

Leadership

Competency

Leads staff to achieve goals through ensuring the wellbeing and motivation of a highly skilled, productive workforce.

Self-assesses strengths and weaknesses and puts in place strategies to address these to enhance performance.

Makes data informed decisions to enhance the business.

Focuses on the strategic aims of the farm and strives to achieve business goals.

Creates a workplace where open and honest communication is encouraged and proactively manages interpersonal conflict.

Knows and understands the benefits of clear communication to enhance productivity.

Knows and understands the management strategies that map staff skills and highlight skills gaps to be filled within the business.

Ensures staff are supported to be self-managing and responsible.

Knows and understands the benefits of clear communication to enhance productivity.

Knows and understands what the strengths and weaknesses are of the farm team and how to get the best from them.

Knows and understands how to use technological skills to work efficiently and productively.

Communicates with contractors and sub contractors.

Knows and understands the management strategies that map staff skills and highlight skills gaps to be filled within the business.

Knows and understands what the strengths and weaknesses are of the farm team and how to get the best from them.

Knows and understands how to use technological skills to work efficiently and productively.

Ensures the workplace fosters a reasonable work/life balance to ensure staff are treated well and ensuring they are offered motivating and enjoyable work that avoids constant fatigue.

Oversees recruitment, selection, and induction of staff in an agribusiness.

Inspires others on the team to have a good work ethic that increases productivity.

Communicates with and between business partners, banks/accountants, and the farm team.

Communicates with the farm manager to ensure work times and workloads for the farm team meet best practice and comply with legal obligations, and seeks to resolve any issues.

Balances profitability with hours of work.

Makes decisions in a timely manner that benefit the business and staff.

Increases quantity of quality staff through inspiring others to want to work for the business.

Fosters a good working relationship with boards, directors and owners where applicable to enhance creativity, diversity and productivity.

Solves problems that enhance the efficiency of the business and quality of production.

Builds a team culture to support the farm's values and goals.

Supports development of staff for the wider good of the business and industry.

Supports the farm owner's values and goals and communicates and empowers the farm team to achieve these goals.

Delegates tasks appropriately between team members, and within team dynamics.

Ensures the business has the right mix of skills to perform its tasks competently, which may include contractors and technical professionals.

Job title

Farm manager (livestock)

Monitors and manages staff to ensure productive working relationships, build people capability, and avoid conflict in the workplace.

Environment

Competency

Manages a successful productive and sustainable business through knowledge and skills which promotes good environmental practice.

determines targets to reduce emissions through careful monitoring, investment in improved technology, and regular servicing of farm machinery to ensure optimum performance.

Identifies and use relevant tools for carbon foot printing and carbon budgeting.

Ensures that waste is recycled where possible and dispose of non-recyclable waste in accordance with best practice.

Plans the purchase of goods to minimise the quantities of waste and minimise by-products.

Plans the purchase of goods to minimise the quantities of waste and minimise by-products.

Optimises the use of valuable by-products and separate clean and dirty water to minimise pollution risks.

Ensures that waste is recycled where possible and dispose of non-recyclable waste in accordance with best practice.

Knows and understands the principles of the waste hierarchy as related to the farm.

Knows and understands the impact of Greenhouse Gas Emissions (GHGs) on climate change and the government agenda (Net Zero).

Demonstrates a responsibility for compliance requirements and consent conditions, makes sure all plans are implemented and monitored, reported, and kept up to date.

Knows and understands the legislation with regard to predators and vermin control.

Applies knowledge and understanding of the environment to further the aims of sustainability.

Knows and understands the benefits of precision farming techniques to reduce nitrogen fertiliser inputs to reduce whole farm energy usage.

Identifies potential pollutants, high risk areas including mapping storage locations.

Holds a gun licence where applicable.

Knows and understands the compliance requirements and consent conditions for permitted site(s).

Complies with appropriate standards and identifies risks that may compromise the outcome.

Knows and understands the rules and regulations around gun safety, and if appropriate, has a gun licence.

Develops and integrates a waste management plan that is communicated to concerned parties.

