The information contained in this publication is based on knowledge and understanding at the time of writing (2016). However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up-to-date and to check currency of the information with the appropriate officer of NSW Department of Primary Industries or the user’s independent adviser.

Recognising that some of the information in this document is provided by third parties, the State of New South Wales, the author and the publisher take no responsibility for the accuracy, currency, reliability and correctness of any information included in the document provided by third parties.

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Who to contact

**Course Coordinator**
Michael Ison  
Phone: 02 4939 8814  
Email: michael.ison@dpi.nsw.gov.au  
Contact Michael for inquiries about course subjects and for help with assessment tasks.

**Course Secretary**
Kim Griffiths  
Phone 02 4939 8881  
Email: kim.griffiths@dpi.nsw.gov.au  
Contact Kim for inquiries about payment of fees, records and despatch of assignments

**Other contacts**
Natacha Hes  
E-learning Officer  
Email: natacha.hes@dpi.nsw.gov.au  
Phone: 02 4939 8910  
Contact Emma and Natacha for help with individual subjects and assignments.

Emma Oke  
Education Officer  
Email: emma.oke@dpi.nsw.gov.au  
Phone: 02 4939 8928

**Mailing address:**
Tocal College  
CB Alexander Campus  
PATERSON NSW 2421  
AUSTRALIA

Fax: 02 4938 5549

Website: [www.tocal.nsw.edu.au](http://www.tocal.nsw.edu.au)
Welcome

Welcome to the course. Your course leads to an Advanced Diploma of Agriculture and is part of NSW Department of Primary Industries’ Online Courses, one of the most successful rural adult education programs in Australia.

This program has been offering courses in Farm Management and Farm Office Management to landholders since 1970 and over 12,000 people have enrolled in these courses in that time. Since 1981 the management of the External Courses has been located at the Tocal Agricultural Centre at Paterson in the Hunter Valley north of Maitland.

This online Advanced Diploma of Agriculture meets the requirements of the national AHC10 – Agriculture, Horticulture and Land Management (Release 8.0) Training Package that was endorsed in 2013.

There are other ways of achieving an Advanced Diploma or other qualifications in Agriculture, but completing the course online is the method described in this handbook.

We are confident you will find the course a most rewarding experience and well worth the time and effort you will need to spend on it.

Please note that email and telephone support is available to enrolled students, but that intensive or frequent one-to-one tuition cannot be provided in this online course. If you have any doubts about your ability to complete the course by online with limited support, please phone the course coordinator to discuss your situation. If you decide to withdraw within three weeks of receiving your first study materials, a full refund will be available when the materials are returned in good condition.

The staff at Tocal wish you well in the course. We hope you study hard, enjoy it and achieve what you want from it. Call if you would like help or further information (contacts and phone numbers on page 4).
Introduction to the course

Course aims
The course aims to give you the knowledge, skills and attitudes you need to achieve the following:

• demonstrate high level business management skills
• assess the condition and suitability of a land resource as a holistic system for agricultural production
• draw up detailed and broad plans for managing the natural resources of a particular land system for sustainable production
• communicate effectively with stakeholders, in a broad range of circumstances and across a wide range of situations
• understand the legal and policy framework for managing agricultural enterprises

How the course works
The course comprises a number of subjects each based on a unit or units of competency and in each subject you will work through a series of topics that cover different aspects of the subject. The subjects are designed to provide framework for you to develop a set of documents, plans budgets and other resources for a farming enterprise of your choice.

Having a farm business to work on is critical to this course. The subjects presented in this course have a common linkage to your farm business or the farm business you have chosen to work with.

The other prerequisite to this course is the Diploma subject ‘Manage the farm business’. If you have completed the Diploma you will most probably completed this subject, if you haven’t you will need to complete this before commencing the Advanced Diploma. This subject is available online and can also be completed by RPL (Recognition of Prior Learning).

There are several assessment tasks within each subject and you will be required to submit your work for each task. These assessment tasks will be reviewed by a Tocal staff member with expertise in the subjects and you will be provided feedback and an assessment. If further work is required to meet the criteria for assessment, you will be given the opportunity to alter and update the task and resubmit.

Most material—readings, videos, discussions and links—will be presented online and you maybe be expected to contribute to online discussions and forums. You will be supported as you engage with this method of learning. Online materials are available for all subjects and a student guide is provided along with essential references as part of your course fees.

Online learning
This course is offered online, and we would prefer that you undertake the course entirely online. We have developed this approach because online learning connects you to other learners with whom you can interact and who can support your learning. You will know you are not alone! At the same time it opens up a wide range of resources available on the internet that we can refer to and update regularly to remain current. Online learning injects flexibility into your learning and will make it easier to access resources and complete your assessment tasks.
Background to the course
This course leads to a national Advanced Diploma of Agriculture. It is based on the success of NSW Agriculture’s Farm Management and Farm Office Management External Courses.

