

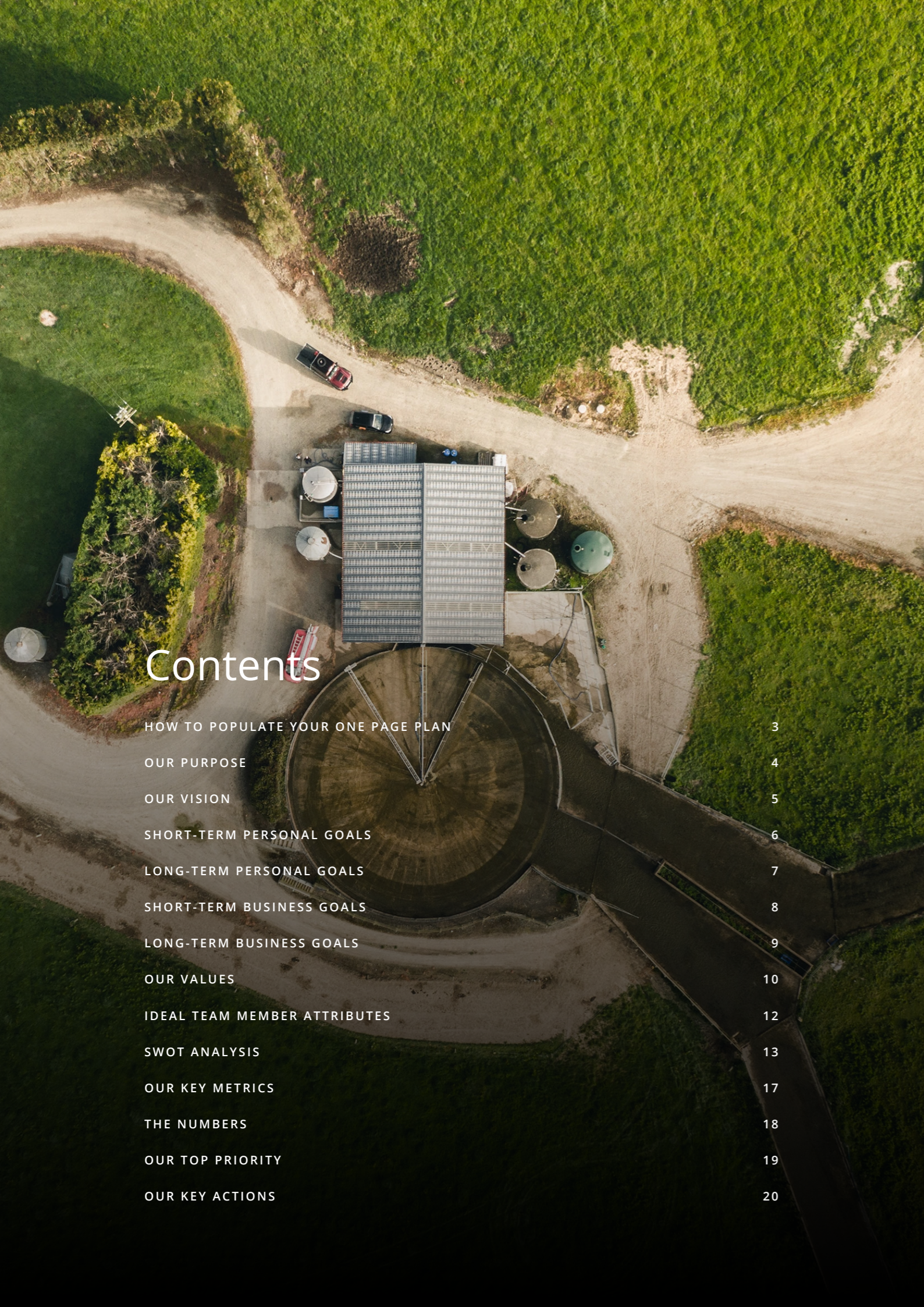
SMART

Farm

Planning



STEP-BY-STEP GUIDE
How to populate your one page plan



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How to populate your one page plan

This guide is designed to support you in creating your tailored farm business plan.

It's common knowledge that business owners with clear written objectives are more likely to achieve superior results than those without written objectives. Likewise, those with compelling guiding principles are more likely to attract and retain like-minded people that in turn underpins the realisation of those desired results.

