

# FARM TO PROFIT FARM BUSINESS UPDATE



**Wickepin** – Tuesday 11 February, 2020  
*Wickepin Community Centre*

**Bencubbin** – Wednesday 12 February, 2020  
*Bencubbin Community Recreation Centre*

**Northampton** – Thursday 13 February, 2020  
*Northampton Community Centre*

**#GRDCUpdates**



## 2020 Western Australian GRDC Farm Business Update steering committee

**Jules Alvarao** GRDC Western Region Panel  
**Nick Gillett** GRDC RCSN Kwinana East  
**Sarah Hyde** Facey Group  
**Matt McCarthy** ORM  
**Chris Pinkney** Agrarian Management

**Tom Powell** Northern Agri Group  
**Shane Sander** Agvise  
**Fraser Stewart** Rabobank  
**Jo Wheeler** GRDC Grower Relations Manager - West



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



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## Welcome to the 2020 western region GRDC Farm Business Update series.

The GRDC Farm Business Updates assist grain growers with their farm management skills by providing them, as well as advisers and agribusiness, with access to the latest and best farm enterprise management concepts and practices.

Attending these events is a great way of starting the year on the right note and getting equipped with relevant and up-to-date information, insights and inspiration – to help growers to successfully plan for and navigate their way through what can sometimes be challenging seasons or circumstances.

It is also great to take advantage of the networking opportunities these Updates provide, and to catch up with old friends or acquaintances, or to make contact with some new ones.

The GRDC Farm Business Update series for 2020, including events in Wickiepin, Bencubbin and Northampton, is providing growers and advisers with a unique opportunity to hear first-hand from experts in a range of fields and to discuss the application of information to their own businesses.

Well-regarded speakers from WA and interstate are addressing topics ranging from bigger-picture economic issues to farm management tactics. The Updates provide general information which is not intended to replace the need for growers to obtain individual advice from their private advisers.

GRDC Farm Business Updates could not succeed without a local presence and contribution. As such, we are very proud to work with local grower groups to help deliver these Update events. I would like to acknowledge and express my thanks to the staff and members of the Facey Group, the Merredin and Districts Farm Improvement Group and Northern Agri Group for their efforts in assisting us.

We trust that you find the GRDC Farm Business Updates and these proceedings beneficial and inspiring, and that they help you to embark on the year ahead armed with useful information, networks and contacts.

### **PETER BIRD**

*GRDC Senior Regional Manager – West*



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**JOIN THE  
CONVERSATION**

## GRDC™ PODCAST

**GET THE LATEST  
INFO ON THE GO**

The GRDC's podcast series features some of the grain sector's most pre-eminent researchers, growers, advisers and industry stakeholders sharing everything from the latest seasonal issues, to ground-breaking research and trial results with on-farm application.

<https://grdc.com.au/news-and-media/audio>



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On Twitter? Follow **@GRDCUpdateWest** and use the hashtag **#GRDCUpdates** to share key messages



NEW BOOK FOR  
LOW RAINFALL  
GROWERS IN  
AUSTRALIA

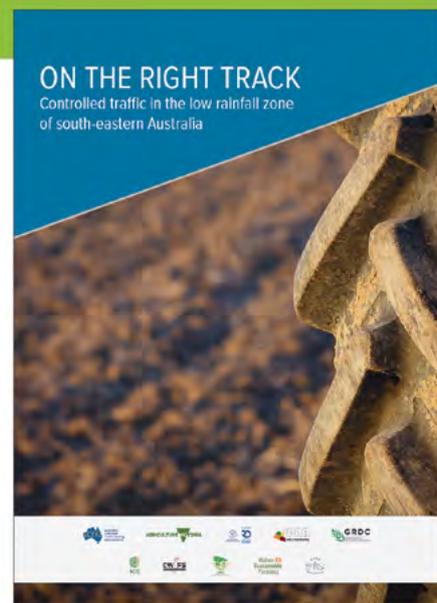
# IS CTF WORTHWHILE IN THE LRZ?

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?