Demonstrates Leadership for Sustainable Management of the Environment.

Demonstrates an understanding of, and compliance with, the regulations governing the control of pollution from relevant facilities and materials on the farm.

Develops an Integrated Pest Management (IPM) plan for the farm/business in line with regulation requirements and consents.

Establishes and monitors safe and effective working practices to reduce environmental impacts.

Knows and understands that slurries and manures are not deemed as waste if spread for agricultural benefit.

Knows and understands the current regulations governing the control of pollution from relevant facilities and materials on the farm and how these protect human health and the environment.

Creates a plan to encourage greater biodiversity and conserve habitats on the farm (and neighbouring properties where appropriate).

Job title

Farm manager (livestock)

Monitors energy use and cost, and manage activities accordingly.

Analyses appropriate and cost effective renewable energy options for the business.

Plans hedge cutting and ditch clearing to minimise the impact on flora and fauna.

Knows and understands the implications of the duty of care, EC Waste Framework Directive, Hazardous Waste regulations.

Identifies key habitats and audit biodiversity on the farm.

Optimises the use of valuable by-products and separates clean and dirty water to minimise pollution risks.

Knows and understands how safe and effective working practices can reduce environmental impact.

Fosters good relations with the local community to communicate the benefits of Integrated Farm Management (IFM).

Identifies potential pollutants and high risk areas, including mapping storage locations.

Health and Safety

Competency

Manages and leads people through the use of knowledge and skills ensuring Health and safety is adhered and good physical and emotional wellbeing is maintained throughout the business.

Knows and understands all health and safety legislation that is applicable to managing the business to be able to produce and implement an appropriate Health and Safety policy.

Knows and understands to check contractors Health and Safety records.

Reports to senior leadership if the farm is not managing health and safety risks, or is causing wellbeing issues for the farm team.

Implements team preventive health, safety and wellbeing programmes in a timely and efficient way.

Identifies and manages stress in others.

Knows and understands the risks present in their farm premises and knows how to mitigate these risks.

Leads by example by complying with health and safety guidelines in the workplace.

Knows and understands the risks present in their farm premises and knows how to mitigate these risks.

Leads by example in wearing a helmet when using an ATV, and ensures other working on the farm do so.

Develops health, safety and wellbeing policies, and ensures monitoring and updating occurs.

Demonstrates an authentic prioritisation of peoples wellbeing.

Knows and understands to check contractors Health and Safety records.

Ensures the farm is a healthy, physically safe, and emotionally secure workplace, by training staff on how to protect their health, safety, and wellbeing on-farm.

Ensures a culture of best practise health, safety and wellbeing is understood and followed by all of the team, by training staff and modelling this behaviour.

Knows and understands all health and safety legislation that is applicable to managing the business to be able to produce and implement an appropriate Health and Safety policy.

Reports and records all accidents and near misses according to work safe legislation.

Demonstrates to others they clearly value wellbeing by allowing adequate budget working practices.

Job title

Farm manager (livestock)

Demonstrates to others they clearly value the importance of safety, by visibly putting time and effort into this.

Knows and understands how personal hygiene can affect human and animal health, and the impact of zoonotic disease.

Recognises the role wellbeing plays in building personal and business resilience, and evaluates how they manage their wellbeing by identifying current resources and challenges.

Evaluates information and takes actions to manage the risks to people.

Demonstrates to others they clearly value safety, by allowing adequate budget, sufficient staff time and invests in appropriate safety structures to protect from danger.

Knows and understands how personal hygiene can affect human and animal health, and the impact of zoonotic disease.

Nutrition

Competency

Manages livestock production through knowledge and skills that ensure animals receive high quality feed regimes which sustainably enhance production.

Determines, implements and communicates all on-farm policies regarding the nutrient management plan, and the link to fertiliser policy.

Knows and understands how to create cost benefit plans around feeding.

Knows and understands the regulations around land management, and how this may impact the way land is used.

Knows and understands and can explain the nutritional requirements of the livestock in their care to optimise their health and welfare.

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Knows and understands how to keep up to date with new developments in livestock nutrition relevant to their farm and apply if applicable.

