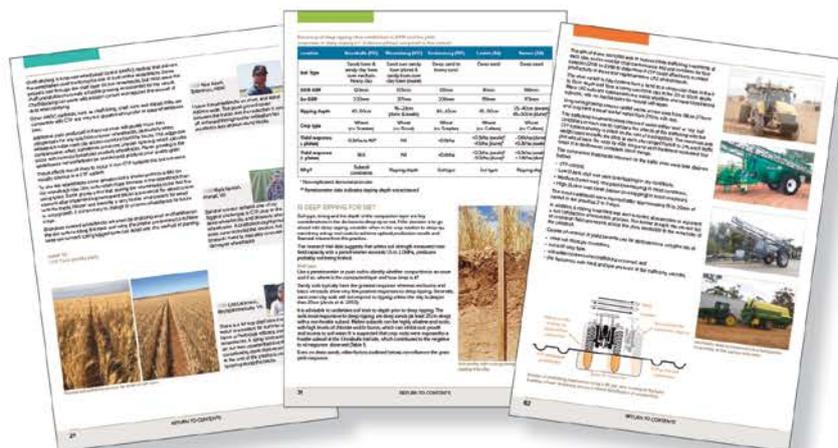
DOWNLOAD YOUR COPY OF THIS NEW RESOURCE FROM grdc.com.au or actfa.net

<http://bit.ly/LRZ-CTF>

YOU'LL FIND:

- » Practical guides
- » Grower experience
- » Research findings
- » Study investigations

all relevant to the implementation of Controlled Traffic Farming in Low Rainfall Zones





LOOK AROUND YOU.

1 in 5 people in rural Australia are currently experiencing mental health issues.



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CORPORATION

The GRDC supports the mental wellbeing of Australian grain growers and their communities. Are you ok? If you or someone you know is experiencing mental health issues call *beyondblue* or Lifeline for 24/7 crisis support.

beyondblue
1300 22 46 36
www.beyondblue.org.au



Lifeline
13 11 14
www.lifeline.org.au



Looking for information on mental wellbeing? Information and support resources are available through:

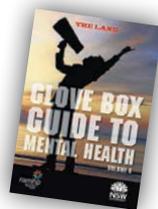
www.ifarmwell.com.au An online toolkit specifically tailored to help growers cope with challenges, particularly things beyond their control (such as weather), and get the most out of every day.

www.blackdoginstitute.org.au The Black Dog Institute is a medical research institute that focuses on the identification, prevention and treatment of mental illness. Its website aims to lead you through the logical steps in seeking help for mood disorders, such as depression and bipolar disorder, and to provide you with information, resources and assessment tools.

www.crrmh.com.au The Centre for Rural & Remote Mental Health (CRRMH) provides leadership in rural and remote mental-health research, working closely with rural communities and partners to provide evidence-based service design, delivery and education.

Glove Box Guide to Mental Health

The *Glove Box Guide to Mental Health* includes stories, tips, and information about services to help connect rural communities and encourage conversations about mental health. Available online from CRRMH.



www.rrmh.com.au Rural & Remote Mental Health run workshops and training through its Rural Minds program, which is designed to raise mental health awareness and confidence, grow understanding and ensure information is embedded into agricultural and farming communities.

www.cores.org.au CORES™ (Community Response to Eliminating Suicide) is a community-based program that educates members of a local community on how to intervene when they encounter a person they believe may be suicidal.

www.headsup.org.au Heads Up is all about giving individuals and businesses tools to create more mentally healthy workplaces. Heads Up provides a wide range of resources, information and advice for individuals and organisations – designed to offer simple, practical and, importantly, achievable guidance. You can also create an action plan that is tailored for your business.

www.farmerhealth.org.au The National Centre for Farmer Health provides leadership to improve the health, wellbeing and safety of farm workers, their families and communities across Australia and serves to increase knowledge transfer between farmers, medical professionals, academics and students.

www.ruralhealth.org.au The National Rural Health Alliance produces a range of communication materials, including fact sheets and infographics, media releases and its flagship magazine *Partyline*.



THE 2020-2022 GRDC SOUTHERN REGIONAL PANEL

May 2021



CHAIR - JOHN BENNETT

Lawloit, VIC



Based at Lawloit, between Nhill and Kaniva in Victoria's West Wimmera, John and his family run a mixed farming operation across diverse soil types. The farming system is 70 to 80 per cent cropping, with cereals, oilseeds, legumes and hay grown. He wants to see RD&E investments promote resilient and sustainable farming systems that deliver more profit to growers and ultimately make agriculture an exciting career path for young people.

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DEPUTY CHAIR - KATE WILSON

Hopetoun, VIC



Kate is a partner in a large grain producing operation in Victoria's Southern Mallee region and produces wheat, canola, lentils, lupins and field peas. Kate has been an agronomic consultant for more than 20 years servicing the Mallee and northern Wimmera. Kate is passionate about producing high quality grain, whilst enhancing the natural ability of the soil. Kate is passionate about research and the extension of that research to bring about positive practice change to growers.