## ON THE RIGHT TRACK

Controlled traffic in the low rainfall zone of south-eastern Australia



DOWNLOAD YOUR COPY OF THIS NEW RESOURCE FROM [grdc.com.au](http://grdc.com.au) or [actfa.net](http://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



# GRDC Farm Business Update

## WESTERN REGION



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& DEVELOPMENT  
CORPORATION

## Program

9.25 am	<b>Announcements</b>	<i>ORM representative</i>
9.30 am	<b>GRDC welcome</b>	<i>GRDC representative</i>
9.40 am	<b>Economic drivers and mega trends. Record low interest rates, trade wars and banks under scrutiny. What does it all mean?</b>	<i>Saul Eslake, Corinna Economic Advisory</i>
10.25 am	<b>Protecting your freedom to operate. Navigating a path with evidence and emotion.</b>	<i>Katherine Delbridge, CropLife Australia</i>
11.00 am	<b>Morning tea</b>	
11.30 am	<b>Workforce planning: Taking a strategic approach to farm labour.</b>	<i>Sally Murfet, Inspire AG</i>
12.00 pm	<b>People are the key to your business success: The nuts and bolts of sound farm staff management.</b>	<i>Marie Fowler, Fowler &amp; Sons P/L, Condingup</i>
12.30 pm	<b>Panel discussion and Q&amp;A</b>	
12.50 pm	<b>Lunch</b>	
1.40 pm	<b>Sign of the times. Making sound farming decisions in a volatile climate.</b>	<i>Peter Kuhlmann, Mudabie P/L, Ceduna, SA</i>
2.20 pm	<b>'Culture eats strategy for breakfast'. What is the culture of your family business?</b>	<i>Stuart Wesley Oasis People and Culture</i>
3.00 pm	<b>Volatile global politics and trade sanctions: what are markets and which grains are most at risk?</b>	<i>Nick Carracher, Lachstock Consulting</i>
3.40 pm	<b>Wrap up and evaluation</b>	

Supporting partners



2020 WA GRDC FARM BUSINESS UPDATE



## **What is the Facey Group?**

The Facey Group is a farmer run group that aims to improve on-farm practice to keep farms healthy and profitable into the future. The group conducts trials, demonstrations and extension works in the local region in addition to tailoring training that enables farmers to adopt practices which they see as beneficial and with the potential to increase their production, resulting in increased profits. Based in Wickiepin Western Australia, the Facey Group is an innovative, highly motivated, organised and well-resourced grower group with a strong focus on our local region. The group works with members, sponsors, partners, industry and government who are each integral facets of the success of the group.

## **From little things big things grow**

The Facey Group was formed in January 2001, with the aim of bringing the community together to work towards achieving economic, social and environmental sustainability for the region. It is a forum for people in the district to discuss and question current farming systems and how we can improve them, and to explore and trial new systems and methods.

The group was formed out of existing Landcare Groups, and whilst environmental sustainability is a goal, the Group recognises that practices have to be profitable for farmers to adopt them.

The key was to conduct trials and demonstrations in the local region and access information that was local, current and relevant. Access to this information would enable farmers to adopt practices which they saw as beneficial and would increase their production, resulting in increased profits.

Without profitable local farmers where would our local communities be? Thus, the establishment and growth of the Facey Group plays an important role in the future of, not only our farmers but, the survival of our communities.

## **What does the Facey Group do?**

The Facey Group's key function is to service its farming members through research, development and extension. The group hosts an array of field days, seminars, workshops and training courses throughout the year. The group also hosts field trials and demonstrations at the group's main site, satellite sites as on member's farms each year.

Each year, issues requiring further investigation are identified and prioritised. The group then decides how to address the issues, taking into consideration the available skills and resources of the group. This is achieved through the group's three specialty groups: Cropping & Natural Resource Management, Livestock & Pastures and Women In Agriculture.

## **Who runs the group?**

The Group has a management committee of 9 members and 3 specialist groups. These are overseen by an Executive Committee of 4, thus the group is 100% member and grower driven and managed, which is what makes it so successful. The Facey Group employs an Executive Officer, an Agricultural Research & Extension Coordinator & a part time Administration Manager.

## **Facey Group Office**

Ph: 08 9888 1223





Northern Agri Group was formed in 2003 to represent the farmers in Binu, Ajana and Ogilvie. The Group has since expanded to include farmers in and around Northampton.

There are diverse interests within the group but sustainability, improving yields and farming in our changing climate continue to be the group's main focus and accessing up to date and relevant information is at the forefront of all group activities.





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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.





After hearing this economic overview what impact does it have on our business decisions and what actions could we take?

