

Leadership

Competency

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

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

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

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

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

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

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.

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

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

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

Communicates with contractors and sub contractors.

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

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

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.

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.

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

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

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

Balances profitability with hours of work.

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.

Makes data informed decisions to enhance the business.

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

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

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

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

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

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

Job title

Growing manager

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

Environment

Competency

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

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

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

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

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

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

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

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

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

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

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

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

Demonstrates Leadership for Sustainable Management of the Environment.

Identifies key habitats and audit biodiversity on the farm.

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

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

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

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.

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

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

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

Holds a gun licence where applicable.

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.

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

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

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

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

Job title

Growing manager

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

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

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 benefits of precision farming techniques to reduce nitrogen fertiliser inputs to reduce whole farm energy usage.

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

Monitors energy use and cost, and manage activities accordingly.

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

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

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.

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

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

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.

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

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

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Knows and understands to check contractors Health and Safety records.

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

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

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

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 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.

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.

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

Job title

Growing manager

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

Demonstrates an authentic prioritisation of peoples wellbeing.

Identifies and manages stress in others.

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.

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

Environment and Soil/ Growing Media

Competency **Manages crop production through knowledge and skills that enhance sustainability of the business and the environment through careful management of the soil.**

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

Knows and understands different cultivation techniques available for relevant crop and soil conditions.

Knows and understands the importance of biological activity in the soil as an indicator of soil health.

Knows and understands key soil structure and texture for land area.

Knows and understands the importance of soil type and land classification.

Knows and understands different cultivation techniques available for relevant crop and soil conditions.

Knows and understands key soil structure and texture for land area and be able to carry out tests including Visual Soil Assessment (VSA).

Knows and understands how to develop the farm's nutrient budget and nutrient cycling.

Oversees compliance requirements and consent conditions making sure all plans are implemented and monitored, reported, and kept up to date.

Knows and understands the principles of land drainage and appropriate usage for a relevant scenarios.

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

Designs and budgets for further work on drainage scheme, as appropriate.

Ensures cultivation and crop choice is appropriate to changing climate conditions and extreme weather events.

Assesses the need for further drainage by undertaking a site investigation.

Develops a maintenance programme for all equipment.

Manages land drainage as appropriate to operations.

Undertakes good and accurate assessment of ground conditions prior to any operation.

Ensures the relevant equipment is available and in good working order.

Develops a cropping plan for crops, cultivations and rotations appropriate to the soil type and land classification.

Knows and understands different cultivation techniques available for relevant crop and soil conditions.

Knows and understands key soil structure and texture for land area and be able to carry out tests including Visual Soil Assessment (VSA).

Identifies critical source areas and implements land management practices to protect these.

Job title

Growing manager

Knows and understands how to develop the farm's nutrient budget and nutrient cycling.

Knows and understands the importance of biological activity in the soil as an indicator of soil health.

Plans cultivation tasks that ensure minimal soil compaction and erosion.

Ensures the appropriate range of equipment is available and in good working order.

Ensures appropriate training and instruction is in place for principal operator(s).

Knows and understands key soil structure and texture for land area.

Plans cultivation tasks.

Knows and understands the importance of soil type and land classification.

Knows and understands different cultivation techniques available for relevant crop and soil conditions.

Knows and understands the principles of land drainage and appropriate usage for a relevant scenarios.

Identifies soil properties, which include mineral status, soil organic matter, pH.

Crop Production

Competency **Manages crop production through knowledge and skills which evaluate cropping systems and crop types in preparation for planting.**

Knows and understands market requirements and timescales.

Demonstrates an awareness of choice of varieties relevant to conditions and market requirements.

Ensures that drilling operations are aligned to the cultivation methods that have been previously adopted.

Evaluates different farming techniques, including precision farming techniques.

Examines the opportunity for variable seed rate based on external factors such as soil type, pests, weeds.

Assesses appropriate crop types for land and market.

Ensures the correct, and adequate, storage facilities are available for all varieties and crops to be harvested.

Knows and understands appropriate record keeping for all operations.

Knows and understands and considers the benefit, risk and management of cover crops.

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Knows and understands market requirements and timescales.

Knows and understands and considers the benefit, risk and management of cover crops.

Designs and budgets for rotational cycle, rather than annual cropping cycle.

Knows and understands the choice of varieties relevant to conditions and market requirements.

Plant Health and Productivity

Competency **Manages crop production through knowledge and skills which maximise productivity and ensure plant health.**

Operates the irrigation equipment and instruct others, as appropriate.

Knows and understands the principles of Integrated Pest Management and its practical application.

Job title

Growing manager

Knows and understands all relevant legislation and the importance of complying

Knows and understands the likely risks from weeds, pests and diseases and mitigation measures.

Knows and understands crop physiology and development to an extent which enables management decisions that enhance plant health and yield.

Develops and implements crop nutrient plan with regard to crop requirement and availability from manure, slurry, compost and digestate.

Ensures optimum fertiliser application to sustainably enhance plant growth.

Demonstrates a sound understanding of crop physiology and plant development.

Takes account of local weather forecasts when planning operations.

