



# Succession & Generational Farming



Graeme & Tristan Baldock  
Karinya Ag

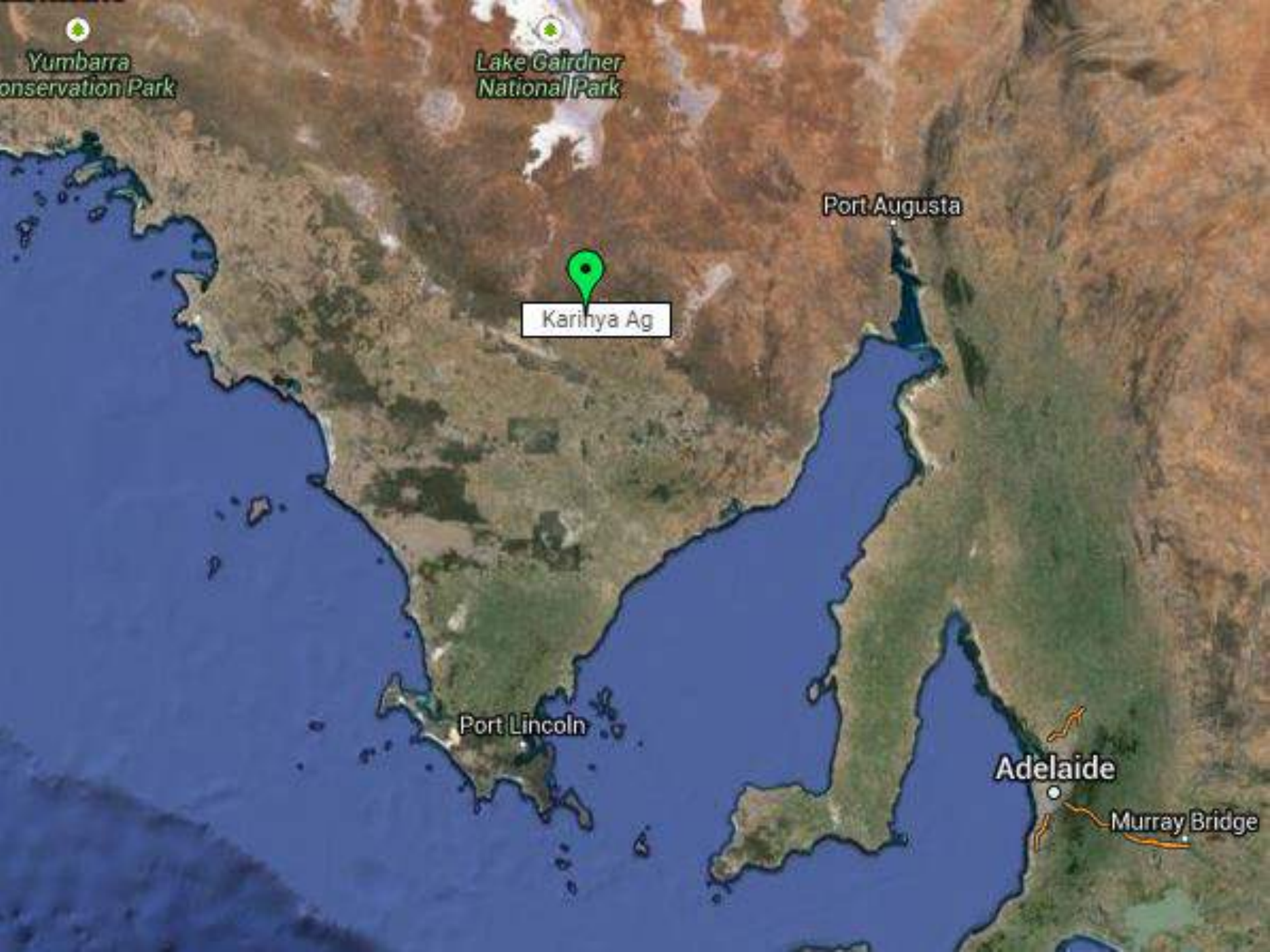


# The next 50 minutes

- » Who we are and where we've come from
- » Generational Farming
- » Our succession story
- » What we have learned
- » What we look like now
- » Where are we going in the future