Our First Action \_\_\_\_\_

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Our Second Action \_\_\_\_\_

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Want to learn more, here are some suggestions;

International Monetary Fund ([www.imf.org](http://www.imf.org))

Organization for Economic Co-operation and Development ([www.oecd.org](http://www.oecd.org))

Bank for International Settlements ([www.bis.org](http://www.bis.org))

Reserve Bank of Australia ([www.rba.gov.au](http://www.rba.gov.au))

US Department of Agriculture Economic Research Service ([www.ers.usda.gov](http://www.ers.usda.gov))



### More about Saul . . .

*Saul Eslake is an independent consulting economist based in Hobart, Tasmania. He began his career at the Federal Treasury in Canberra, before moving to Melbourne where he was Chief Economist at a stockbroking firm, the funds management business of National Mutual, the ANZ Bank and the Australian arm of Bank of America Merrill Lynch, a global investment bank. He has also served on a number of government advisory bodies specialising in trade, foreign affairs, tourism and housing. He has a first class honours degree in economics from the University of Tasmania.*

**Contact details:** [saul.eslake@gmail.com](mailto:saul.eslake@gmail.com)

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Notes





# NVT tools

CANOLA | WHEAT | BARLEY | CHICKPEA | FABA BEAN | FIELD PEA |  
LENTIL | LUPIN | OAT | SORGHUM

## Long Term Yield Reporter

New web-based high speed Yield Reporting tool, easy-to-use means of accessing and interpreting the NVT Long Term MET (Multi Environment Trial) results.



## Crop Disease Au App



Access to current disease resistance ratings & disease information.

## Long Term Yield App



Easy access to the analysed NVT Multi Environment Trial (MET) data.

[www.nvtonline.com.au](http://www.nvtonline.com.au)



# Protecting your freedom to operate - navigating a path with evidence and emotion

*Katherine Delbridge*

*CropLife Australia*

## Key Message:

▶ Consider your personal role within agricultural debates in Australia.

## Introduction

Future proofing agriculture is as much about ensuring farmers are allowed to farm as it is about actual farming.

The world will need to produce as much food over the next 50 years as we have since the beginning of humanity. That is a staggering challenge which will require a huge effort from everyone in the agricultural supply chain and every tool in the tool box that enables growers and producers to do what they do best.

Where there is a gap between science/evidence and the public discourse – for example, in the glyphosate debate – which threatens farmer access to key production tools – we need to fill the gap with credible information so that Australian farmers maintain their ability to grow and produce food in a sustainable, efficient and profitable manner.

## Key questions to be addressed:

What is the state of play of glyphosate locally and internationally?

What is the Australian and international grains industry doing to help Australian growers continue to have access to glyphosate?

How can the agricultural industry, including growers, do better at telling their story?

My follow up questions for the speaker; \_\_\_\_\_

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Notes





# LOOK AROUND YOU.

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



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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:

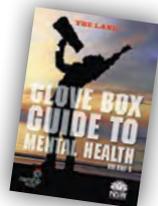
**[www.ifarmwell.com.au](http://www.ifarmwell.com.au)** An online toolkit specifically tailored to help growers cope with challenges, particularly things beyond their control (such as weather), and get the most out of every day.

**[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*.



# Workforce planning - taking a strategic approach to farm labour

**Sally Murfet**

*Inspire Ag*

## Key Messages:

- ▶ Understand the purpose and aims of the business.
- ▶ Identify workforce supply trends (current workforce profile).
- ▶ Determine future workforce demands (future workforce profile).
- ▶ Analyse the gaps between supply and demand.
- ▶ Shape strategies to bridge those gaps to help create high-performing teams.

## Introduction

The way people see themselves and the way they interact with others is at the heart of what defines an organisation's culture. This is true of families, family businesses, even multi-national enterprises. Human Interaction is a core business process. When relationships are compromised, the culture of a business (and potentially the associated family) will be negatively affected and in some cases the viability of the business and the family relationships are put in jeopardy.

The skills of human interaction are often taken for granted. Such skills need to be learned and honed over a lifetime. When they are, family businesses will have the capacity to navigate challenging circumstances in life giving ways. In other words, families flourish.

The key questions then relate to how a family builds trust, navigates relationships, conducts conversations and makes commitments with one another. In this session participants will:

1. Understand the purpose and aims of the business.
2. Identify workforce supply trends (current workforce profile).
3. Determine future workforce demands (future workforce profile).
4. Analyse the gaps between supply and demand.
5. Shape strategies to bridge those gaps to help create high-performing teams.

It can cost anywhere between 50-200 per cent of an employee's wage to replace a mid-level employee and bring a new one up to speed. The bottom line is that farming businesses that focus on workforce planning will perform better, be more productive and be more profitable.

## Key questions to be addressed:

How will mega trends impact my business?

What are the cost benefits of having an engaged workforce?

What strategies are effective in developing a workforce?



My follow up questions for the speaker; \_\_\_\_\_  
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**Why this information could be great for your farming business;**

- Understand trends to help identify future workforce requirements.
- Strengthen your capability to meet business objectives.
- Improve the efficiency, effectiveness and engagement of existing employees.
- Enables you as the employer to respond and adapt to change strategically.