Knows and understands the amount of feed available and understands how to ensure feed supply meets feed demand.

Trains staff on how to safely feed out, to minimise wastage.

Agrees to a supplement policy in conjunction with the farm owner, and sources feed and costings in line with farm policy.

Removes fields for silage, and organises silage to be cut at the appropriate time.

Manages grazing and feed supply demand through the use of data analysis tools.

Trains staff on how to report residual or feed issues.

Adjusts supplement use based on data such as pasture residuals and the feed supply/demand curve.

Manages soil to ensure sustainable long term use by maintaining and enhancing soil properties.

Implements the system for feed within the owner's expectations.

Determines, implements and communicates on-farm feeding policy.

Implements strategies for pasture, pests and weed control.

Provides a cost benefit plan for presenting to the farm owner.

Knows and understands how to keep up to date with new developments in livestock nutrition relevant to their farm and apply if applicable.

Plans and implements a pasture improvement programme such as deciding which fields need re-grassing or should be used for crops.

Undertakes upskilling with new feed research and technologies, for implementation or proposal.

Job title

Farm manager (livestock)

Knows and understands the regulations around land management, and how this may impact the way land is used.

Carries out body condition scoring of livestock accurately.

Balances production and cost to meet farm nutrition policy.

Knows and understands how to create cost benefit plans around feeding.

Negotiates with relevant staff on economic decisions around feed types, timings and crops.

Knows and understands the amount of feed available and understands how to ensure feed supply meets feed demand.

Develops, implements, communicates and monitors the farm feeding policy.

Determines, implements and communicates the cropping policy on-farm to support relevant feed regimes.

Applies and monitors feed budget concepts such as animal demand and grass supply, growth rates and quality.

Addresses implications of how seasonal weather events may affect the farm system, and plans to manage feed risks accordingly.

Breeding

Competency

Manages livestock production through knowledge and skills that ensure successful breeding and birthing of livestock.

Develops, implements and communicates the breeding policy for the farm.

Monitors and analyses birth and rearing results with appropriate actions.

Determines and monitors the birth and rearing plan to meet farm policy.

Monitors and analyses breeding results with appropriate actions.

Administer relevant health treatments to animals.

Knows and understands the methods and strategies of breeding livestock to improve the flock or herd.

Shares with the team the importance of adequate intake of colostrum within 6 hours of birth.

Co-ordinates with the breeding company and vet regarding mating plan requirements.

Knows and understands the methods and strategies of breeding livestock to improve the flock or herd.

Determines, implements and monitors the mating and breeding plan to meet farm policy and performance targets.

Develops, implements and communicates the birth and rearing policy for the farm.

Husbandry

Competency

Manages livestock production through knowledge and skills that ensure successful livestock husbandry.

Determines, implements and communicates policies around culling and euthanising decisions.

Ensures staff are trained on common diseases and how to prevent them.

Determines expectations and monitors the farm team's behaviour with regards to the code of animal welfare.

Determines and monitors an animal health plan and implements management strategies to achieve optimum animal health and meet performance targets.

Ensures all staff understand and practice correct use of equipment through demonstration and training.

Knows and understands how to competently follow procedures of humane slaughter including timeliness and correct methods of euthanasia of relevant livestock classes.

Monitors procedures to ensure humane slaughter of all classes of stock.

Knows and understands their responsibilities regarding livestock codes of welfare, health, transport and production.

Adheres to legal and farm animal welfare guidelines and takes responsibility for own actions relating to animal welfare and ensures all staff demonstrate correct animal handling techniques through demonstration and training.

Knows and understands the Five Freedoms. In particular, the moving of livestock and handling of livestock is done safely and with the minimum of stress and risk of injury to the animal and staff.

Knows and understands the importance that husbandry activities such as foot bathing, foot trimming, vaccination and routine worming play in maintaining animal health and welfare and preventing disease.

Knows and understands best practice in livestock hygiene and biosecurity.

Knows and understands the basic signs of health and disease and typical normal and abnormal behaviours.

Develops, implements and communicates animal health, husbandry and welfare policies with the team, and monitors its effectiveness.

