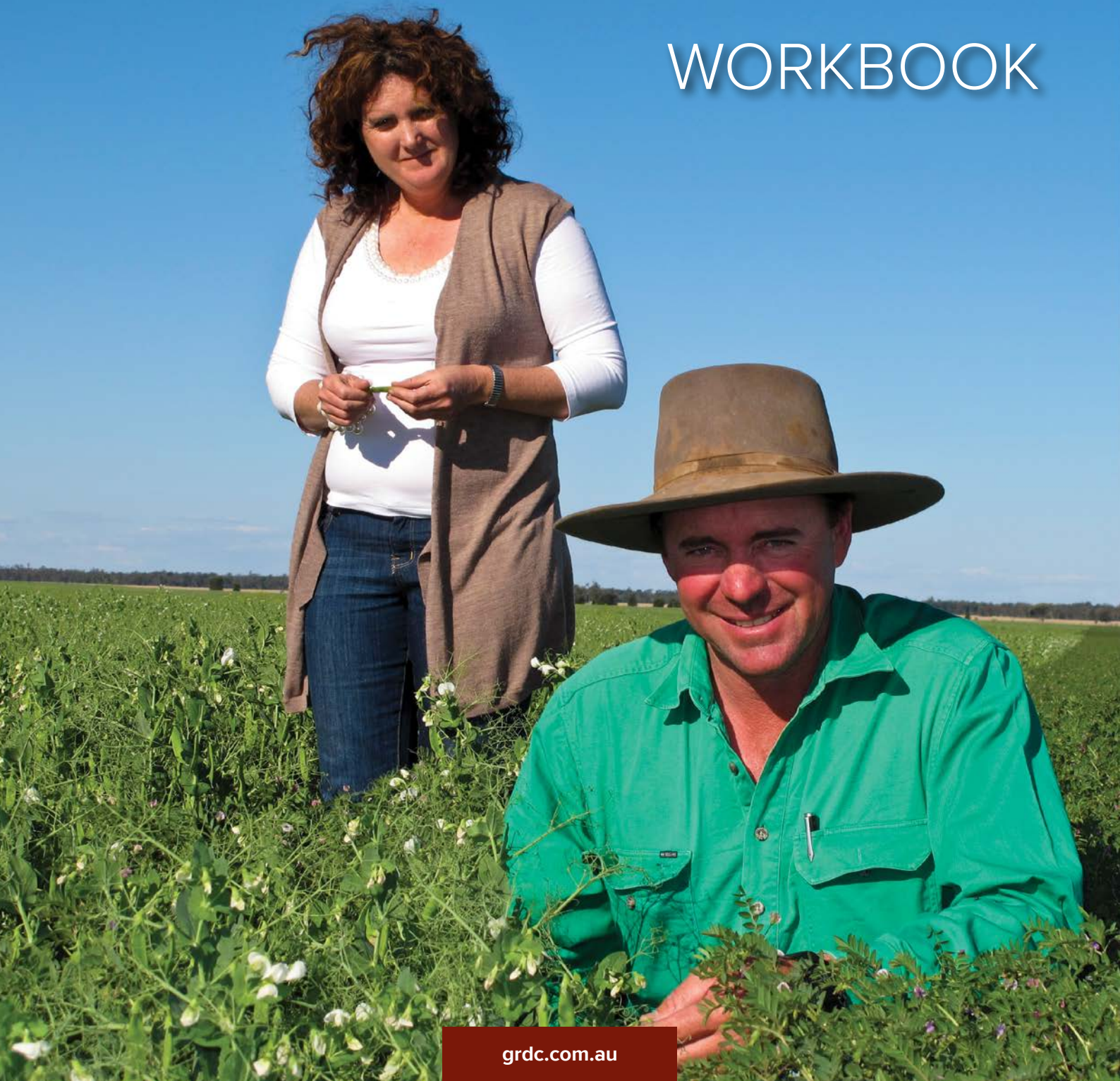


LIVESTREAM  
BROADCAST  
MONDAY 7  
FEBRUARY 2022

# FARM TO PROFIT FARM BUSINESS UPDATE



## WORKBOOK





# FARM TO PROFIT

## FARM BUSINESS UPDATE



## LIVESTREAM BROADCAST

MONDAY February 7 2022

#GRDCUpdates



2022 WA GRDC FARM BUSINESS UPDATE

## 2022 Western Australian GRDC Farm Business Update planning committee

**Jules Alvarao** GRDC Western Region Panel  
**Jon Bush** Byfields  
**Michelle Handley** SEPWA  
**Ashley Herbert** Agrarian  
**Steven Hulse** Grower  
**Kezia Metcalf** Grower

**Matt McCarthy** ORM  
**Shane Sander** Agvise (Committee Chair)  
**Jo Wheeler** GRDC Grower Relations Manager – West  
**Sue Stead** Grower

*ORM acknowledges and thanks all members of the 2022 planning committee*



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



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## **Welcome to the 2022 Western region GRDC Farm Business Updates series.**

In order to maintain farm business sustainability, it is critical that growers – and the relevant industry personnel who support them – have sound and up-to-date business management knowledge and skills.

The GRDC invests in the annual Farm Business Update (FBU) events to provide trusted information to growers on business insights, planning and trends to assist in improving efficiency and profitability.

The 2022 series of FBUs will feature expert speakers who will deliver timely and relevant information on the global economy and how that's influencing farm enterprises.

This years FBUs will also provide targeted information, including how to capitalize on off farm investments and how to build a workplace culture that nurtures and motivates staff.

I hope you take the opportunity to identify improvement opportunities in your business and pick up tips and tactics to improve your management practices.