This course also links closely with the Diploma of Agriculture and also forms part of the requirements for entry into Bachelor of Agrifood Systems offered by the University of New England (Armidale). If you wish to undertake this pathway contact the course coordinator to develop an individual study plan.

This course has been developed for over the past two years building on the experience of delivering similar qualifications for over 25 years. The current nationally-accredited Advanced Diploma is available for students to extend their skills and knowledge beyond a management level to focus on a much broader view of farming and agricultural industries.

An adult learning approach
Adult learners have different needs and characteristics than adolescents or children. These characteristics include:

- adults are very selective about what they learn
- they have limited time and have many other activities to take their time and energy apart from learning
- adult learning should be done in a non-threatening environment
- adult learning has to be relevant to the needs of the learner.

Taking these issues into account, the College has developed the Advanced Diploma of Agriculture to match the needs of adult learners giving flexibility, a wide range of study subjects and a high level of relevance. This course is based on identified competencies, following widespread industry consultation.

The course is also based on the principles of problem-based and inter-active learning. In other words, we do not believe that competent land managers need to be experts on every area of land management. Instead, they need to have a thorough knowledge of their particular environment and the principles involved in land and enterprise management. But more importantly, they need to have a mind-set and understanding of the issues involved in the stewardship of land and principles of sustainable land use that leads to a successful farm business.

Tocal Diploma and Advanced Diploma as a pathway to a UNE degree
Completing the Diploma and Advanced Diploma of Agriculture can lead directly to the Bachelor of Agrifood Systems at UNE. This pathway is slightly different to what is outlined in this handbook and so your study plan will be negotiated with the course coordinator.

You work from a practical base at Tocal, doing Diploma and Advanced Diplomas, then move through to a highly regarded Bachelor of Agrifood Systems from UNE. After finishing the industry-based course through Tocal College, you are almost half way to your degree.

You can major in either crop production or livestock production at Tocal, and study either full-time or part-time. This course is available fully online, supported by RPL (Recognition of Prior Learning), and there is a wide range of resources written and produced for you at Tocal College.
The course consists of a series of subjects in which you will learn new management skills and develop practical plans that can be directly applied to managing a farm business. You upload your assessment tasks for feedback from lecturers with extensive industry and educational experience.

We’ve designed the Tocal component of the course to be completed over two years. You either enrol at both Tocal and UNE in an integrated study program, or after completing the Tocal course, articulate directly to the UNE Degree program.

More information is available on our website and the UNE Degree pathway handbook.

Questions that may arise
You may have a number of questions about how the course works. Most of the details will be revealed as you work your way through this handbook. Some questions that may occur to you are answered below.

Is this the course for you?
You may be wondering if this course is the most suitable for your needs. An explanation may help you decide:

The course is designed for landholders, farmers and those wishing to develop a high level of management skills in a farm business. The course approaches the study of agriculture at the advanced management level. You need to be able to make complex management and planning decisions about land, its resources and enterprises. To do this you need access to a commercial-sized property or farm, and, even though you may not be the owner, you will be making decisions that are practical and would be capable of being implemented on the farm.

If you are already employed in agriculture or have experience in agriculture or agribusiness, you may be able to take advantage of RPL (Recognition of Prior Learning), described below.

Do you need to own land to complete the course?
You will definitely need access to some agricultural enterprises to complete most subjects.

Each subject asks you to complete a series of assessment tasks, which meet national competencies. You will be learning how to make advanced management decisions on the land’s natural resources, infrastructure, enterprises and business policies. The assessment tasks explore and develop your ability to make decisions about complex issues.

Is the course full-time or part-time?
The course is designed to be completed on a part-time, external basis. Studying part-time is not always easy. Often it has to fit in with work and family commitments and it can be hard to find the time to give it a fair go. That’s why we are as flexible as possible with the course requirements.

We have designed the course so that you should be able to complete the course in eighteen months.

If you find it difficult to submit assignments in a reasonable time, you need to contact the course supervisor to arrange an extension or deferment. We know what it’s like and we will help if we can.
External study is a great way to learn. You can study at your own pace, without a lot of travel to education institutions.

**How can your existing skills and experience be recognised?**
Completing the course-work is just one way of achieving the Advanced Diploma of Agriculture. The award we offer is from a National Training Package. The training package enables you to gain qualifications from skills or experience you may already have. This is referred to as Recognition of Prior Learning - RPL, or even Recognition of Current Competency - RCC.

You can gain RPL for what you have already achieved through life or work experience, by formal course work at other recognised institutions or by attending workshops and training activities. This is best done by consulting fully with your course coordinator, who can also arrange for you to be assessed.

The competencies described in this book apply to Advanced Diploma-level studies only, but you may be able to gain a qualification at Certificate III, Certificate IV or Diploma level by RPL. Discuss this option with the course coordinator and read the Recognition of Prior Learning on the web at [www.tocal.nsw.edu.au/courses/skills-recognition-services](http://www.tocal.nsw.edu.au/courses/skills-recognition-services).