Ensures compliance with legal, customer and employment procedures and Codes of Practice and commit to implementing them in the production of crops.

Ensures crops are grown to the required standards and specification, continuity, quality, volume and yield and meet the min standard requirements including relevant crop protocols and assurance schemes.

Develops appropriate strategies for weed control.

Communicates Integrated Pest Management ambition with operators, agronomists and other interested parties.

Knows and understands choices of type of systems available, including costings.

Identifies key pests and diseases and implements Integrated Pest Management processes as applicable.

Identifies key weeds and implements management processes as applicable.

Knows and understands legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.

Develops fertiliser recommendations appropriate to conditions and crop choice.

Knows and understands sources of reliable information including Defra RB209 and FACTS qualified agronomist.

Knows and understands the likely risks from weeds, pests and diseases and mitigation measures.

Knows and understands all relevant legislation and the importance of complying

Knows and understands the principles of Integrated Pest Management and its practical application.

Knows and understands legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.

Knows and understands choices of type of systems available, including costings.

Knows and understands sources of reliable information including Defra RB209 and FACTS qualified agronomist.

Knows and understands crop physiology and development to an extent which enables management decisions that enhance plant health and yield.

Waste Management

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

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.

Job title

Growing manager

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.

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.

Develops and implements upgrades of effluent systems when necessary.

Audits and monitors irrigator set-ups.

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.

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.

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.

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

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

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.

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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.

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

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

Identifies and communicates with the team farm layout.

Ensures best practice around hygienic cleaning of machinery.

Holds responsibility of business security processes.

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

Trains staff on safe driving practices.

Trains staff on how to carry out basic vehicle maintenance.

Ensures best practice around hygienic cleaning of machinery.

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

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

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

Produces and monitors a maintenance schedule for vehicles and machinery.

Environment

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

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

Knows and understands how to undertake expansion development projects.

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

Knows and understands waste management principles for the farm.

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

Makes decisions around cultivation practices of at-risk areas.

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

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

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

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

Ensures the farm is compliant with industry and regional legislation.

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

Enforces regulations and industry requirements around waterways.

Trains staff on how to maintain the watering system.

determines all on-farm policies regarding compliance resource consents.

Quality and Control

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

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

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

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

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

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

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.

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

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

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

Job title

Growing manager

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

Financial Management

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

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

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

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

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

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

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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.

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

Undertakes partial budgeting when making a change on-farm.

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

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

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

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

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

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

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

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

Operates an effective cash management system and business administration processes.

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

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.

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

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

Business Sustainability

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

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

Evaluates land tenure and business ownership options.

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

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

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

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

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

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

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

Develops strategies to improve the performance of the production system.

Plans for the long-term sustainability of the business.

Networks with colleagues and industry groups.

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

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

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

determines and monitors a business growth and savings plan.

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

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

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

Implements mechanisms and techniques for collecting clean water.

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

Calculates the quantity of water required for various operations.

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

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

Knows and understands relevant contacts for advice and reporting problems.

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

Job title

Growing manager

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

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

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.

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

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

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

Complies with the legislative requirements for water use.

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

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

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.**

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

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

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

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

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

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

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

Complies with relevant legislation including modern slavery act.

Encourages others to promote sustainability.

Ensures planned strategy is set out for professional development.

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.

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

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

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

Resolves any staff issues around remuneration to ensure best practice.

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

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.

Job title

Growing manager

Knows and understands the recruitment and retention processes.

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

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

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

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.

Knows and understands the recruitment and retention processes.

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

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

Harvest

Competency

Supports successful crop production through knowledge and skills which ensure successful harvesting and storage of crops at post-harvest.

Knows and understands chemical and mechanical techniques for maintaining crop quality.

Carries out harvest operations, understanding quality and quantity expectations.

Knows and understands the requirements of the pre-defined sales programme and communicates any discrepancies to their line/business manager.

Knows and understands chemical and mechanical techniques for maintaining crop quality.

Knows and understands key points regarding health and safety requirements related to hygiene.

Knows and understands health and safety requirements related to vehicles on roads.

Knows and understands key points of relevant conservation requirements.

Knows and understands the requirements of the pre-defined sales programme and communicates any discrepancies to their line/business manager.

Knows and understands key points regarding health and safety requirements related to hygiene.

Knows and understands key points of relevant conservation requirements.

Stores crops in suitable conditions to maintain quality.

Assesses soil conditions before crop is harvested.

Prepares and calibrates machines for harvest.

Knows and understands health and safety requirements related to vehicles on roads.

Ensures efficient production through modelling best practice and following business procedures.

Works independently under exceptional circumstances such as equipment breakdown, inclement weather etc.

Recognise when crop is ready for harvest.

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.

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

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

Implements policies and procedures for operational activities undertaken.

Meets financial and regulatory obligations.

Develops policies and procedures which enable proactive decision-making.

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

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

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

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

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

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.

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

Reports data, and adjusts delivery relevant to audiences.

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

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

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

Proactively manages suppliers and contractors.

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

Accesses expert advice and further information when required.

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