Knows and understands their responsibilities regarding livestock codes of welfare, health, transport and production.

Knows and understands the symptoms of common animal health issues and their causes, how to treat them according to farm policy and legal requirements, and the importance of recording animal health medicine use and treatments.

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Knows and understands the Five Freedoms. In particular, the moving of livestock and handling of livestock is done safely and with the minimum of stress and risk of injury to the animal and staff.

Manages vet consultations regarding animal health treatments.

Knows and understands procedures for segregation within the group, and the procedure for isolation away from the group if infectious condition suspected.

Knows and understands the importance that husbandry activities such as foot bathing, foot trimming, vaccination and routine worming play in maintaining animal health and welfare and preventing disease.

Knows and understands about the main toxic weeds and plants, and their effects on animal health where appropriate.

Ensures transportation documentation is completed correctly and that stock are safely prepared and loaded for transport, sale or slaughter as required by industry regulations/assurance schemes.

Knows and understands procedures for segregation within the group, and the procedure for isolation away from the group if infectious condition suspected.

Identifies and disciplines staff treating animals poorly.

Knows and understands how to competently follow procedures of humane slaughter including timeliness and correct methods of euthanasia of relevant livestock classes.

Knows and understands about the main toxic weeds and plants, and their effects on animal health where appropriate.

Knows and understands management strategies and understands how to apply them to achieve optimum animal health.

Job title

Farm manager (livestock)

Knows and understands management strategies and understands how to apply them to achieve optimum animal health.

Knows and understands the basic signs of health and disease and typical normal and abnormal behaviours.

Evaluates culling versus treatment options, and creates a data-informed action plan.

Knows and understands best practice in livestock hygiene and biosecurity.

Waste management

Competency **Manages livestock production through knowledge and skills that ensure the effective management of animal waste, in line with legal requirements**

Knows and understands relevant legislation, permit requirements and codes of conduct regarding the handling and storage of solid and liquid farm manures and effluent management.

Knows and understands how the farm's handling and storage of solid and liquid farm manures and effluent system works and ensures good practice on-farm.

Ensures the business manages disposal of dead stock correctly in line with legal requirements and farm policy.

Beef, Dairy

Competency **Manages production of high quality cattle through the application of knowledge and skills that ensures the effective management of the animal health and welfare and enhances the business**

Knows and understands the methods for disbudding and that anaesthetic must be used, and that chemical cauterisation can be undertaken in the first week of life only.

Manages interaction with British Cattle Movement Service and obtains accurate passport for each animal ensuring that passports are signed and have holding sticker applied.

Knows and understands the requirements for tagging and why it is important.

Manages safe calf disbudding.

Knows and understands the methods for disbudding and that anaesthetic must be used, and that chemical cauterisation can be undertaken in the first week of life only.

Knows and understands the importance of timely tagging and applying for cattle passports and the importance of accurate passport information.

Knows and understands that castration without anaesthetic can be carried out with rubber ring within the first week of life only.

Knows and understands that castration without anaesthetic can be carried out with rubber ring within the first week of life only.

Manages bull calf castration.

Knows and understands the importance of timely tagging and applying for cattle passports and the importance of accurate passport information.

Manages tagging and the keeping of accurate records.

Knows and understands the requirements for tagging and why it is important.

Pork

Competency **Manages production of high quality pork through the application of knowledge and skills that ensures the effective management of the animal health and welfare and enhances the business.**

Knows and understands the consequences of poor semen storage and the importance of communicating this to the team.

Job title

Farm manager (livestock)

Knows and understands the consequences of poor semen storage and the importance of communicating this to the team.

Manages the assessment and plans the response to ventilation and environmental needs.

Ensures the storing of and use of livestock semen is carried out appropriately.

Determines when to carry out artificial insemination on livestock and supervises natural mating.

Lamb

Competency

Manages production of high quality sheep through the application of knowledge and skills that ensures the effective management of the animal health and welfare and enhances the business.

Manages external parasite control by the application of veterinary medicine/ pesticide to the outside surface of the sheep.