Along with our [step by step video library](#) on farm business planning, you should have much of the guiding information, effective questioning, and content examples you need to complete your plan with confidence.

The following document is designed to be picked up and put down as you have the time and clarity of thought to complete each of the sections.

The videos for each section introduce the topics to you and help frame your thinking to develop or identify your choices in each section. So review these videos (where required) to set the scene before commencing the activities in each of the sections. The video content can be found via the [Free Resources](#) section of our website or our Youtube channel.

This step by step guide is intended to be a practical workbook, where you are able to note what will ultimately be the contents of your plan as you progress through the process.

On completion, simply transfer the most recent and relevant elements onto your writable PDF plan which can also be found in the [free resources](#) section on our website.

We hope you find the process as enjoyable and enlightening as we did developing it for you.

Happy planning!

HAPPY PLANNING!

1. Our Purpose

Let's start with the Business' Purpose.

The objective here is to create a compelling reason for why your business exists...
Answer the following 5 questions to the best of your ability.

Why did you want a career in farming?

Who does this farming operation benefit?

What are the unique strengths and capabilities of your farming operation?

What impact do you want the farm to have on others?

What kind of legacy do you want to leave your family?

OUR PURPOSE

Based on the answers you've noted above, and the directives provided in the explainer video for this section, write a concise purpose statement (no more than 15 words in length)

2. Our Vision

On to your Farm's Vision for the Future

The objective here is to craft a vision statement that highlights the outcomes your business is seeking to realise... Answer the following 5 questions to the best of your ability.

What will your farming operation ideally look like in the future?
(Size, Locations, Produce in 5+ years time)

What will the farm deliver for you?
(Time, financial reward, wealth creation etc.)

What key changes will have been implemented?

What specific 'supplier' or family needs will the farm need to meet?

What social & environmental responsibility goals would you like the farm to have achieved?

OUR VISION

Based on the answers you've noted above, and the directives provided in the explainer video for this section, write a concise purpose statement (no more than 20 words in length)

3. Short-Term Personal Goals

Let's get clear on what the business needs to deliver to you as an owner.

In the next 1-3 years, what are 4 things you personally want to have achieved? These could include (but aren't limited to):

- ☐ Quality time with family
- ☐ Exercise more
- ☐ Find a new hobby
- ☐ Upgrade home
- ☐ Invest off-farm
- ☐ Travel overseas
- ☐ Decrease hours worked
- ☐ Upgrade car
- ☐ Enhance skills
- ☐ Join a community group
- ☐ Pay off personal debt
- ☐ Begin succession plan

Brainstorming Space

Personal Goals 1-3 Yrs

Based on the items ticked above, the directives provided in the explainer video for this section, and the alternative objectives you've identified.
Note your final FOUR selections in the box below:

4. Long-Term Personal Goals

Now move that timeline out to 5 - 10 years from now...

From the following (or previous) pool of options, what additional 4 things would ideally have been achieved in the next 5-10 years?

- ☐ Spend time with kids
- ☐ Re-engage with a local club
- ☐ Increase personal spend
- ☐ Build new home
- ☐ Improve diet
- ☐ Go hunting more
- ☐ Set up retirement fund
- ☐ Pursue other business opportunities
- ☐ Take more time off
- ☐ Utilise caravan more
- ☐ Buy a boat

Brainstorming Space

Personal Goals 5-10 Yrs

Based on the items ticked above, the directives provided in the explainer video for this section, and the alternative objectives you've identified.
Note your final FOUR selections in the box below:

5. Short-Term Business Goals

Moving the focus to the business itself...

In the next 1-3 years, what are 4 things you want to have achieved within the business? These could include (but aren't limited to):

- | | | | |
|--|--|---|---|
| <input type="checkbox"/> Increase production | <input type="checkbox"/> Revise health & safety plan | <input type="checkbox"/> Refine processes | <input type="checkbox"/> Benchmark farm |
| <input type="checkbox"/> Improve herd genetics | <input type="checkbox"/> Upgrade plant & machinery | <input type="checkbox"/> Revise cropping plan | <input type="checkbox"/> Renew consents & permits |
| <input type="checkbox"/> Improve staff induction | <input type="checkbox"/> Increase milk quality | <input type="checkbox"/> Engage farm advisor | <input type="checkbox"/> Fence waterways |

Brainstorming Space

[illegible]

Business Goals 1-3 Yrs

Based on the items ticked above, the directives provided in the explainer video for this section, and the alternative objectives you've identified.
Note your final FOUR selections in the box below:

6. Long-Term Business Goals

As with the personal goals, let's move the timeline out to 5 - 10 years from now...