For more information and publications about farm business management, I encourage you to head to [www.grdc.com.au](http://www.grdc.com.au) to check out the many materials on this topic available in the 'resources and publications' section.

### **PETER BIRD**

*GRDC Senior Regional Manager – West*





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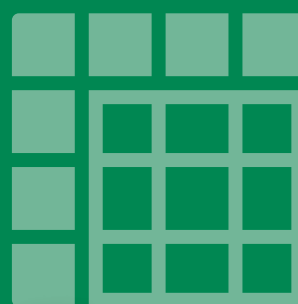
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## Contents

<b>Livestream program</b>		<b>8</b>
<b>Economic overview and post-covid economic recovery (video link)</b>	<b>Stephen Smith</b> <i>Deloitte Access Economics</i>	<b>12</b>
<b>Adaptive management and decision making during a global Pandemic</b>	<b>Nelson Aylmore</b> <i>Head of Planning, CBH</i>	<b>16</b>
<b>Off-farm investment – building a strategic approach</b>	<b>Matthew Yates</b> <i>Byfields Wealth</i>	<b>18</b>
<b>Diversifying your wealth through property investment</b>	<b>Damian Collins</b> <i>Momentum Wealth</i>	<b>23</b>
<b>Farm Safety – Changing the culture</b>	<b>Mark Edgley</b> <i>ABN Homes Group</i>	<b>26</b>
<b>Changing safety culture through action on the ground – a farm case study</b>	<b>Ruth Young</b> <i>Wyening Mission Farm, Calingiri.</i>	<b>30</b>
<b>Developing a professional business culture – nurturing skills and capacity in your people</b>	<b>Rebecca Fing</b> <i>House Paddock Training</i>	<b>34</b>
GRDC Western Regional Panel		37
GRDC Western Region Key Contacts		38



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# GRDC Farm Business Update

## LIVESTREAM BROADCAST



**GRDC**  
GRAINS RESEARCH  
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CORPORATION

## PROGRAM

### SESSION DETAILS

Time	Topic	Speaker
9:00 am	<b>Opening and GRDC welcome</b>	<b>Jo Wheeler, GRDC</b>
9:05 am	<b>Economic over view and the post covid economic recovery</b>	<b>Stephen Smith,</b> <i>Deloitte Access Economics</i>
9:45 am	<b>Adaptive management and decision making during a global pandemic</b>	<b>Nelson Aylmore,</b> <i>Head of Planning, CBH</i>
10:25 am	<b>Morning Tea Break</b>	
10:40 am	<b>Off farm Investment - Building a strategic approach</b>	<b>Matthew Yates,</b> <i>Byfields Wealth</i>
11:20 am	<b>Diversifying your wealth through property investment</b>	<b>Damian Collins, Westbridge</b> <i>Funds Management</i>
12:00 pm	<b>Lunch Break</b>	
12:30 pm	<b>Farm Safety - Changing the culture</b>	<b>Mark Edgley, Group Safety</b> <i>Manager, ABN Homes</i>
1:10 pm	<b>Changing farm safety culture through action on the ground - a farm case study</b>	<b>Ruth Young,</b> <i>Wyening Mission Farm</i>
1:40 pm	<b>Developing a professional business culture - Nurturing skills and capacity in your people</b>	<b>Rebecca Fing,</b> <i>House Paddock consulting and training</i>
2:20 pm	<b>Close</b>	<b>Jo Wheeler, GRDC</b>





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## KNOW BEFORE YOU SOW

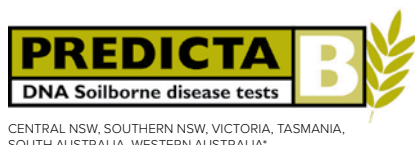


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SOUTH AUSTRALIA, WESTERN AUSTRALIA\*

\*SOUTHERN/WESTERN REGION  
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crown  
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SERVICES



# 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 spray coverage in the field, 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.



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# 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.



## 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).

## 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.



# Economic overview and the post-covid economic recovery

**Stephen Smith**

*Partner, Deloitte Access Economics*

Notes







### **More about Stephen . . .**

*Stephen is a Partner of Deloitte Access Economics and is responsible for managing the Canberra practice. As the leader of the Macroeconomic Policy and Forecasting Group he has a detailed understanding of the Australian, Asia Pacific and global economies and his work focuses on long term macroeconomic forecasting.*

*Stephen will provide an assessment of the status current of the economy and the likely drivers and barriers to the post-Covid economic recovery*