Manages tail docking and castration.

Knows and understands how to identify different breeds of sheep.

Knows and understands wet-adoption and when it should be used.

Manages crutching or dagging.

Manages foot-trimming.

Knows and understands when foot trimming should be carried out and why it is important.

Knows and understands what method is used on farm including plunge dipping, sheep shower, jetter or pour-on and to minimise contact with treated animals.

Knows and understands when foot trimming should be carried out and why it is important.

Knows and understands when crutching or dagging should be carried out and why it is important.

Knows and understands what method is used on farm including plunge dipping, sheep shower, jetter or pour-on and to minimise contact with treated animals.

Knows and understands wet-adoption and when it should be used.

Knows and understands when crutching or dagging should be carried out and why it is important.

Knows and understands how to identify different breeds of sheep.

Knows and understands that tail docking and castration can be carried out with rubber ring within the first week of life only.

Knows and understands that tail docking and castration too early can interfere with lamb suckling and prevent adequate colostrum intake.

Knows and understands symptoms of hypothermia (low body temperature) in lambs and the need to take action to warm the lamb.

Manages electronic identification device tagging procedures under supervision.

Knows and understands that the electronic (yellow) tag should be placed in the left ear and that lambs destined for slaughter before 12 months of age need the electronic tag only.

Knows and understands that tail docking and castration too early can interfere with lamb suckling and prevent adequate colostrum intake.

Knows and understands symptoms of hypothermia (low body temperature) in lambs and the need to take action to warm the lamb.

Knows and understands that tail docking and castration can be carried out with rubber ring within the first week of life only.

Prepares the animal for shearing/wool handling.

Job title

Farm manager (livestock)

Knows and understands that short docking of tails is not allowed and that docked tail length must cover at least the anus of males and at least the vulva of females.

Knows and understands that short docking of tails is not allowed and that docked tail length must cover at least the anus of males and at least the vulva of females.

Knows and understands that the electronic (yellow) tag should be placed in the left ear and that lambs destined for slaughter before 12 months of age need the electronic tag only.

Dairy specific

Competency **Manages production through knowledge and skills that ensure efficient milking which enhances business.**

Knows and understands that the comparison of targets against actuals provides data that is used to enhance business resilience.

Knows and understands that the comparison of targets against actuals provides data that is used to enhance business resilience.

Monitors actual production against milk production targets and makes adjustments that adhere to farm policy.

Follows and ensures adherence to quality assurance such as milk processor's requirements.

Manages and organises herd tests as per farm and processor policy or legal requirements.

Develops and communicates the milking policy for the farm, and monitors effectiveness.

Dairy specific

Competency **Manages production through knowledge and skills that ensure high milk quality.**

Knows and understands how to maintain standards within a milking parlour to ensure high levels of hygiene are met in line with inspections .

Organises the milking parlour for inspections in conjunction with staff and external parties.

Knows and understands how to maintain standards within a milking parlour to ensure high levels of hygiene are met in line with inspections .

Develops, implements and communicates policies and processes that are followed in order that milking hygiene requirements are met by staff.

Waste Management

Competency **Manages production through knowledge and skills that ensure the effective management of waste, in line with legal requirements**

Audits and monitors irrigator set-ups.

Determines a farm plan for the handling and storage of solid and liquid farm manures and effluent in line with legal requirements and consent conditions.

Determines all on-farm policies regarding the handling and storage of solid and liquid farm manures and effluent, in line with legal requirements and consent conditions.

Knows and understands relevant legislation, permit requirements and codes of conduct regarding the handling and storage of solid and liquid farm manures and effluent management.

Develops and implements upgrades of effluent systems when necessary.

Knows and understands how the farm's handling and storage of solid and liquid farm manures and effluent system works and ensures good practice on-farm.

Prevents contamination of soil by disposing of waste products in line with legislation (waste regulations).

Complies with the regulations governing the control of pollution from relevant facilities and materials and communicates this to the team.

Job title

Farm manager (livestock)

Technology, Machinery and Vehicles

Competency

Manages technical operations through knowledge and skills related to technology, machinery, vehicles and structures that enhances production and business viability.