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

- Communicate the strategic direction of your business to your people.
- Engage with employees to understand what drives them as individuals.
- Spend time building the culture of your workforce.
- Understand the composition of your current workforce.
- Determine what the future workforce requirements are of your business.

**Our First Action** \_\_\_\_\_  
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Our Second Action \_\_\_\_\_

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Want to learn more, here are some suggestions;

Workforce profile template

Strategic HR Health Check template



### More about Sally . . .

*Sally Murfet is a HR Generalist and Project Manager who believes people are the power of agriculture. With more than 20 years working on-farm or with agribusiness companies, she is an experienced professional, dedicated to leading and managing HR projects that positively impact performance, profitability and productivity of business through its people. Sally is the Chief Inspiration Officer of Inspire AG based in Tasmania. Inspire AG supports farmers, agribusinesses, industry bodies and government organisations to deliver people management solutions that help industry employers achieve business objectives. Sally was recently*

*named the Rural Consultant of the Year at the Australian Farmer of the Year Awards for her dedication and commitment to 'powering agri people'.*

**Contact details:** [sally@inspire-ag.com.au](mailto:sally@inspire-ag.com.au)

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Notes





**Why this information could be great for your farming business;**

- Gives you the tools to successfully manage your staff in the job and perhaps out of a job if need be...
- Tasks can be completed in a timely manner leading to positive impacts on the bottom line as well as lower stress levels.
- Lowers your business and personal exposure should anything go wrong.

**Self evaluation;**

**Have we had a high turnover of farm staff? YES/NO**

Why? \_\_\_\_\_

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**Do we understand what makes our staff tick? Do we know how their pay and conditions compare to other farming businesses? YES/NO**

How? \_\_\_\_\_

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**Do we utilise professional HR or OH/S advice NEVER/SOMETIMES/ ALWAYS**

Why? \_\_\_\_\_

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***/We want to work on this aspect of our business, what should we do next?:***

- Develop a code of conduct for your employees and yourself!
- Invest time in understanding what makes your staff tick.
- Put a HR consultant in the budget - saves a lot of time and you get the job done properly

**Our First Action** \_\_\_\_\_

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## Our Second Action \_\_\_\_\_

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

- Your local grower group
- Rural Edge workshops
- Safe Farms WA membership
- HR/OHS consultant



### More about Marie . . .

*Marie farms with her husband Andrew and family on a mixed cropping and livestock property 90km east of Esperance. Marie worked in various roles in agriculture in Ireland and Brussels prior to moving to WA in 2001, becoming involved in the day to day running of the farm, which was established as a CP block by her father in law in 1969.*

*The business has grown significantly over time with the family currently farming 30,000ha both owned and leased, employing 13 full time staff with up to 30 casuals at busy times. They grow canola, wheat, barley and clover/ryegrass based pasture. The livestock enterprises produce delicious beef, prime lamb and merino wool from grass and grazed crops.*

*Marie & Andrew have 4 children aged 11-15, two board in Perth and two are in yr6 - this has curtailed Marie's 'reliability' as a machinery operator but she remains responsible for all things financial and staff related on the farm.*

**Contact details:** [mfowler02@bigpond.com](mailto:mfowler02@bigpond.com)

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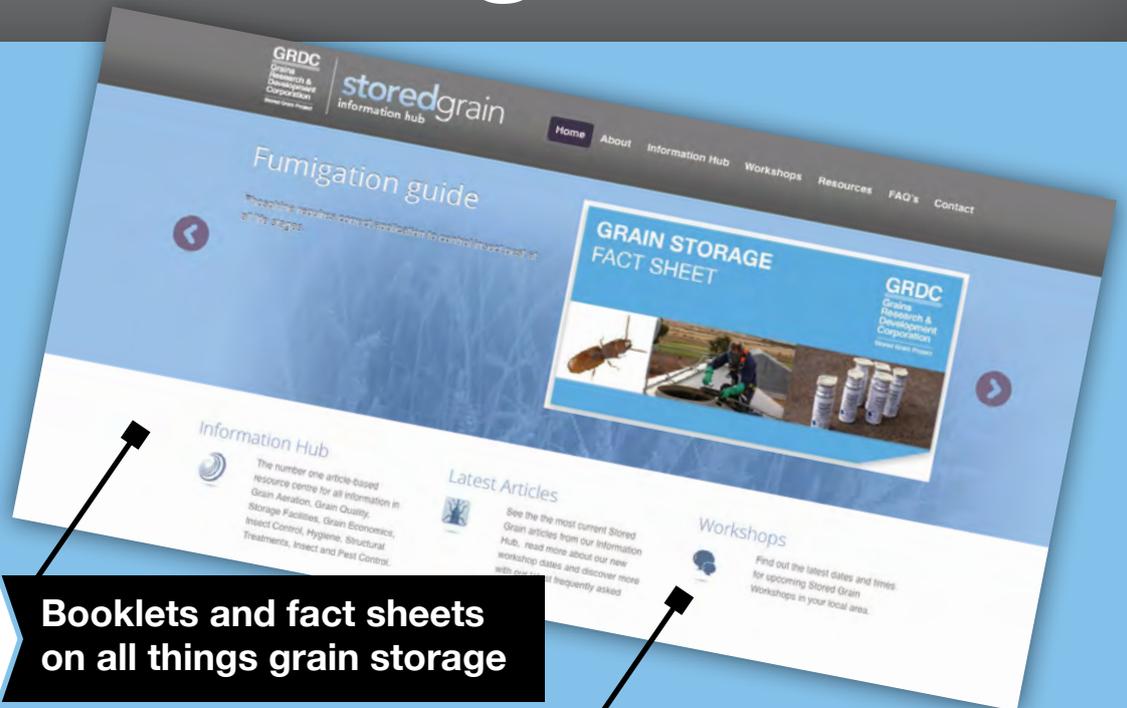