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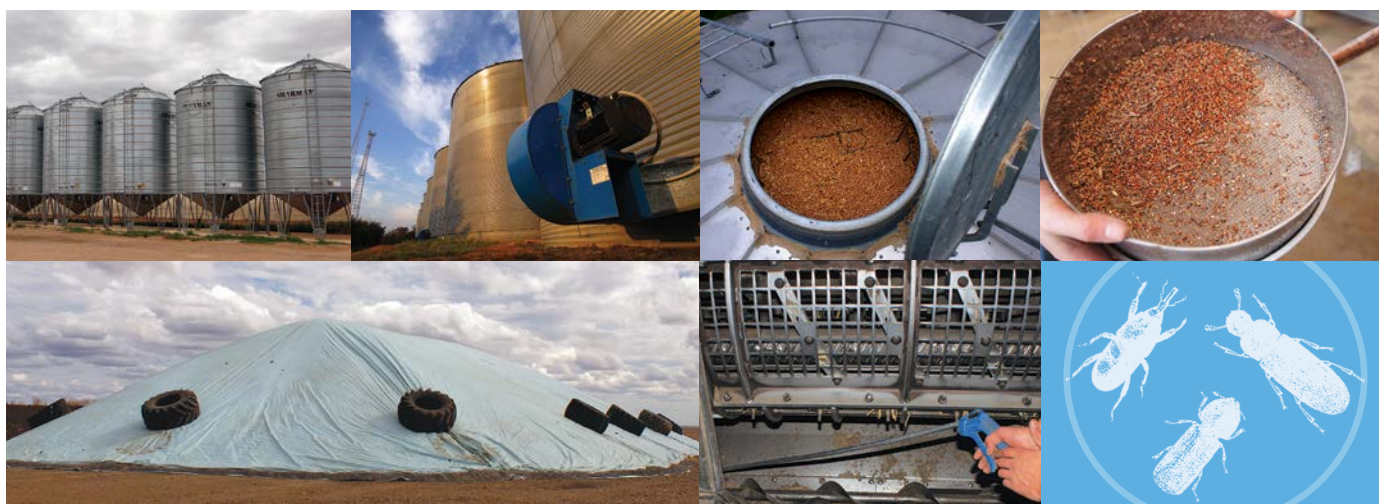
### Grain Storage GrowNote

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## The complete manual for on-farm grain storage

Call the National Grain Storage Information Hotline **1800 WEEVIL** (1800 933 845) to speak to your local grain storage specialist for advice or to arrange a workshop.



# Adaptive management and decision making during a global pandemic

**Nelson Aylmore**, *Head of Planning*  
CBH

The covid-19 pandemic has thrown many curve balls at agribusinesses large and small. CBH has been impacted by major disruptions in shipping and supply chains and a chronic labour shortage.

Nelson Aylmore will share insights into the challenges, decisions and solutions that navigated them through the last two years and will drive them into the future.

Notes







**Nelson Aylmore,**  
*Head of Planning, CBH*



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# Off -Farm Investment – Building a Strategic Approach

**Matthew Yates**

*Byfields Wealth Management*

## Key Messages:

- ◆ The earlier you start planning and setting strategic and financial goals, the easier they will be able to be achieved
- ◆ The effect of taxation on return is extreme and needs to be planned for at the outset
- ◆ Knowing why you are investing and for how long will help you make better decisions and achieve your outcomes with more certainty
- ◆ It is good to look at investments outside your knowledge area .Diversification can ensure that the range and variability of outcomes are narrower and improve the likelihood of achieving your goals

## Introduction

Throughout the working life of a farmer there are often very specific off farm investing needs. From starting a family and educating the kids to purchasing an off-farm house in the city and onwards towards retirement and farm succession.

Much of the cashflow of the farm is used to build to a scale that allows the farm to fund these items itself, however planning ahead and getting the tax, asset allocation and time horizons correct can reduce the burden on the farm and allow each of these life events to be less stressful and less financially draining.

The longer an investment is made for the more the compounding effect of taxation and investment selection will vary the outcome.







## Content

### Education Costs

One of the first hurdles for off farm investing will be funding the costs of your child's education. Across the Perth private boarding schools, a typical annual cost for a boarder can be \$48,272pa. Which when adjusting for inflation will create a total education cost of \$527,664 for a child born today and attending private school from year 7-12

To evenly save, invest and spend those fees over the schooling life of a child an amount of \$1,400 needs to be put aside every month from the day the child is born through to when they finish school at 18. This is assuming it is invested and done so in a tax effective manner with a tax adjusted return of 5.9% pa.

In this scenario over \$225,000 of those school fees are covered by the investment return rather than money contributed by the farm/individual.

The benefits of planning ahead for these costs and allocating the money to invest off farm are to:

- Smooth out the costs over time
- Reduce stress and tension caused by these schooling costs
- Allow your investment to be more aggressive as the timeframe for investing is longer when you start earlier
- Use the longer timeframe to reap the rewards of compounding returns
- Help you assess if you really want that second or third child!!!



*Starting early also allows the use of tax effective vehicles like Investment Bonds which will allow you to redeem money capital gains tax free after 10 years.*

## **Building off farm investment portfolios**

*Often off farm investment may be ad hoc investments in good years or at times when there is excess personal cash. A lot of the time there is no specific goal for this money, or no timeframe considered for investing.*

*For example, if a person was investing \$10,000 per year off farm, as a 30-year-old, for 30 years, through superannuation and paying a 15% tax rate it would result in a High Growth portfolio return of 6.82% and finishing at \$884,143. In contrast, if they were investing the same in their own name and paying a personal tax rate of 39% on the returns, the finishing balance would be \$619,465. The compounding effect of the lower tax rate over a 30-year period results in more than a quarter of a million dollars more in your hand.*

*So, the thinking needs to be, do I really need access to this money or is this a long-term investment to use when I stop paid employment. Even a portion of that yearly investment, if it is invested in a better tax environment, will make a significant difference to your result.*

*This is just one example of tax differentials. In other cases, it may be as simple as investing in the right family members name or a decision between joint or sole ownership of an asset.*

## **Reducing variability of outcome through diversification**

*Being diversified and investing out of your knowledge area is important. The vast majority stick to what they know which creates a bias towards Residential Property (Perth), Australian Shares and Cash deposits. In reference to the graphic “25 years of Investing”, it is clear that investments in almost all asset classes, have been rewarding for the last 25 years. At first glance it could be assumed that the best performing asset class is easily ranked however it is rare to have investment placed at one point of time only. Here are some things that have happened throughout different periods over that 25 years:*

