

Livestock–Small to Medium Scale Grazing Operations

Self-assessment checklist

Farm Business Resilience Program (FRBP)

Completing the checklist gives you an idea about where you and your business are at now. This is an important step in the planning process, followed by clearly identifying your ‘where to and how’ and getting it down on paper. Businesses with one or more business partners may choose to complete separate checklists.

How to use the checklist

Each section of the checklist is designed to prompt your thinking about your livestock business. Your job is to identify areas that are a priority for you by ticking the box for each question that best describes where you are at.

There are no wrong or right answers, and your completed assessment form is not handed in.

Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
✓	✓	✓	✓

In this self-assessment process, you are encouraged to include additional information that is relevant to your business.

Next step

When the self-assessment is completed, a next step is to use this information to develop a Farm Business Resilience Plan (the business plan) or similar document.

A business plan template is provided by the Queensland Department of Agriculture and Fisheries (DAF) for this purpose. An existing business plan or template is acceptable provided it is consistent with the sections in DAF’s business plan template.

The business plan summarises a process to identify business goals and risks and actions to build ‘resilience’ to risks including drought. It outlines an approach to implementation, ongoing monitoring, and review.

Your business plan should be evidence-based, incorporate learnings from relevant training, and be tailored to the purpose of your business operation.

Business risks and the way they are managed impacts upon the sustainability of your production, natural resources, and profitability. To respond to change and manage its impacts your business plan should be reviewed on a regular basis.

Keep in mind that the business plan can be used to support discussions with your banks, accountant, and agricultural advisors, as well as applying for drought assistance.

About us

	Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
We enjoy what we are doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We know what we want our life to look like at least 5 years ahead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have identified our retirement needs and what it will take to get us there.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are happy with the balance of time we spend on family, friends, work, and other interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have regular medical checks, and our lifestyle habits are healthy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have personal insurances in place for contingencies such as sickness, total and permanent disability and death and these insurances are reviewed annually.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We take time to focus on our mental wellbeing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a current Succession Plan that is documented, discussed with family members, and reviewed regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have an up-to-date will.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have an up-to-date Enduring Power of Attorney.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Our People

	Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
Our team understands our operation and what is required of them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are compliant with our legal obligations when employing staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Every employee has an employment contract and job description.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We keep accurate records of the hours worked, wages paid, and leave taken, for each employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have discussions at least twice a year with each of our staff members about their performance, training needs and career aspirations, and we act from these discussions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workplace Health and Safety (WHS) is a priority for our team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have completed a WHS risk assessment and implemented standard operating procedures for all staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a reporting procedure in place to notify management immediately there are WHS issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are confident going away and leaving our staff to run our operation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Our Infrastructure

	Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
Our family home and staff accommodation are suitable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our sheds and other structures are suitable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our fodder storage sheds, grain silos and equipment have the capacity to meet our requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our machinery is in good condition and meets our requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our stockyards have the capacity to meet our requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our fences are effective for containing livestock, appropriate grazing management and protecting our boundaries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our dams and associated earthworks are well maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a management plan to desilt our dams at appropriate intervals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our livestock water supply can withstand dry periods and drought	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have access to an adequate supply of water from an off-farm irrigation scheme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our business has an infrastructure improvement plan and a capital expenditure plan to meet existing and future requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Our Grazing Operation

Yes, we are on track

Okay, but we could do better

No, and we should do something about it

No, it is not relevant to us

Our grazing production is managed to target markets best suited to the property and production systems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have calculated selling costs and potential returns for available markets and identified a marketing strategy to make our sale decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We keep livestock records of females joined and offspring weaned. We use these records to make management decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nutritional requirements for different animal types to achieve desired performance are understood and considered in grazing and livestock management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have identified potential nutritional deficiencies and implemented appropriate strategies to address these deficiencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are compliant with quality and assurance programs (such as the Livestock Production Assurance program) associated with our business.				
We have key measures and targets for measuring the performance of our grazing operation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Our Business

	Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
We have a written Business Plan and a list of goals that we are working toward.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have an annual budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We know our cash flow position and ability to pay bills and interest on a monthly or quarterly basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use our budget to help make the best possible decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We analyse the profitability of our enterprise and monitor the change in our net worth over time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use electronic record keeping systems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a biosecurity plan in place and regularly review and update the plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We effectively manage exotic weeds and feral animals on our property.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are compliant with quality assurance programs (such as the Livestock Production Assurance program) associated with our business).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We comply with relevant Government Legislation such as the <i>Animal Care and Protection Regulation 2012</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a good relationship with our bank and provide them with clear plans and budgets when required.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a good relationship with our advisors and service providers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Caring for Our Land

	Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
We have a property management plan map that identifies grazing areas, cultivation, and infrastructure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a spelling and weed management plan for creek and river frontage areas with clear targets for completion and ongoing maintenance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have designed our grazing management strategies to avoid the loss of pastures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We monitor our ground cover and grazing management strategies to retain soil, maximise rainfall infiltration and maintain or improve land condition and productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our operation is stocked in line with land type productivity and seasonal climate variability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have options for managing stock numbers during periods of low feed supplies for example, destocking and/or agistment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Our Animals

	Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
Animal disease risks are considered, and appropriate management and vaccination strategies implemented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We minimise livestock mortality through good disease management, safe stocking rates and timely weaning practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Toxic plant species risks are considered, and an appropriate management strategy implemented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Our Risks

	Yes, we are on track	Okay, but we could do better	No, and we should do something about it	No, it is not relevant to us
We have a robust operation that can withstand various shocks such as drought, flood, fire, commodity price drops, interest rate hikes, and staff vacancies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a plan for managing the operation during extreme weather such as drought and natural disaster.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have identified the risks associated with our operation and have systems in place to isolate or mitigate them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use Farm Management Deposits to manage drought risks.				
We have an appropriate business structure that meets our requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have effective insurance coverage such as legal liability, buildings, and life insurance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a biosecurity plan in place for animal disease.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We effectively manage invasive weeds on our property.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We effectively manage feral animals on our property.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a good relationship with our bank and access to capital that allows us to invest in on-property infrastructure or off-property development opportunities as they arise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Congratulations, you have completed your self-assessment checklist.