Identifies and communicates with the team farm layout.

Produces and monitors a maintenance schedule for vehicles and machinery.

Ensures best practice around hygienic cleaning of machinery.

Holds responsibility of business security processes.

Uses data and technology software to analyse and improve farm performance.

Produces and oversees a clear replacement policy and procedure for farm vehicles and technology.

Knows and understands the regulations and license requirements for driving and use of businesses vehicles and machinery.

Ensures a strategy is in place for the driving and use of businesses vehicles, equipment and machinery.

Ensures the farm team follows best practice around vehicle and machinery safety and hygiene, and complies with regulatory requirements.

Uses technology and data to evaluate current farm practices and increase efficiency, productivity and performance.

Trains staff on safe driving practices.

Ensures best practice around hygienic cleaning of machinery.

Manages and oversees the erecting and maintenance of electric and non-electric fences, walls and other boundaries and field separation features.

Produces and oversees policy for adopting new technology that supports management requirements.

Knows and understands the regulations and license requirements for driving and use of businesses vehicles and machinery.

Knows and understands risks around hygiene when cleaning machinery, and the importance of training staff on vehicle hygiene to avoid biosecurity risks entering the farm.

Trains staff on how to carry out basic vehicle maintenance.

Identifies and distinguishes clean water drainage (springs, streams and roof water) vs dirty water drainage (from livestock, dirty yards or machinery washing).

Knows and understands risks around hygiene when cleaning machinery, and the importance of training staff on vehicle hygiene to avoid biosecurity risks entering the farm.

Environment

Competency

Manages technical operations with knowledge and skills which ensures sustainable land use that enhances business and the environment.

determines all on-farm policies regarding compliance resource consents.

Ensures the farm is compliant with industry and regional legislation.

Knows and understands how to undertake expansion development projects.

Ensures compliance with flow restrictions and daily water limits, if water is from a waterway as opposed to a bore.

Trains staff on how to maintain the watering system.

Knows and understands waste management principles for the farm.

Job title

Farm manager (livestock)

Trains staff to ensure good management practice around land cultivation is followed, in line with regulations.

Develops a sustainable environmental management plan for the farm in line with regulatory requirements and resource consents.

Records and reports on issues related to the farm environment plan.

Manages compliance requirements and consent conditions and makes sure all plans are implemented and monitored, reported, and kept up to date

Makes decisions around cultivation practices of at-risk areas.

Identifies specific areas and implements land management practices to protect these where appropriate.

Enforces regulations and industry requirements around waterways.

Knows and understands the farm's nutrient budget and nutrient cycling, and checks the nutrient management plan is being complied with.

determines all on-farm policies regarding the nutrient management plan, and the link to fertiliser policy.

Quality and Control

Competency **Manages the business through application of knowledge and skills to control the quality of farm production.**

Establishes effective records keeping around non conformances, with costings, quality assurance procedures, complaints.

Controls of quality of production ensuring product and deliveries to units/storage and process facilities within the stipulated timescale and quality.

Knows and understands the factors that ensure good quality products which enhance farm profitability.

Ensures close liaison with relevant teams for forecasting and harvesting to optimise customers requirements and maximise crop return.

Ensures management and systems are in place for certification, audits and quality control procedures.

Establishes procedures and controls to ensure all products meet the standards as stipulated in the business Quality Assurance Manual and Food Safety Field Ops Manual.

Knows and understands the factors that ensure good quality products which enhance farm profitability.

Establishes systems to ensure traceability is in place with clear responsibilities.

Knows and understands food safety regarding the handling and storage of crops.

Knows and understands food safety regarding the handling and storage of crops.

Charts risks to security and health associated with the handling of crops at harvest and storage to ensure food safety.

Financial Management

Competency **Manages the business through knowledge and skills which ensure financial sustainability.**

Gathers and analyses business information to develop a long-term financial plan.

Knows and understands the factors which impact tax requirements, and is able to effectively communicate with the accountant.

Manages the farm business capital transactions and budgets to achieve target outcomes.