- *A US share investment of \$10,000 made in 2001 would have still only been worth \$10,000 by 2014*
- *Australian shares purchased in 2008 would have only recovered back to the same point by mid-2013, after the GFC five years later.*
- *A property purchase in Perth in 2006 could have been sold for the exact same amount 13 years later in 2019*

*There can be extended periods of over and under performance in different asset classes that often don't happen at the same time. The age-old concept of diversification and patience rings true in these statistics. When making decisions about purchasing an off-farm investment such as a Perth property, the rewards can be significant but if this stops your capacity to invest in other assets, the range of potential outcomes is widened, with a larger margin for error. We need to be conscious of our bias to stick to the things we know and assess what else is affecting our decisions.*

## **Why working on this could be great for your farming business**

- Pre-planning reduces stress and tension within families.
- Having a goal set for your investment can help you make better decisions on how long to hold your investment and reduce tax
- Being diversified and invested out of your comfort zone can bring better returns and reduce your risk



## Self-evaluation

- Have you discussed education costs and planned for the funding of those costs? Has this been spoken about between all families involved with your farming business?
- If you are already investing off farm, do you have a goal in mind? Do you know what the after-tax return is and if you could be keeping more of this gross return?
- Are your investments diversified and are you looking outside your own backyard? Are you too exposed to just one asset class?

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

- Calculate your education costs early and have an open discussion on how this will be funded. Consider seeking advice on a savings plan and investments to help bridge the funding gap
- Confirm with your accountant your average Marginal Tax Rate and compare that to 15% (Superannuation tax rate)
- Reconsider what the money is for and get advice around restructuring any current investments to be the most tax effective
- If you assess your own biases in investing and you note you have a concentration to one particular asset class, seek advice on broadening your options

## Want to learn more, here are some suggestions;

- <https://www.australianunity.com.au/wealth/education-fund/calculator>
- <https://moneysmart.gov.au/how-super-works/superannuation-calculator>
- <https://insights.vanguard.com.au/VolatilityIndexChart/ui/advisor.html>



### More about Matthew . . .

*Matthew was born and raised in the farming town of Narrogin. His interest in Economics at school led him into a degree in Financial Planning and Economics and later onto the Certified Financial Planner designation (CFP). After progressing through Byfields he became an owner in 2016 and has continued to grow the business while building a client base in the Narrogin and Northam surrounds. Along the way he received the national Young Adviser of the Year in 2017 from Sentry group and is now the Registered Responsible Manager with Byfields Australian Financial Services Licence. Matthew's area of expertise is predominantly in long term strategic planning as well as retirement advice. Along with a team of 3 other advisers he has been assisting farmers and rural clients through the big decisions. His motivation is to follow along side and share in the decision he is also making for his own family around schooling, investments and eventually retirement.*

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Website: <https://byfieldswwealth.com.au/>  
Phone: 08 9416 2222  
Email: [matthewy@byfieldswwealth.com.au](mailto:matthewy@byfieldswwealth.com.au)







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# Farming the Business

Sowing for your future

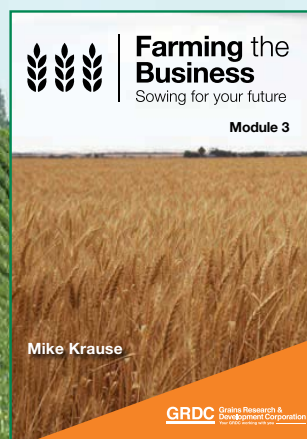
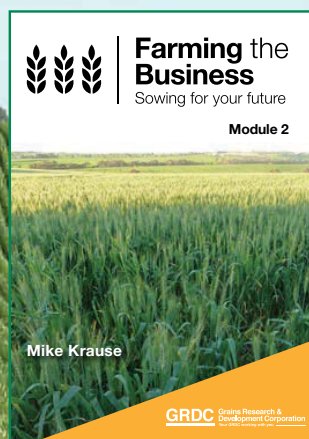
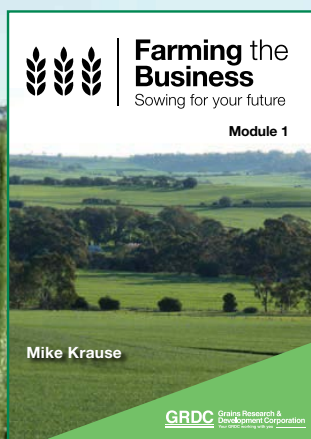
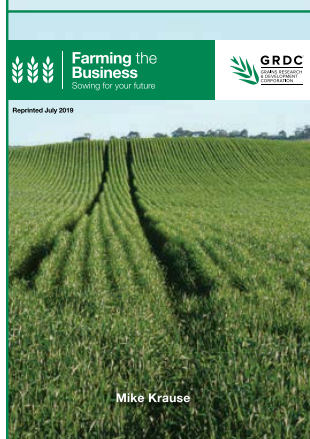
The GRDC's **Farming the Business** manual is for farmers and advisers to improve their farm business management skills.

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](http://www.grdc.com.au/FarmingTheBusiness) or
- **eBook** – Go to [www.grdc.com.au/FarmingTheBusinessBook](http://www.grdc.com.au/FarmingTheBusinessBook) for the Apple iTunes bookstore, and download the three modules and sync the eBooks to your iPad.



# Diversifying your wealth through property investment

*Damian Collins*

*Westbridge Funds Management*

## Key Messages:

- ◆ Property can be leveraged as a passive and supplementary income source
- ◆ Some property investment vehicles are better suited to growth-focused vs income-focused investors
- ◆ Your property investment strategy will evolve over time according to your changing goals and life stage



## Introduction

This presentation explores the typical journey to wealth through property investment, and the fundamental role property investment can play in generating an alternative source of wealth creation for operators within the farming industry. Damian will discuss how to choose the right property investment vehicle to align with your wealth creation goals, how your property investment preferences might evolve over time, and the role property can play in generating a passive income source for those planning for retirement.