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ANDREW RUSSELL

Rutherglen, VIC



Andrew is Managing Director and a shareholder of Lilliput AG, and a Director and shareholder of the affiliated Baker Seed Co, a family-owned farming and seed cleaning business. He manages a 2500ha mixed cropping enterprise south of Rutherglen. Lilliput AG produces wheat, canola, lupin, faba bean, triticale, oats and sub clover for seed and hay. Andrew served on the GRDC's medium rainfall zone RCSN (now National Grower Network) and has held many leadership roles. He holds a Diploma of Rural Business Management and an Advanced Diploma of Agriculture.

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JON MIDWOOD

Inverleigh, VIC



Jon has worked in agriculture for the past three decades, both in the UK and in Australia. He has managed Grainsearch, a grower-funded company evaluating European wheat and barley varieties for the high rainfall zone, and his consultancy managed the commercial contract trials for Southern Farming Systems (SFS). Jon was a member of the GRDC's HRZ (RCSN (now National Grower Network) and became a GRDC Southern Panel member in 2015. In 2020 Jon set up an independent consultancy, TechnCrop Services.

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LOU FLOHR

Lameroo, SA



Lou is a farmer based at Lameroo in the Southern Mallee of South Australia. With her parents and partner, she runs a mixed farming enterprise which includes export oaten hay, wheat, barley, a variety of legumes and a self-replacing Merino flock. Prior to returning to the family farm, Lou had a 10-year agronomy career, servicing the Upper South East and Mallee. She is passionate about her industry, particularly in recognising the role that women play in the industry and on the land.

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ANDREW WARE

Port Lincoln, SA



Andrew is a research agronomist, based at Port Lincoln on SA's Eyre Peninsula. He started his career with the South Australian Research and Development Institute (SARDI) at the Minnipa Agriculture Centre, and then spent time at CSIRO in Adelaide. Andrew managed the family farm on Lower Eyre Peninsula for 10 years before returning to SARDI in late 2009. In 2019, Andrew started his own research company EPAG Research, delivering applied research across Eyre Peninsula. Andrew received the GRDC Southern Panel's Emerging Leader award in 2018, and prior to joining the Panel he served on the GRDC's low rainfall zone RCSN (now National Grower Network).

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PRU COOK

Dimboola, VIC



Pru was raised on a mixed farm at Diapur in Victoria's Wimmera region. She has worked at the Victorian Department of Primary Industries and GRDC, where she implemented GRDC's first social media strategy. She then worked at Birchip Cropping Group, managing and supporting extension projects. She has recently started her own business focusing on extension, project development and management.

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MICHAEL TRELOAR

Cummins, SA



Michael is a third-generation grain grower based at Cummins on South Australia's Eyre Peninsula, where he grows wheat, barley, canola, beans, lupins and lentils on a range of soil types. He has been involved in the South Australian Grains Industry Trust, the Lower Eyre Agricultural Development Association and the South Australian No Till Farmers Association. He believes research and development underpins profitability in Australian farming systems and the GRDC is pivotal in delivering research outcomes that support growers.

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MICHELLE WATT

Melbourne, VIC



In February 2020 Professor Michelle Watt was appointed the Adrienne Clarke Chair of Botany at the University of Melbourne. From 2015 to 2019, she was Director of the Plant Sciences Institute at the Helmholtz Centre and Professor of Crop Root Physiology at the University of Bonn in Germany. Prior to 2015 Michelle was at CSIRO. She has been in multi-partner projects with Australia, the USA, India, the Philippines, UK and Germany in the under-studied but critical area of plant roots. She is President of the International Society of Root Research and Co-Chair of the Root Phenotyping.

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Nicole is general manager of GRDC's Genetic and Enabling Technologies business group. She brings a wealth of experience in digital agriculture, plant breeding and genetics from roles she has held in Australia and internationally in the seed industry.

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- The local GRDC Farm Business Update planning committee.





Prefer to provide your feedback electronically or 'as you go'?

Use your phone camera to scan the QR code below. Start and stop the survey whenever you choose, just click 'NEXT' to save responses before exiting the survey.



7. Business structures beyond the farm gate – advisory roles and structures to support farm growth:

Shane Sander

Content relevance /10

Presentation quality /10

Have you got any comments on the content or quality of the presentation?

8. Where will the employees of the future come from? The role of family farms in industry skill building:

Avril Hogan

Content relevance /10

Presentation quality /10

Have you got any comments on the content or quality of the presentation?

Your next steps

9. Please describe at least one new strategy you will undertake as a result of attending this Update event

10. What are the first steps you will take?

e.g. seek further information from a presenter, consider a new resource, talk to my network, start a trial in my business

Your feedback on the Update

11. This Update has increased my awareness and knowledge of farm business decision-making

Strongly agree Agree Neither agree nor Disagree Disagree Strongly disagree

12. Do you have any comments or suggestions to improve the GRDC Update events?

