



Department of
Agriculture and Food



Strategic Plan for

Date:



(Your farm photo here.)



Strategic Planning Tool

Vision							
Financial management	Work life balance			Business/production		Natural resource	
Risks							
Goals							
•	•	•	•	•	•	•	•
Strategies							
S1	S1	S1	S1	S1	S1	S1	S1
S2	S2	S2	S2	S2	S2	S2	S2
S3	S3	S3	S3	S3	S3	S3	S3

Business name: _____ **Date:** _____

Actions							
Financial management		Work life balance		Business/production		Natural resource	
<i>Strategy 1</i> A1	<i>Strategy 1</i> A1	<i>Strategy 1</i> A1	<i>Strategy 1</i> A1	<i>Strategy 1</i> A1	<i>Strategy 1</i> A1	<i>Strategy 1</i> A1	<i>Strategy 1</i> A1
A2	A2	A2	A2	A2	A2	A2	A2
A3	A3	A3	A3	A3	A3	A3	A3
<i>Strategy 2</i> A1	<i>Strategy 2</i> A1	<i>Strategy 2</i> A1	<i>Strategy 2</i> A1	<i>Strategy 2</i> A1	<i>Strategy 2</i> A1	<i>Strategy 2</i> A1	<i>Strategy 2</i> A1
A2	A2	A2	A2	A2	A2	A2	A2
A3	A3	A3	A3	A3	A3	A3	A3
<i>Strategy 3</i> A1	<i>Strategy 3</i> A1	<i>Strategy 3</i> A1	<i>Strategy 3</i> A1	<i>Strategy 3</i> A1	<i>Strategy 3</i> A1	<i>Strategy 3</i> A1	<i>Strategy 3</i> A1
A2	A2	A2	A2	A2	A2	A2	A2
A3	A3	A3	A3	A3	A3	A3	A3
Training	Training	Training	Training	Training	Training	Training	Training

Business Name: _____ **Date:** _____

Training plan

	Goals	Training	Training
Financial management			
Work life balance			
Business/production			
Natural resources			

Overview

Business name:

Address:

Phone: _____

e-mail: _____

Management team details

Team details

ABN: _____

Industry: _____

Size: _____ Years farming: _____

Plan details

Plan Creation date Review date

<i>Plan</i>	<i>Creation date</i>	<i>Review date</i>
<i>Strategic Plan</i>		

Executive summary

Our critical need	
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Our key ratios	
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Our proposed action	
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Financial management – Goals and Strategies

GOALS	
STRATEGY 1	
STRATEGY 2	
STRATEGY 3	

Financial management – Actions

STRATEGY 1 – Goal 1	
ACTIONS	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:

Financial management – Actions

STRATEGY 1 – Goal 2	
ACTIONS – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:

Work life balance – Goals and Strategies

GOALS	
STRATEGY 1	
STRATEGY 2	
STRATEGY 3	

Work life balance – Actions

STRATEGY 1 – Goal 1	
ACTIONS	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:

Work life balance – Actions

STRATEGY 1 – Goal 2	
ACTIONS – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:

Business/production – Goals and Strategies

GOALS	
STRATEGY 1	
STRATEGY 2	
STRATEGY 3	

Business/production – Actions

STRATEGY 1 – Goal 1	
ACTIONS	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:

Business/production – Actions

STRATEGY 1 – Goal 2	
ACTIONS – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:

Natural resource – Goals and Strategies

GOALS	
STRATEGY 1	
STRATEGY 2	
STRATEGY 3	

Natural resource – Actions

STRATEGY 1 – Goal 1	
ACTIONS	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 1	
Action 1:	Action 2:
Action 3:	Notes:

Natural resource – Actions

STRATEGY 1 – Goal 2	
ACTIONS – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 2 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:
STRATEGY 3 – Goal 2	
Action 1:	Action 2:
Action 3:	Notes:

Our financial ratios

Farm Ratio	Formula	Actual 2008/2009	Actual 2009/2010	Actual 2010/11	Budget 2011/12	Target Benchmarks
Gross margin %	$\frac{\text{GFI} - \text{variable costs}}{\text{Gross farm income}} \times 100$					≥ 45%
Operating efficiency	$\frac{\text{Total operating costs (V+F)}}{\text{Gross farm income}} \times 100$					60 to 65%
Total Operating surplus/deficit \$/ha	$\frac{\text{Gross farm income} - \text{Total operating costs (V+F)}}{\text{Effective area (ha)}}$					>\$35/ha
Net Worth	Total assets - Total liabilities					
Equity %	$\frac{\text{Total assets} - \text{Total liabilities}}{\text{Total assets}} \times 100$					65 to 75%
Debt to income ratio	$\frac{\text{Total liabilities}}{\text{Gross farm income}}$					1:1 to 1.5:1
<i>REFER to the Activity book in workshop materials from Workshop 2 'Financial management'</i>						

Our tools of the business

Tool	When commenced	Last reviewed	Actions needed for currency
<input type="checkbox"/> Business Plan			
<input type="checkbox"/> Financial Plan			
<input type="checkbox"/> Formal Budget			
<input type="checkbox"/> Production Plan			
<input type="checkbox"/> Succession Plan			
<input type="checkbox"/> Training or Capacity Building requirement			
<input type="checkbox"/> Environmental Management Plan			
<input type="checkbox"/> Risk Management Strategies			
<input type="checkbox"/> Business Development Plan			
<input type="checkbox"/> Marketing Plan			
<input type="checkbox"/> Balancing Life Strategies			
<input type="checkbox"/> Other needed by the business enterprise			
<input type="checkbox"/> Wills			
<input type="checkbox"/> Enduring Power of Attorney			
<input type="checkbox"/> Enduring Power of Guardianship			
<input type="checkbox"/> Advanced Health Directives			

Year Two: _____ to _____

Action	What is there to be achieved	How	Who needs to be involved	What resources are required	\$	Finish by

Year Three: _____ to _____

Action	What is there to be achieved	How	Who needs to be involved	What resources are required	\$	Finish by