The presentation will include a deeper dive into how syndicated investments can support investors in building a well-balanced and lucrative property portfolio, featuring real-world examples of what this diversification looks like in practice. Damian will leverage his own extensive experience in property to share invaluable tips on how to spot a good investment, including fundamental due diligence to carry out when identifying the right investment option for you.

## Content

- Section 1: This section will look at the typical property investment journey, from wealth accumulation to consolidation and sophisticated investment strategies. We'll consider which property investment vehicles are best aligned to the different stages of the property investment journey, and where commercial and residential property "fit" within this.



- We'll cover the key factors investors need to consider when looking to build wealth during the accumulation phase of their portfolio, and what separates a good from a bad investment.
- We will explore how investors will look to diversify their property portfolio as they progress in their property investment journey, with a particular emphasis on cashflow-focused investments and the role property can play in generating an alternative income source.
- We look at syndicated investments as a pathway to diversification, considering how property funds work and what to look for when identifying the right investment option for you.
- The presentation will finish with some real-life case studies from our farming clients who have successfully built a diversified property portfolio.

## Why working on this could be great for your farming business

- Property can be leveraged to create a supplementary income source separate to their farming income.
- Farmers can use their position in property investment to strengthen their overall wealth position.
- Investment in property can be used to support your retirement plans.

## Self-evaluation

- Have you got the right alternative income-generating strategies in place beyond the agricultural industry?
- How are others in your position using property as an alternative wealth creation vehicle?
- Do you know which property investment vehicles are best suited to income-focused vs growth-focused investors?
- Do you know how to build a diversified property portfolio?





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

- Review your existing property portfolio and consider whether it aligns with your current goals, as well as steps to optimise its performance
- Consider your wealth creation goals moving forward
- Work with your property advisor to create a plan outlining your long-term strategic goals and the investment vehicles that align with them, before documenting smaller action steps for the short-term

## Want to learn more, here are some suggestions;

- Download our “Advanced Property Investment Strategies Guide”
- <https://www.mortgagechoice.com.au/guides/property-investment/wa/>
- <https://reiwa.com.au/advice/beginners-guide-to-property-investment/>
- <https://www.ljhooker.com.au/invest/renting-real-estate-guides-in-your-state/guide-to-property-investing-in-wa>



### More about Damian . . .

*Damian Collins is the Chairman of Westbridge Funds Management and the Founder and Managing Director of residential property investment advisory firm, Momentum Wealth. Having been an active investor himself for over 25 years, Damian recognised the need for a trusted source of advice and support tailored exclusively to property investors along the different stages of their wealth creation journey. Damian founded the MW Group to address this gap and support fellow property investors in growing their wealth through direct and syndicated property investments.*

*Damian has served on the Council of the Real Estate Institute of Western Australia since 2011 and was elected President of the Institute in 2018.*

*He continues to actively support and champion the local real estate community through this leadership role.*

*Damian has a Bachelor of Business from RMIT University in Melbourne, a Graduate Diploma in Property from Curtin University in Perth and a Graduate Diploma in Applied Finance and Investment through FINSIA. He is a Fellow of the Institute of Chartered Accountants in Australia and a Fellow of the Financial Services Institute of Australia.*

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0424 138 044



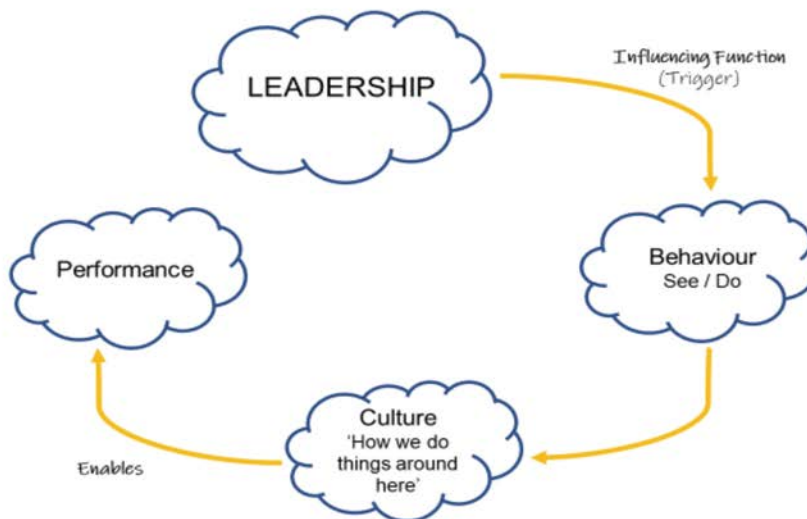
# Farm Safety - Changing the Culture

Mark Edgley

ABN Homes Group

## Key Messages:

- ◆ A robust safety culture is a critical enabler of performance. Even the best laid out plans and strategies will fail if they are not supported by the culture.
- ◆ Regardless of what industry you are in, great safety cultures share a number of common characteristics which effective leaders can cultivate and monitor.
- ◆ The impending implementation of the WHS legislation in 2022 means it is important to take some simple steps to “line up the ducks” in order to meet our obligations.



## What influences safety culture?



## Sharing Experiences

To understand what influences Safety Culture

To share some insights and stories on safety cultures in different industries and how some of these have been successful in achieving not only safety objectives but also operational objectives while others have been spectacular failures on both fronts.