Yumbarra  
Conservation Park

Lake Gairdner  
National Park

Port Augusta

Karihya Ag

Port Lincoln

Adelaide

Murray Bridge



**Buckleboo Station**

Karinya Ag

**Buckleboo Sports Club**

**To Kimba**



# Our operation

- » Marginal low rainfall - <300mm – 210mm GSR
- » Shallow heavy clay loam, sandy loam over clay, grey loam over calcrete, pH 8, high PBI (small bucket)
- » 4500 – 5600ha of Crop
- » Wheat, Barley, Canola, Peas and Lupins
- » Livestock agisted
- » 260kms from Grain Port





# History

- » Buckleboo settled in 1920's
- » Home farm Karinya (2169ha) settled in 1938 by Cecil
- » Hurtle took over in 1946
- » Farming practices were based around long fallows, pastures, wheat and oats
- » Livestock an important part of system, with a pound for a pound of wool





# Continual Succession

- » Reg returned home in 1960's before Graeme returned to the farm in the early 70's
- » Conventional Farming Practices requiring finely prepared seed beds
- » Inception of new herbicides in farming
- » Soil erosion controlled by contour banks and keeping the blinds drawn





# Continual Succession

- » Reg and his wife purchased Grandfather's farm at Kimba
- » Younger brother Jeff left school in 1977 and partnership between Hurtle & Beth, Graeme & Heather and Jeff
- » Graeme and Jeff purchased land from Hurtle, along with another 1300ha 10kms to south east
- » Jeffs wife Jenny joined the partnership





# Continual Succession

- » Partnership dissolved in 1987
- » Graeme and Heather formed a new partnership
- » Interest rates of 23% made acquisition of home farm difficult
- » First two years under new structure were severe droughts
- » This was a poorly planned and executed succession





# A Lesson Learned

- » Experience caused planning for the next generational change
- » Property Placed into a Family Trust
- » Property converted to Freehold
- » Off farm asset portfolio leading to a superannuation fund
- » 25 years later dividends are being paid





# Farming Revolution

- » Fact Finding Trip To WA in 1996 to investigate No Till
- » Adoption in 1997, and formation of SANTFA
- » Modification of existing equipment
- » Initially better crop establishment
- » After 5 years better soil health and crop yield
- » Purchase of Morris no till machine in 2003
- » Yield mapping and auto steer introduced in 2003 and 2005 respectively





# Farming Revolution

- » Cracker droughts in 2006, 07, 08
- » Variable rate kit fitted to Morris air cart in 2009
- » Liquid starter fert introduced in 2010 by purchase of Morris 8370 VRT air cart with LQS
- » Initially just Zn, now Zn, N, fungicide and trialing other products
- » 2009 sheep left business





# Farming Today

- » Cropping 4500 – 5600 ha across 5 properties
- » Own 3800ha and 1800ha leased
- » 24metre Seed Hawke with VRT and Liquids
- » 48metre Hardi Boom Spray
- » Yield Mapping
- » RTK Auto steer
- » Wide machinery is our controlled traffic





# Our Latest Succession

- » Tristan and wife Lisa returned to farm in 2013
- » Trialled farming for this period as employees
- » Decision to remain farming, and process started to make them partners in a new business
- » Graeme and Heather's two daughters, 34 and 24, don't have a desire to farm but remain very interested in the farm





# How we went about it

- » Attended Succession Planning workshop
- » Enlisted the services of Judy Wilkinson, a farm family facilitator
- » Engaged with Accountant, Lawyer and Agronomist
- » Individual and common goals and expectations were on the table
- » Business entity and structure put in place



# What do we look like

- » Karinya Ag - Partnership between Graeme, Heather, Tristan and Lisa
- » Karinya Ag leases land from Baldock Family Trust
- » Machinery leased from GJ & HL Baldock
- » Business structure, policies and procedures all documented and reviewed annually
- » Regular programmed operational and budget meetings





# What did we learn

- 1) Be proactive ensuring front end rather than back end succession
- 2) Enlist the services of a Succession Facilitator
- 3) Communication is Key
- 4) Understand generational differences
- 5) Involve Accountant and Lawyer
- 6) Agreements and policy formalised and documented





# Were to from here

- » Karinya Ag will continue to evolve as a business
- » Addressing the need for a board structure
- » Annual reviews of all policy and agreements
- » Job role specification
- » Transfer of roles including management
- » Retirement





# What does the future hold

- » Good seasons
- » Investments in efficiency
- » Further investment in liquid fertilisers
- » Real time live data management
- » Controlled traffic
- » UAV's
- » Land acquisition
- » Supply chain cost management
- » Resistance management
- » Collaboration with R&D

