Knows and understands the factors which impact tax requirements, and is able to effectively communicate with the accountant.

Job title

Farm manager (livestock)

Knows and understands the development and use of farm budgets, cash flow forecasts and farm accounts.

Knows and understands to monitor working capital/disposable income for business management and personal expenditure, and manages overdraft and cash.

Knows and understands benchmarking between organisations, with a view to improvement of farm performance.

Knows and understands to monitor working capital/disposable income for business management and personal expenditure, and manages overdraft and cash.

Undertakes due diligence prior to signing contractual agreements, understands obligations, and completes associated tasks.

Contributes to the decision making and prioritisation process relating to capital expenditure (capex).

Knows and understands benchmarking between organisations, with a view to improvement of farm performance.

Develops, monitors, interprets and reports upon farm budgets through accurate record keeping skills.

Knows and understands the steps involved to obtain finance to establish, extend, or diversify an agribusiness.

Knows and understands about debt and the impact of debt loading and repayment on cashflow.

Undertakes partial budgeting when making a change on-farm.

Effectively communicates details of the farm budget to relevant stakeholders including farm owner.

Knows and understands about debt and the impact of debt loading and repayment on cashflow.

undertakes benchmarking between external parties to set targets and improve performance.

Completes cash flow forecasts and compares to actuals to make data informed management decisions.

Undertakes analyses performance, and determines investment opportunities for the farm business.

Operates an effective cash management system and business administration processes.

Knows and understands the steps involved to obtain finance to establish, extend, or diversify an agribusiness.

Knows and understands the development and use of farm budgets, cash flow forecasts and farm accounts.

Ensures the farm team understands that their actions can have financial effects on-farm.

Business Sustainability

Competency **Manages the business through the use of knowledge and skills to develop strategic and operational plans that enhance the business.**

determines and monitors a business growth and savings plan.

Knows and understands the value in having a network of advisers to supply expertise, and is actively building a network of advisers.

Develops risk management plans and is responsible for implementing disaster recovery.

Knows and understands the current stage of the business and the capability required to continue growing the business.

Plans a succession structure that evolves with the growth of the business.

Engages with a network of advisers to supply expertise where required.

Develops, updates, and communicates all policies, values, and goals to the farm team.

Job title

Farm manager (livestock)

determines personal and business KPIs and other targets and goals for the farm business, and tracks performance against these.

Knows and understands the value in having a network of advisers to supply expertise, and is actively building a network of advisers.

Knows and understands industry (or agri-organisation) marketing methods, and also on-farm marketing methods for an agribusiness product.

Networks with colleagues and industry groups.

Plans for the long-term sustainability of the business.

Evaluates land tenure and business ownership options.

Develops strategies to improve the performance of the production system.

Knows and understands industry (or agri-organisation) marketing methods, and also on-farm marketing methods for an agribusiness product.

Identifies the physical resources of the farm business and their impacts or limitations.

Identifies and acts on opportunities of operational improvement, utilising the principles of lean management.

Knows and understands the current stage of the business and the capability required to continue growing the business.

Environment

Competency

Manages the business to ensure the effective use of water that enhances the quality of production, the health of humans, animals and environmental benefits.

Implements mechanisms and techniques for collecting clean water.

Knows and understands relevant contacts for advice and reporting problems.

Calculates the quantity of water required for various operations.

Knows and understands all regulations and legislation regarding the extraction, application, storage and removal of water related to the business.

Knows and understands water security measures and how these enhance quality, safety and environmental benefit.

Knows and understands how the farm's waste water and effluent system works and ensures good practice on-farm.

Trains staff on correct management of waste water and effluent-related activities.

Identifies areas prone to flooding and drought and aim to take remedial action to reduce the risk of adverse weather.

Schedules Irrigation on the basis of accepted methods, such as evapotranspiration, forecasted rainfall or soil moisture deficits and adopt practices that optimise water infiltration.

Plans for accurate applications of all inputs to ensure that water pollution is avoided.

Draws up a plan and timetable for water demand on farm, prioritising for primary water uses.

Identifies potential pollutants and main activities that may create a risk to water quality.