To look at the journey the residential building industry has taken over the past five years, its challenges and how meaningful cultural change is being achieved (emphasis on “being achieved” as there is still a long way to go).

From these discussions, look at what elements are common in robust safety cultures and most importantly; how can these be applied in the agricultural sector and what can the average farmer or farm manager do in order to lead their culture in the right direction.

To understand the basic requirements of the WHS Legislation which is due in March 2022 and to look at some basic steps that can be taken to “de-stress” the changes and “line up the ducks” in preparation for the changes it will bring.

## Why working on this could be great for your farming business

- Taking conscious control of your safety culture
- Safety culture has a huge impact on decision making – even in the absence of the owner / manager

## Self-evaluation

- What elements are common in robust safety cultures?
- How can these common elements be applied on your farm?
- What do we need to do to lead our safety culture in the right direction?

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

- Understand the basic requirements of the WHS legislation due in March 2022.
- Take some basic steps to ‘de-stress’ the changes and prepare.

## Want to learn more, here are some suggestions:

- [www.Safefarms.net.au](http://www.Safefarms.net.au)
- [www.farmsafe.org.au](http://www.farmsafe.org.au)







### More about Mark . . .

*Mark is currently working as the Group Safety Manager for the second largest residential building group in Australia. He is responsible for the development, implementation and continued improvement of the group's safety systems, processes and culture. Prior to this, he spent 14 years working globally as a Management Consultant specialising in safety leadership, organisational culture, communication and change for some of the world's leading energy, mining, drilling, chemical and manufacturing companies.*

*Mark has a genuine passion for safety and his experiences have shown that simple, robust systems, effective leadership and a clear understanding of purpose are key elements in creating cultures that enable both great efficiency and great safety....regardless of what industry you work in.*

*Born and raised in Narrogin, Mark enjoys most sports (mainly as a spectator now days) and as an eternal optimist, feels that Fremantle's first taste of premiership glory is just around the corner.*

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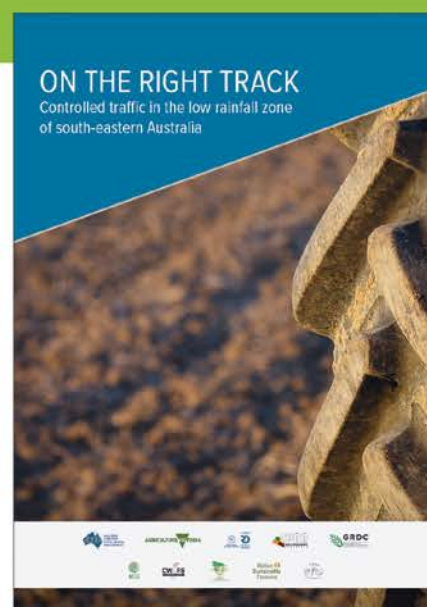


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- » IS CTF COMPATIBLE WITH LIVESTOCK IN THE SYSTEM?



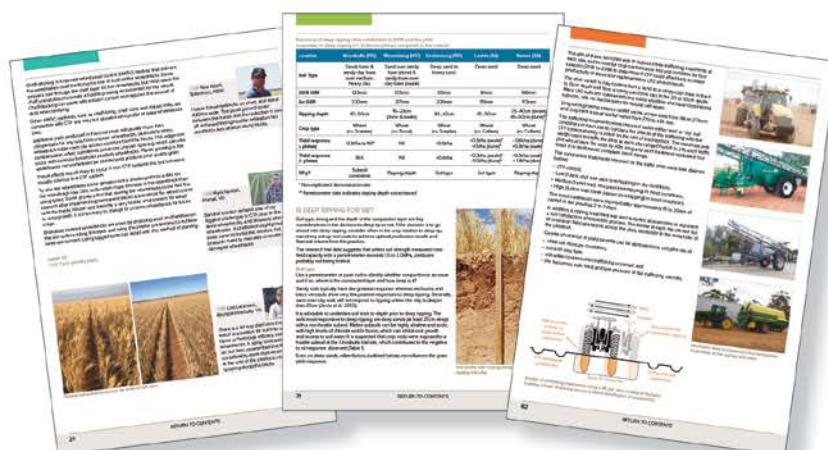
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# A practical approach to farm safety

**Ruth Young**

*Wyening Mission Farm*

## Key Messages:

- ◆ Focus on improving safety, not on compliance and ticking boxes
- ◆ Own the system – make it suit you and your team
- ◆ Safety is part of a good HR package – we need to get it right to attract and retain staff
- ◆ Don't try to introduce everything at once – build your system over time
- ◆ Keep it simple, otherwise its unlikely to be followed

## Introduction

We need good farm safety to attract and retain staff, and to comply with the new legislation. More importantly, we want to keep everyone safe. However, getting people to support a farm safety system is tricky – the task can seem too big or there is a fear that we will end up with paperwork and ticking boxes for no gain. The system needs to be about making the farm a safer place, rather than about compliance. The people who are doing the work need to be a part of the development of the system, otherwise it is unlikely to be supported. A simple system that leads to a safer farm is much better than a fancy system that sits on the shelf.

Most farmers already have a safety focus – they don't need to change everything they do or be told by someone else how to do a job safely. Farmers can tap into their key people to help formalise a system and create some simple evidence of what is being done to keep people safe. Leading by example and making safety part of the everyday work discussions will help to make safety a natural part of what we do on farms.