From the following (or previous) pool of options, what additional 4 things would ideally have been achieved by the business in the next 5-10 years?

- | | | | |
|--|---|--|---|
| <input type="checkbox"/> Increase stocking rates | <input type="checkbox"/> Purchase additional land | <input type="checkbox"/> Improve staff accommodation | <input type="checkbox"/> Review freshwater plan |
| <input type="checkbox"/> Improve culture | <input type="checkbox"/> Change farm system | <input type="checkbox"/> Employee farm manager | <input type="checkbox"/> Employ new technology |
| <input type="checkbox"/> Add new farm infrastructure | <input type="checkbox"/> Join farm advisory group | <input type="checkbox"/> Review leases | <input type="checkbox"/> Remap farm |

Brainstorming Space

Business Goals 5-10 Yrs

Based on the items ticked above, the directives provided in the explainer video for this section, and the alternative objectives you've identified.

Note your final FOUR selections in the box below:

7. Our Values

Changing tack a bit, let's look at values...

It is important to note that permission to play values are not the same as core values. Core values are the unique values that set an organisation apart and define its culture. Permission to play values, on the other hand, are minimum standards of behaviour that are necessary for any organisation to function effectively.

Starting with the more straightforward PERMISSION TO PLAY Values;

Using the following as a guide, what 5 basic values do you deem most important / non-negotiable for to become (and remain) a member of your team

- ☐ Honest
- ☐ Safe
- ☐ Punctual
- ☐ Helpful
- ☐ Reliable
- ☐ Ethical
- ☐ Calm
- ☐ Modest
- ☐ Accountable
- ☐ Kind
- ☐ Patient
- ☐ Loyal

Brainstorming Space

Permission-To-Play Values

Based on the items ticked above, the directives provided in the explainer video for this section, and the alternative values you've identified. *Note your final FOUR selections in the box below:*

8. Our Values

Continued....

Moving to core values;

Which 5 values are most important in creating the culture you want within your business?

Use the following questions to help identify some worthy ideas, along with the examples noted below, refine your list the the five best (and unrelated) choices

Eulogy: What personal qualities would you like to be remembered for?

Legacy: What traits would you hope to instil in your team? OR
What traits would you like your children to be recognised for?

Prodigy: What have your best performers exemplified? OR
What have your role models/mentors displayed that you aspire to emulate?

Advocacy: What have clients endorsed you for, and made referrals based on? OR
What have previous/current employees made recruitment referrals based on?

Victory: What attributes or behaviours will enable you to realise collective success?

☐ Agile

☐ Drive

☐ Growth

☐ Passion

☐ Sustainable

☐ Belonging

☐ Excellence

☐ Humility

☐ Quality

☐ Trust

☐ Continuity

☐ Fresh

☐ Impact

☐ Resolve

☐ Vision

Brainstorming Space

OUR CORE VALUES

Based on the items ticked above, the directives provided in the explainer video for this section, and the alternative values you've identified by way of the focus questions. *Note your final FOUR selections in the box below:*

9. Ideal Team Member Attributes

Thinking about people potentially joining your team...

What 6 attributes would combine to produce your ideal team member?
These are broad character traits that underpin a person's likelihood to thrive in your work environment. Here's a few ideas to get you started...

- ☐ Hardworking
- ☐ Coachable
- ☐ Team player
- ☐ Resilient
- ☐ Self-starter
- ☐ Dependable
- ☐ Adaptable
- ☐ Humble

Brainstorming Space

Ideal Team Member Attributes

Based on the items ticked above, the directives provided in the explainer video for this section, and the alternative attributes you've identified or prefer.
Note your final FOUR selections in the box below:

10. SWOT Analysis

Getting clear on what can potentially work for and against the business

Using the list below as a reference, identify the 4 Strengths that are **most relevant and relatable** to your situation and business at this point in time. Note: Strengths & Weaknesses are largely interchangeable based on your circumstances. Mix and match as you see fit.