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storedgrain.com.au



Booklets and fact sheets on all things grain storage

Workshops in all regions covering topics such as:

- Economics of on-farm storage
- Grain storage hygiene
- Aeration cooling or drying
- Managing high moisture
- Fumigation
- Insect pest management
- Managing different storages
- Storage facility design
- Storing pulses and oilseeds



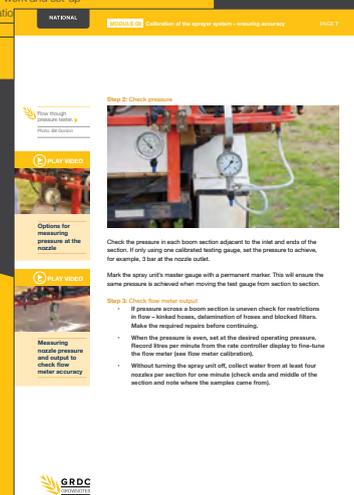
Call the National Grain Storage Information

Hotline **1800 WEEVIL** (1800 933 845) to speak to your local grain storage specialist for advice or to arrange a workshop

Download the new storedgrain app to get the latest information and storage recording tool on your iPhone or iPad



# 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.

# Sign of the times - making sound farming decisions in a volatile climate

*Peter Kuhlmann*

*Mudabie Pty Ltd*

**Location:** Mudamuckla on Western Eyre Peninsula, South Australia

**Area owned/sharefarmed:** 14,900 ha total arable, cropping 9-10,000 ha

**Average Annual and Growing season rainfall:** 293 mm p.a., 216mm GSR

**Soil types:** Calcareous sandy loam

**Farm Enterprises:** Wheat, Barley, Merino sheep

Office in Glenelg, 3 permanent staff, farm advisory board, phosphoric acid as fertilizer and variable rate on seeder

Notes:

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Notes



SOUTHERN/WESTERN REGION\*

# PREDICTA® B



# KNOW BEFORE YOU SOW

\*CENTRAL NSW, SOUTHERN NSW, VICTORIA, TASMANIA, SOUTH AUSTRALIA, WESTERN AUSTRALIA



**Cereal root diseases cost grain growers in excess of \$200 million annually in lost production. Much of this loss can be prevented.**

Using PREDICTA® B soil tests and advice from your local accredited agronomist, these diseases can be detected and managed before losses occur. PREDICTA® B is a DNA-based soil-testing service to assist growers in identifying soil borne diseases that pose a significant risk, before sowing the crop.

Enquire with your local agronomist or visit

[http://pir.sa.gov.au/research/services/molecular\\_diagnostics/predicta\\_b](http://pir.sa.gov.au/research/services/molecular_diagnostics/predicta_b)

#### Potential high-risk paddocks:

- Bare patches, uneven growth, white heads in previous crop
- Paddocks with unexplained poor yield from the previous year
- High frequency of root lesion nematode-susceptible crops, such as chickpeas
- Intolerant cereal varieties grown on stored moisture
- Newly purchased or leased land
- Cereals on cereals
- Cereal following grassy pastures
- Durum crops (crown rot)

#### There are PREDICTA® B tests for most of the soil-borne diseases of cereals and some pulse crops:

- Crown rot (cereals)
- Rhizoctonia root rot
- Take-all (including oat strain)
- Root lesion nematodes
- Cereal cyst nematode
- Stem nematode
- Blackspot (field peas)
- Yellow leaf spot
- Common root rot
- Pythium clade f
- Charcoal rot
- Ascochyta blight of chickpea
- White grain disorder
- Sclerotinia stem rot



# 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:

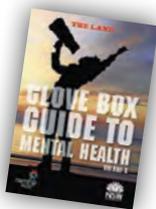
**[www.ifarmwell.com.au](http://www.ifarmwell.com.au)** An online toolkit specifically tailored to help growers cope with challenges, particularly things beyond their control (such as weather), and get the most out of every day.