## Content

- *Agriculture is dangerous, we have the highest fatality rate*
- *The new legislation is giving us a new focus – this should be a good thing!*
- *A farm safety system is part of a good HR package – we need it to attract and retain quality staff*
- *Goals of our farm safety system are:*
  - o *Make the farm safer*
  - o *Create evidence to support our safety focus*
  - o *Create a good safety culture*
  - o *To have ownership and buy-in from all staff*
- *What do we need to do?*
  - o *Start with the basics – eg. first aid, communication tools*
  - o *Identify the hazards and prioritise – make an action plan on how to deal with the worst hazards first*
  - o *Induct new staff, contractors and visitors – give new people an introduction to the major hazards and the general rules around the farm*





- o *Create Safe Work Procedures for each operation*
- o *Focus on creating a good positive safety culture*

- Tips
  - o Make use of the skills and experience on the farm – build the safety system from the bottom up so people are valued and included – this leads to ownership
  - o Keep paperwork simple – one page, dot points, stick to safety
  - o Don't make something part of your system or written procedures if you are not going to do it
  - o Lead by example – what the owner/operator does will set the tone for what is acceptable
  - o Provide good tools and training
  - o Include staff in safety discussions - encourage their input and follow-up on their concerns
  - o Have an end of season safety/operational discussion before taking a break – this captures your team's thoughts while they are fresh

## Why working on this could be great for your farming business

- Get started with farm safety by doing a few simple things, then build on the system
- Create evidence that supports what you are doing to make your farm safer
- Have buy-in and support from your management and your employees

## Self-evaluation

- Are there hazards that you know exist and you know need to be managed?
- Do you already do things safely but don't have any evidence of what you do?
- Are you reluctant to get started because the task seems too great?

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

- Start with some simple safety steps like first aid training, communication tools
- Use your key people to help identify your hazards and prioritise the most dangerous/most likely to occur, then decide how to manage the risk and by when
- Create a Safe Work Procedure for your next operation on the farm (eg.spreading)

## Want to learn more, here are some suggestions;

- Do the Rural Edge Farm Safety workshop
- Investigate farm safety systems through Safe Farms WA, Processworx or Safe Ag Systems

## References and/or acknowledgements

- WorkSafe WA
- Safe Work Australia
- Safe Farms WA





### More about Ruth . . .

*Ruth Young farms at Calingiri with her husband John, employing up to 6 people in their grain and hay business. Prior to farming Ruth worked for four years as a rural journalist in Victoria and WA, and for six years in client and team management roles with AWB. Ruth developed the Rural Edge farm safety workshop, which she now facilitates around the wheatbelt and online. It's a very practical workshop which allows farmers to harness what they are already doing on the safety front and create their own safety system.*

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Wyening Mission Farm

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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.



# Building a professional business culture – nurturing skills and capacity in your people.

*Rebecca Fing*

*House Paddock Training and Consulting*

## Key Messages:

To ensure you have a professional culture, consider the following

- ◆ Ensure your business objectives and direction is crystal clear
- ◆ Acknowledge the value of staff and that times have changed... and mould business accordingly!
- ◆ Understand what drives your team – and train, encourage and reward accordingly.
- ◆ Provide a professional, compliant workplace.
- ◆ Actively manage your team... setting expectations and communicating well!



## Introduction

These days good people are hard to find! One of the most competitive elements in broadacre farming is attracting the right people – to attract the cream of the crop, we need to be on our game. In addition - times have changed. Employees don't walk over hot coals for a job anymore... employers need to meet the candidate in the middle...or risk not attracting the right people. To this end, it is essential you have a professional business culture and nurture your team.

It is essential that employers take a proactive approach to planning their workforce and recruiting well. This includes ensuring the right people are in the right jobs and positions are well defined and appropriate. Ensure the skills of the team are built as they progress through your business.

Once a team is assembled, no laurels can be rested upon! Meeting operational and legal compliance requirements is the given – running a professional, engaging operation is a must. In addition, proactive managing your business and team on a day to day basis, setting expectations and communicating effectively will position yourself to build a professional business culture – and not only attract the cream of the crop – but keep them.



### Why working on this could be great for your farming business

- Increased productivity due to consistent, engaged staff
- Increased compliance and reduced business risk
- Increased staff satisfaction and owner/manager stress!

### Why working on this could be great for your farming business

- Is workforce planning a priority for you? If not, why not?
- Do you have systems in place to attract and retain staff?
- Is your business meeting legislative requirements in terms of staff management?
- Do you play a proactive, DAILY role in engaging with your team?

### Why working on this could be great for your farming business

- Ensure the objective of your business is clearly defined – through a business plan.
- Ensure roles and responsibilities of individuals in your business are clearly defined
- Review your work force and determine the fit between job roles and skills
- Review staff compliance is order and legislative requirements are met

### Why working on this could be great for your farming business

- READ: The War on Talent – Mandy Johnson
- [www.peopleinag.com.au](http://www.peopleinag.com.au)
- [www.fairworkombudsman.gov.au](http://www.fairworkombudsman.gov.au)



#### More about Rebecca . . .

*Rebecca Fing of House Paddock Training and Consulting has been helping farming businesses provide a safer more productive work environment for over 15 years. Based in Goondiwindi, Rebecca provides WHS and HR consulting services to farmers and small business. Having been on over 600 farms from Emerald to the Adelaide Hills, Rebecca has seen it done well (and not so well!) and loves sharing what she has seen and learnt along the way. Bec runs training programs for HR & WHS, has recently launched an online WHS & HR Bootcamp and provides strategic advice and consulting services to industry groups and private businesses.*

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# LOOK AROUND YOU.