- Strengths:** positive elements to build upon
- ☐ Efficiency
- ☐ Standard of plant
- ☐ On-farm feed production
- ☐ Experienced team
- ☐ Soil type/fertility
- ☐ Farm location
- ☐ Long term consents held
- ☐ Strong herd genetics

Brainstorming Space

SWOT Analysis - Strengths

Based on the items ticked above, the directives provided in the explainer video for this section, and any alternative element you've identified as more relevant/relatable.
Note your final FOUR selections in the box below:

11. SWOT Analysis	Continued...
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Continued...

Using the list below (and the strengths list above) as a reference, identify the 4 Weaknesses that are **most relevant and relatable** to your situation and business at this point in time.

Weaknesses: limitations to be resolved or reduced

- | | | | |
|--|--|--|--|
| <input type="checkbox"/> High input costs | <input type="checkbox"/> Team member turnover | <input type="checkbox"/> High debt levels | <input type="checkbox"/> Farm topography |
| <input type="checkbox"/> Ageing infrastructure | <input type="checkbox"/> Limited diversification | <input type="checkbox"/> Low technology adoption | <input type="checkbox"/> Limited water resources |

Brainstorming Space

SWOT Analysis - Weaknesses Based on the items ticked above, the selections you've made previously, and any alternative element you've identified as more relevant/relatable.
Note your final FOUR selections in the box below:

Based on the items ticked above, the selections you've made previously, and any alternative element you've identified as more relevant/relatable.
Note your final FOUR selections in the box below:

12. SWOT Analysis	Continued...
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Continued...

Using the list below as a reference, identify the 4 Opportunities that are **most relevant and relatable** to your situation and business at this point in time. Note: Opportunities & Threats are largely interchangeable based on your circumstances. Mix and match as you see fit.

Opportunities: areas for improvement to explore and exploit

- | | | | |
|---|--|--|---|
| <input type="checkbox"/> Rostering system | <input type="checkbox"/> Different feed system | <input type="checkbox"/> Improve Health & Safety | <input type="checkbox"/> Acquire adjoining land |
| <input type="checkbox"/> Consenting | <input type="checkbox"/> Environmental stewardship | <input type="checkbox"/> Nutrient management | <input type="checkbox"/> Integrating new technologies |

Brainstorming Space

SWOT Analysis - Opportunities

Based on the items ticked above, the selections you've made previously, and any alternative element you've identified as more relevant/relatable.

Note your final FOUR selections in the box below:

Based on the items ticked above, the selections you've made previously, and any alternative element you've identified as more relevant/relatable.
Note your final FOUR selections in the box below:

13. SWOT Analysis	Continued...
-------------------	--------------

Continued...

Using the list below (and the opportunity list above) as a reference, identify the 4 Threats that are **most relevant and relatable** to your situation and business at this point in time.

Threats: potential / present risks that should actively managed and mitigated

- ☐ Commodity prices ☐ Decarbonisation ☐ Climate change ☐ Water scarcity
 - ☐ Interest rates ☐ Technological advancements ☐ Soil degradation ☐ Biohazard outbreaks

SWOT Analysis - Threats

Based on the items ticked above, the selections you've made previously, and any alternative element you've identified as more relevant/relatable.
Note your final FOUR selections in the box below:

Based on the items ticked above, the selections you've made previously, and any alternative element you've identified as more relevant/relatable.
Note your final FOUR selections in the box below:

14. Our Key Metrics

What measures do you use to track your farm's performance?

What measures do you use to track your farm's performance?

Ideally we suggest having at least two measures for each;

Stock/Pasture performance | Milk Solids production | Financial performance

Combining for a “balanced scorecard” of six (or up to eight) unique measures. A small selection of common KPIs are noted below - these are simply suggestions. **TIP:** Use what you can measure consistently and accurately, but as importantly, can also be impacted through the efforts of you and your team.