Identifies appropriate water security measures and manages them with due regard for water quality, safety and environmental benefit.

Identifies areas where water is lying on the surface, poaching problems are evident and erosion has occurred.

Implements a system for reporting leaks and ensuring emergency procedures are in place to avoid wasting water.

Plans relevant management practices to ensure soil erosion and pollution does not occur.

Determines the true cost of water from each source and wastewater disposal.

Job title

Farm manager (livestock)

Complies with the legislative requirements for water use.

Recruitment and Retention

Competency

Manages the people through the recruitment and retention process shaping a culture of professional development and creating a business which fosters honesty, integrity and ambition.

Knows and understands the importance that references play in protecting your business from harm.

Knows and understands the importance that references play in protecting your business from harm.

Knows and understands the recruitment and retention processes.

Ensures the business team understands and supports skill development and career growth.

Knows and understands how to support staff with techniques to empower and develop to reach their full potential.

Encourages others to promote sustainability.

Knows and understands the different types of employees / workers in your business (employed, seasonal, contractor, consultant).

Knows and understands the recruitment and retention processes.

Focusses on their career development goals, and a clear plan to achieve this.

Knows and understands to abide by employment obligations with regard to accommodation agreements, minimum wage requirements, and around records of holidays and leave, hours worked and wages paid.

Complies with relevant legislation including modern slavery act.

Ensures planned strategy is set out for professional development.

Knows and understands how to support staff with techniques to empower and develop to reach their full potential.

Knows and understands to abide by employment obligations with regard to accommodation agreements, minimum wage requirements, and around records of holidays and leave, hours worked and wages paid.

Holds an awareness of their own training requirements for ongoing self-development, and to achieve their goals.

Ensures staff are supported in growing their skills and understanding career opportunities available to them.

Ensures the team understands and supports skill development and career growth.

Participates in staff planning, recruitment, training, and appraisals.

Creates a work environment conducive to ensure the highest levels of honesty and integrity in dealing with others and carrying out work.

Ensures staff salaries accurately reflect their skills and abilities.

Encourages staff to be good tenants, and communicates to the operations manager if staff accommodation is not compliant with legal requirements.

Ensures employment agreements are in place and up to date for all employees reporting to them.

Ensures accurate records are kept around leave, hours worked, and wages paid.

Ensures formal accommodation agreements are in place, when providing accommodation.

Resolves any staff issues around remuneration to ensure best practice.

Job title

Farm manager (livestock)

Knows and understands the different types of employees / workers in your business (employed, seasonal, contractor, consultant).

Strategy and Operations

Competency

Supports the management of the business through knowledge and skills that ensure strategic clarity about direction of travel, staffing skills and relationships with external parties.

Observes detail, knows the farm, grazing, stock, finances and team.

Establishes a business structure that reflects their business and personal goals.

Develops and implements a process to manage key risks for the business.

Implements policies and procedures for operational activities undertaken.

Knows and understands the benefits of clear communication with internal and external parties that enhances productivity.

Knows and understands how anticipating deadlines and looking ahead reduces workplace stress and spreads workloads for all people concerned.

Accesses expert advice and further information when required.

Knows and understands that data should be used where available to drive operational and strategic management decisions.

Knows and understands that strategic aims are a tool to focus staff in the desired business direction.

Knows and understands how anticipating deadlines and looking ahead reduces workplace stress and spreads workloads for all people concerned.

Develops policies and procedures which enable proactive decision-making.

Knows and understands to supply contractors with all the necessary information to carry out a service.

Develops risk management plans and is responsible for implementing disaster recovery.

Knows and understands that data should be used where available to drive operational and strategic management decisions.

Proactively manages suppliers and contractors.

Reports data, and adjusts delivery relevant to audiences.

Knows and understands that strategic aims are a tool to focus staff in the desired business direction.

Knows and understands to supply contractors with all the necessary information to carry out a service.

Ensures governance structures are in place in line with the scale and size of the business.

Meets financial and regulatory obligations.

Knows and understands the benefits of clear communication with internal and external parties that enhances productivity.