**[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*.



# Human interaction - the heart of culture in family enterprises

Stuart Wesley

Oasis People and Culture

## Key Messages:

- ▶ Is there a way that we can understand and rebuild trust?
- ▶ Is it possible to learn how to have the sometimes difficult succession conversations?
- ▶ What are the key elements of human interaction in a family farming business?



## Introduction

The way people see themselves and the way they interact with others is at the heart of what defines an organisation's culture. This is true of families, family businesses, and even multi-national enterprises. Human interaction is a core business process. When relationships are compromised, the culture of a business (and potentially the associated family) will be negatively affected and in some cases the viability of the business and the family relationships are put in jeopardy.

The skills of human interaction are often taken for granted. Such skills need to be learned and honed over a lifetime. When they are, family businesses will have the capacity to navigate challenging circumstances in life giving ways. In other words, families flourish.

The key questions then relate to how a family builds trust, navigates relationships, conducts conversations and makes commitments with one another. In this session participants will:

1. Learn a model for 'Trust' as the foundation of human interaction.
2. Be challenged to consider 'Trust' from the perspective of the other party.
3. Be given a dose of hope that many of the issues of family business dysfunction can be prevented or healed

My follow up questions for the speaker;

*(NB. Stuart will be on-line for the Q&A webinar on February 21st. Registration details will be emailed to you).*

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**Why it could be great for your farming business;**

- Greater transparency and openness
- Increased trust, morale and productivity
- Less conflict and greater ability to resolve it when it does arise

**Self evaluation;**

***Are you satisfied with the cultural dynamics of your family farming business? YES / NO***

Very Satisfied \_\_\_\_\_ Very Concerned

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

***Do you believe the next generation will be successful in farming?***

It will be a challenge \_\_\_\_\_ Success is assured

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

***How great is your fear that conflict will end up destroying your business (and family?)***

Not at all concerned \_\_\_\_\_ Highly Concerned

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



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

Assess the levels of trust.

If you are struggling building culture and having the hard conversations and making hard decisions seek out professional help.

Open up dialogue with your colleagues.

Our First Action \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Our Second Action \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

Book - The Anatomy of Peace by the Arbinger Institute

Enneagram Personality Assessments - integrative9.com

Book - Trust and Betrayal in the Workplace by Dennis and Michelle Reina oasispc.com.au



### More about Stuart . . .

*Stuart combines a background in pastoral ministry with organisational learning and development, working with a range of businesses, not for profits and individuals. He specialises in bringing insights into the relational issues which undermine high performance, whilst providing practical tools to move forward. Stuart's ability to quickly build rapport and trust, positions him as well suited to working alongside business owners, CEOs, senior managers and key staff. He can deliver an array of approaches such as one on one coaching, workshops, consulting and a full range of keynote presentations all designed to enhance human*

*interaction which he has come to realise is a core business process. Stuart has been married to Carolyn for over 30 years. Together, they have four adult children and 3 grandchildren.*

Contact details: swesley@oasispc.com.au

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Notes



# Grain markets – an overview

Nick Carracher

Lachstock Consulting

*Do you take control?*



*Or are you feeling lucky?*



## Key Messages:

- ▶ Increased understanding of international markets and market competitors improves our perspective on the industry and our place in it.
- ▶ Increased clarity on grain market global outlook can reduce uncertainty around grain marketing decisions.
- ▶ Creating a marketing strategy may assist with planning and logistics as well as investment decisions.

My follow up questions for the speaker;

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Self evaluation;

*I am comfortable with my market knowledge and marketing decisions made on grain sales.*

It could be improved \_\_\_\_\_ Completely Satisfied

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Grain marketing forms an integral component of my farm business and I invest the requisite time on it.*

It could have more focus/time \_\_\_\_\_ I spend too much time on it

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*I believe my grain marketing activities are optimising my business profit.*

Disagree \_\_\_\_\_ Agree

Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



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

Assess the planning involved in your grain marketing decisions and how well you believe your marketing activities are conducted. Evaluate if there is opportunity to increase the business profit directly from making changes to the grain marketing program.