- | | | | |
|---|--|--|--|
| <input type="checkbox"/> Stock condition score | <input type="checkbox"/> Heifer replacement rate | <input type="checkbox"/> Dry matter yield per ha | <input type="checkbox"/> Return on equity (%) |
| <input type="checkbox"/> Mortality rate | <input type="checkbox"/> Stocking rate (cow/ha) | <input type="checkbox"/> Hrs worked per kgMS | <input type="checkbox"/> Breakeven milk price per kgMS |
| <input type="checkbox"/> Somatic cell count (SCC) | <input type="checkbox"/> Calving interval | <input type="checkbox"/> Operating profit per ha | <input type="checkbox"/> Debt per kgMS |

Brainstorming Space

Our Key Metrics

Based on the items ticked above, the directives provided in the explainer video for this section, and any alternative metric you've identified or prefer.
Note your final SIX to EIGHT selections in the box below:

Based on the items ticked above, the directives provided in the explainer video for this section, and any alternative metric you've identified or prefer.
Note your final SIX to EIGHT selections in the box below:

15. The Numbers

Continuing on the topic of numbers...

Using the most current set of financial documents you have available (or in consultation with your accountant) please identify the following critical numbers. Be as accurate as possible.

Our Current Budget	\$ Amount
Gross Revenue	
Farm Working Expenses	
Interest Expenses	
Lease/Rent Expenses	
Depreciation	
Net Profit before Tax	
Personal Drawings	
Market Price of Assets	\$ Amount
Effective Farm Area (ha)	
Land & Buildings (securable)	
Co-Op Shares & Livestock (securable)	
Plant & Equipment	
Other Non-current assets	
Current Assets	
Total Assets	
Debt/Equity	\$ Amount
Fixed Interest Secured Loans	
Floating Secured Loans	
Seasonal Secured Loans	
Total Securable Debt	
Other Current Liabilities	
Current Equity	
LVR (%)	

16. Our Top Priority

One last BIG question

With so much now considered, from short & long-range goals, to SWOT, to KPI's, and finally The Numbers - what do you consider to be your one top priority?

Brainstorming Space

Priority Statement

Based on the answers you've noted above, and the directives provided in the explainer video for this section, write a concise and singular priority statement (no more than 15 words in length)

17. Our Key Actions

Now, let's get granular...

What 4 key projects do you intend to complete in the next 12 months to ensure you progress your plan in a meaningful way? State these using the SMART method where possible.

i.e. Specific, Measurable, Attainable, Relevant, Time-bound

Based on the priority noted above, and others you considered while identifying your top priority. Use the directives provided in the explainer video for this section to write FOUR concise SMART Goals (no more than 20 words in length)

Our Key Actions:

1

2

3

4

Populate Your Plan

One last task to complete...

Simply review and transfer your answers to the One-Page Plan Template found in the free resources section on our website.

Each of the numbered sections corresponds with the numbering shown below in the mock-plan

OUR SMART FARM PLAN				FARM 4 LIFE	
FAR FETCHED FARMS				Frank Farmer	
OUR PURPOSE	1	OUR KEY OBJECTIVES		OUR TOP PRIORITY	16
OUR VISION	2	1 - 3 YR PERSONAL GOALS	3	OUR IDEAL TEAM MEMBER ATTRIBUTES	9
OUR PERMISSION TO PLAY VALUES	7	5 - 10 YR PERSONAL GOALS	4	OUR KEY METRICS	14
OUR CORE VALUES	8	5 - 10 YR BUSINESS GOALS	5	OUR KEY ACTIONS	17
		STRENGTHS	10		
		WEAKNESSES	11		
		OPPORTUNITIES	12		
		THREATS	13		
OUR CURRENT BUDGET	\$ AMOUNT	MARKET PRICE OF ASSETS	\$ AMOUNT	DEBT / EQUITY	\$ AMOUNT
Gross Revenue	000	Effective Farm Area / ha	000	Fixed Interest Secured Loans	000
Farm Working Expenses	000	Land & Buildings (Securable)	000	Floating Secured Loans	000
Interest Expenses	000	Co-Op Shares & Livestock (Securable)	000	Seasonal Secured Loans	000
Lease/Rent Expenses	000	Plant & Equipment	000	Total Securable Debt (TSD)	000
Depreciation	000	Other Non-Current Assets	000	Other Current Liabilities (OCL)	000
Net Profit Before Tax	000	Current Assets	000	Current Equity (CE)	000
Personal Drawings	000	Total Assets (TA)	000	LVR (%)	000

Going Forward

Keep your plan visible, don't hide it in a draw - have it in plain sight to keep you motivated. Review it, refine it and refer to it on a consistent basis to keep it as a living document. Engage others by explaining the contents of your plan and holding you accountable to deliver on the objectives you put to paper.

All the best with turning your goals into reality!