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



**GRDC**

GRAINS RESEARCH  
& DEVELOPMENT  
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](http://www.beyondblue.org.au)



**Lifeline**

13 11 14

[www.lifeline.org.au](http://www.lifeline.org.au)



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

**[www.ifarmwell.com.au](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://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*.



**CORES™**





# THE 2020-2022 GRDC WESTERN REGIONAL PANEL

January 2021



## CHAIR - DARRIN LEE

Mingenew/Dongara, Western Australia



Darrin Lee was appointed to the Western Region Panel in 2014 and was appointed Panel chair in 2018. He has been farming in Western Australia's Northern Agricultural

Region for more than 20 years, with property now at Mingenev and Dongara. Darrin has a keen interest in digital agriculture and has a background in banking and finance. He is a past member of the CBH Group Growers Advisory Council and

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## DEPUTY CHAIR - JULES ALVARO

Merredin, Western Australia



Jules Alvaro is a director of a broadacre, predominantly cropping business in Nokaning WA. Jules has also been involved in off-farm industry roles including as a

Western Region Panel Member since 2015, a non-executive director on the boards of Partners in Grain (now Rural Edge) and Agricultural Women Wheatbelt East, and is currently on the Muresk Institute Advisory Committee. Jules is an alumni of Leadership WA's Signature Leadership program. She is a graduate of the Aust. Institute of Company Directors and has completed the General Manager Program at the Australian Graduate School of Management (AGSM) at the University of New South Wales Business School.

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## JULIET MCDONALD

Coorow, Western Australia



Juliet is a Coorow grower and also works for Summit Fertilizers as an Area Manager. Juliet has a passion for agriculture having worked as a sales agronomist with Elders, area manager

– Kwinana West, for GrainPool, marketing manager with Coorow Seeds and research agronomist and extension officer with the WA Department of Primary Industries and Regional Development. Juliet holds a Bachelor of Science in Agriculture from University of Western Australia and is qualified as a Fertcare® Accredited Adviser.

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## ROHAN FORD

Binu, Western Australia



Rohan and his wife Carole farm east of Binu growing wheat, lupins and canola in a low rainfall zone with highly variable precipitation. They have been using controlled traffic

farming methods for 20 years. The Fords have also been involved in trial work and projects related to a variety of areas that help to improve farming outcomes and increase knowledge. Rohan is also involved closely with the local grower group, holding various positions over many years and helping to provide mentoring for younger farmers.

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## SUZANNE WOODS

Calingiri, Western Australia



Suzanne Woods is an owner of Emdavale Farms, a 3400-hectare mixed farming enterprise in Calingiri, north-east of Perth. Oaten hay comprises 50 per cent of the cropping program, with the remainder being wheat, barley, canola and lupins. The business operates a small cattle and sheep enterprise as well as a farm contracting business, concentrating mostly on mowing, baling and carting hay and straw. Suzanne is a founding shareholder in Hay Australia, a large export hay company and is a director of the Australian Fodder Industry Association and Regional Early Education and Development Inc. She sees R&D as the key to ensuring that Australian farming businesses and communities continue to be at the forefront of new technologies and applications.

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## GARY LANG

Wickepin, Western Australia



Gary, a grower for 37 years has grown the farm from a 1000ha Merino stud enterprise to a 5600ha cropping-focused business. He grows wheat, barley, oats, canola and lupins across 87 per cent of the farm. Gary was a catalyst in initiating frost research confirming that high levels of stubble could increase frost damage to grain crops. He is the president of the Facey Group and was previously the grower group's cropping coordinator, secretary and vice president.

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## JOHN BLAKE

Albany, Western Australia



John is a research and development consultant with Stirlings to Coast Farmers and an adviser in Western Australia's northern, central and southern agricultural regions. He has led RD&E projects with GRDC, MLA, National Landcare Program and Royalties for Regions investment. John has a degree in Agricultural Science from the University of WA and has extensive skills in agricultural sustainability, diagnostics for precision agriculture and farming systems analysis.

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## NATASHA AYERS

Vasse, Western Australia



Tash is the co-founder and managing director of AgriStart, a WA company connecting key players in the agri-food innovation space. She has an agricultural scientist

background, with a PhD in plant biology and a Bachelor of Science in Agriculture, and has qualifications in university teaching, research commercialisation and leadership. She is a graduate of the Aust. Institute of Company Directors. She is an experienced trainer and facilitator and has spent the past seven years leading strategic research and innovation projects in WA.

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## RICHARD WILLIAMS

Perth, Western Australia



Richard has worked across the Australian grain supply chain in operations; market research and big data analysis; strategic planning; stakeholder management and international customer relations. His own consultancy business groIQ published big data research findings internationally. He has recently returned to the CBH Group in a logistics quality planning role. Richard has a PhD from Curtin University and a Bachelor of Agricultural Science from the University of WA.

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## DAN MULLAN

Perth, Western Australia



Dan Mullan, a wheat breeder with InterGrain is committed to delivering improved grain technology to growers. He spent his early career with CSIRO and the International Maize and Wheat Improvement Centre (CIMMYT), which provided him with excellent skills in high level science and a global perspective of RD&E. Dan regularly engages with Australian grain end markets to understand and extend information about market requirements. He maintains a close working relationship with researchers, breeders and management groups across Australia and the global plant breeding community. His focus is on improving the stability and profitability of the Australian grains industry.

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## DR PETER CARBERRY

Toowoomba, Queensland



Peter is general manager of GRDC's Applied Research, Development and Extension business group. Prior to joining GRDC, he was director-general of the international Crops Research Institute for the Semi-Arid Tropics (ICRISAT) in Hyderabad, India. Previously he had spent 29 years with CSIRO as a research scientist.

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