**Our First Action** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Our Second Action** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**More about Nick . . .**

*Nick Carracher ran ANZ's Asian Agricultural trading desk, later moving to Goldman Sachs in Singapore and then to New York, eventually trading the Agricultural exposure generated by the Goldman Sachs Commodity Index and investor products.*

*Lachstock Consulting provides innovative, dynamic and disciplined risk management, marketing and information services to farmers and corporate clients.*

*Nick will provide an outlook for wheat, barley and canola prices and discuss the main factors that effect Australian markets; when and how they are likely to impact. On the global stage how are our competitors positioned to market their product in competition with Australian grain.*

**Contact details:** [nick@lachstockconsulting.com.au](mailto:nick@lachstockconsulting.com.au)

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Notes





LIVE AND ONLINE

# GROUNDCOVER™

**New GroundCover stories are available daily at GroundCover online.**

Stories include seasonally and regionally relevant information on topics ranging from advances in plant breeding and biotechnology, new varieties and agronomic best practice, through to harvest and on-farm grain storage.

Visit [www.groundcover.grdc.com.au](http://www.groundcover.grdc.com.au) for the latest stories.

To subscribe to receive the bi-monthly printed magazine and keep your details up-to-date visit the GRDC subscription centre [www.grdc.com.au/subscribe](http://www.grdc.com.au/subscribe)



# THE 2017-2020 GRDC WESTERN REGIONAL PANEL

JANUARY 2020

## CHAIR - DARRIN LEE



► Darrin Lee is Managing Director and partner in Bligh Lee Farms, a mixed cropping and livestock farming operation, north-east of Mingenew.

He has a keen interest in digital agriculture, implementing a wifi network across the farm, adopting moisture probes, weather stations, remote sensing devices and digital analytics. Darrin has a value-adding project with Albus lupins through a 'paddock to plate' joint venture initiative. He has a background in banking and finance, and is a past member of the CBH Group Growers Advisory Council and previous Board member of Mingenew Irwin Group.

**M 0427 281 021** **E blighleefarms@bigpond.com.au**

## DEPUTY CHAIR - JULES ALVARO



► Jules Alvaro is involved in all aspects of the family's involved in all aspects of the 5,400-hectare cropping business she operates with her husband at Merredin in WA's central grainbelt.

She was a WA sub-coordinator of Partners in Grain and a founding member of Agricultural Women Wheatbelt East. Jules was a recipient of the 2019 Growing Leaders Scholarship Program. Jules is a firm believer in farm businesses keeping up with technology while keeping an eye on the bottom line.

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## GEMMA WALKER



► Gemma Walker and her husband run a 4000 hectare mixed cropping and sheep property near Munglinup, in the state's south-east. In addition, she has worked for many years managing farming systems groups to deliver development and extension activities. These included Mallee Sustainable Farming and the South East Premium Wheat Growers Association. Gemma is on the Board of Partners in Grain, and on the Southern Biosecurity Group, and on the Esperance Organised Purchasing Power Board, and has a Bachelor of Agribusiness (Hons) from Curtin University.

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## DR GREG REBETZKE



► Greg Rebetzke is a wheat geneticist with CSIRO, and is committed to delivering traits and germplasm for improving crop

variety water productivity. He works closely with commercial breeders to understand the relative benefits of one trait over another, and how to integrate new genetics more efficiently in the development of higher-yielding, more robust cereals.

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## ANDY DUNCAN



► Andy Duncan is business partner in a mixed broadacre family farming business in the West River area on the south coast of WA, producing wheat, malt and feed barley, canola, lupins and field peas. He has been involved with several organisations including the Grains Industry Association of WA (GIWA) Barley Council, the South East Premium Wheat Growers Association, the GRDC Esperance Regional Cropping Solutions Network, and the Ravensthorpe Agricultural Initiative Network.

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## MICHAEL LAMOND



► Michael Lamond is an experienced hands-on agronomist who started his career in discovery and innovation related to agricultural systems, including herbicide resistance, herbicide systems with minimum tillage, legume rotations, pasture systems, soil acidity and crop variety evaluation. He has run or been a partner in contract research organisations conducting or managing projects for many of the companies that operate in Australia. Michael has worked with many talented agricultural graduates from universities around Australia and has a passion for capacity building for the future in agriculture.

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## ROHAN FORD



► Rohan Ford farms east of Binnu with his wife Carol, growing wheat, lupins and canola in a low rainfall zone with highly variable precipitation. They have been control traffic farming for more than 15 years, and involved over many years in trial work and projects related to a variety of areas that help improve farming outcomes and increase knowledge in what is an ever-evolving industry. Rohan is also involved closely with the local grower group.

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## DR FIONA DEMPSTER



► Dr Fiona Dempster is an applied economist with The University of Western Australia, School of Agriculture and Environment, and a farmer at her family's crop and livestock operation in Mingenew. Her expertise is in

designing decision tools for environment and agricultural management and identifying the adoption drivers of management practices in agricultural landscapes. Fiona is an active member of Mingenew Irwin Group and the Australasian Agricultural and Resource Economics Society, and sits on the Board of Management for the Mingenew Midwest Expo. Fiona has a Doctorate and Bachelor of Science.

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## JULIET MCDONALD



► Juliet currently works as an Area Manager for Summit Fertilizers in the North Midlands and provides agronomy based support for nutrient recommendations and conducts R&D to integrate nutrition applications with current farming systems. Juliet lives on a family farming enterprise west of Marchagee and produces grains, meat, wool and PD stud rams. Juliet was previously an Elders Sales Agronomist for Elders, a Grain Pool Area Manager, and started as an Extension Officer with DPIRD. She holds a Bachelor of Science in Agriculture and is qualified as a Ferticare Accredited Adviser. Juliet is passionate about sustainably profitable agriculture and is committed to improving the understanding of agriculture in the wider community.

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## LUCY BROAD



► Lucy Broad is the General Manager of the Grains Research and Development Corporation's (GRDC) Grower Communication and Extension business group. Lucy holds a Bachelor of Science in Agriculture, majoring in agronomy, and prior to working at the GRDC spent the last 13 years as Director and then Managing Director of Cox Inall Communications and Cox Inall Change, Australia's largest and leading public relations agency working in the Agribusiness and Natural Resource Management arena. Her entire career has been in communications, first with the Australian Broadcasting Corporation and then overseeing communications and behaviour change strategies for clients across the agriculture, natural resource management, government and not-for-profit sectors.

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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.



## Acknowledgements

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The ORM team would like to thank those who have contributed to the successful staging of the Western Region GRDC Farm Business Update:

- The local GRDC Farm Business Update planning committee.
- Partnering organisations: Facey Group and Northern Agri Group
- Industry supporter: Kotzur Pty Ltd





Prefer to provide your feedback electronically or 'as you go'? The electronic evaluation form can be accessed by typing the URL address below into your internet browsers:

[www.surveymonkey.com/r/WA-FBU](http://www.surveymonkey.com/r/WA-FBU)

To make the process as easy as possible, please follow these points:

- Complete the survey on one device
- One person per device
- You can start and stop the survey whenever you choose, **just click 'Next' to save responses before exiting the survey.** For example, after a session you can complete the relevant questions and then re-access the survey following other sessions.



# 2020 WA GRDC Farm Business Updates Evaluation

## 1. Name

ORM and/or GRDC have the permission to follow me up in regards to post event outcomes.

## 2. Location of Update

Wickepin

Bencubbin

Northampton

## 3. How would you describe your main role? (choose one only)

Grower

Grain marketing

Student

Agronomic adviser

Farm input/service provider

Other\* (please specify)

Farm business adviser

Banking

Financial adviser

Accountant

Communications/extension

Researcher

## Your feedback

Please rate each presentation you attended in terms of relevance and quality  
(10 = totally satisfactory, 0 = totally unsatisfactory).

### 4. An economic overview: *Saul Eslake*

Content relevance  /10

Presentation quality  /10

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

### 5. Protecting your freedom to operate - navigating a path with evidence and emotion: *Katherine Delbridge*

Content relevance  /10

Presentation quality  /10

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

### 6. Workforce planning - taking a strategic approach to farm labour: *Sally Murfet*

Content relevance  /10

Presentation quality  /10

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

### 7. Tools for successfully managing farm staff - a case study: *Marie Fowler*

Content relevance  /10

Presentation quality  /10

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



**8. Sign of the times - making sound farming decisions in a volatile climate: Peter Kuhlmann**

Content relevance  /10

Presentation quality  /10

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

**9. Human interaction - the heart of culture in family enterprises: Stuart Wesley**

Content relevance  /10

Presentation quality  /10

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

**10. Grain markets – an overview: Nick Carracher**

Content relevance  /10

Presentation quality  /10

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

**Your next steps**

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

**12. 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**

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

Strongly agree

Agree

Neither agree  
nor Disagree

Disagree

Strongly disagree

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

**15. Are there any subjects you would like covered in the next Update?**

Thank you for your feedback.