**What are competencies?**
A National Training Package sets standards for assessment and describes ways of measuring and recognising an individual’s competence.

In each sector there are units of competence that relate to different workplace functions. These are linked to levels of the Australian Qualifications Framework (AQF).

This means that training pathways for all sectors of agriculture are similar and reflect workplace expectations for the whole of Australia.

For any qualification you need to achieve a basic number of competencies in different areas. Completing the required competencies by course-work is just one way of gaining a qualification.

**Fees**
Each subject has a standard fee as of 1 January 2016 of $525 per unit of competency. An up-front enrolment fee of $1050 will entitle you to the first two subjects. This fee changes from time to time, so you will need to check on the website for the current fees.

There is a fee that applies to RPL that depends on whether you supply all necessary documentation for a ‘desk audit’ or whether you undertake assessment at your place of work (or home). We can let you know what these fees are on application.
When to enrol

The Advanced Diploma will be open for ongoing enrolment so you can enrol online at any time. Please note enrolment processing times and access to online learning mean that it can take some time before you are able to begin. Phone and face-to-face credit card payments can take up to five (5) working days to be processed and receive access to online courses. Online credit card payments can take up to two (2) working days to be processed and receive access to online courses.

We try to make the course as flexible as possible, so if you want to complete the course sooner, that’s fine. You can vary your studies to suit your work and personal commitments and the time you have available.

You will note that there are no compulsory residential schools. Tocal College also conducts a wide range of short courses, many of which will be suitable and appropriate for your studies. They will give you a ‘head start’ to many of the subjects and you can also add skills over and above what is needed for the formal course-work. Each year a short course brochure is available from the college with a timetable of courses. This is also available on the web at www.tocal.nsw.edu.au/courses/list. Most short courses are held on weekends.
Subject guides

You will already have noted that all assessment is via assignments that you prepare at home and send in for marking.

Student guides are available to download from www.tocal.nsw.edu.au/courses and are included within each online subject.

All subjects are available online and this is the preferred method of engaging with the course. On enrolment you will be given instructions on how to access the online learning resources.

*Included at the end of each online subject is an Evaluation and declaration form that you must complete and submit. It is most important that both the evaluation and the declaration are completed.*

Assessment grading

Assessments will be graded with reference to the learning outcomes and competencies for the subject, as follows:

- **Not yet competent** you have not yet met the assessment criteria at a basic level or not completed the required work.
- **Competent** you have met the assessment criteria at the required level.

The grading you receive for each subject will be shown on an academic transcript issued on completion of the course or if you elect to withdraw without graduating.

About due dates...

As an independent learner we believe you are able to discipline yourself to complete your studies. However, you need to send in your assignments at least every two months. You can draw up your own timetable to achieve this, and we will monitor your progress.

If you have trouble meeting this time commitment, you need to let us know. If you don’t meet your own schedule of studies, your study results will be placed in an ‘inactive’ file and you will need to negotiate with the Coordinator to resume your studies.
Course policies

For information on refunds, appeals regarding assessment, privacy protection, student support and grievances, please see the website:


Online course refund policy
Refunds are available under the following conditions;
1. If within 21 days of enrolment in a subject/course, the subject/course does not meet your expectations, you are eligible for a refund of the fee paid less an administration charge of $75.

2. After 21 days and up to 12 weeks from enrolment, you are eligible for a 30% refund of the fee paid if you withdraw from the subject/course.

3. Written application based on special circumstances can be made to the Principal of Tocal College.

Referencing
A referencing style is a set of rules outlining how to acknowledge the ideas and work of others in a standardised way.

Referencing is an important part of academic writing. It is essential that you use a consistent style in your assessment tasks and research as you progress through your studies at Tocal College.

Different institutions follow different rules for referencing, but one style tends to be recommended by many institutions. This is what is known as the Harvard referencing system.

Here’s an example of how to reference a book in your reference list:

Buchanan, RA 2009 Restoring natural areas in Australia, NSW Industry & Investment, Tocal College.

Not only is it important that you cite any references you use at the end of an assignment, but you must acknowledge any in-text quotes you use. For example:

Buchanan 2009, p.72 notes that soil health is vitally important for the health of the ecosystem.

An alternative is to use footnotes for in-text referencing.

In any course you undertake at Tocal College you should follow the Harvard referencing style to acknowledge any resources such as books, journal articles, reports, case studies, legitimate webpages etc that you use. The following website is a guide to how to use the referencing system in every possible circumstance:

Course requirements and competencies

AHC60110: Advanced Diploma of Agriculture

Qualification notes
This qualification reflects the roles of individuals working in management roles in agriculture.

Entry requirements
There are no entry requirements for this qualification.

Qualification pathways

Pathways into the qualification
This qualification may be accessed by direct entry.

Job roles
Job roles and titles vary across different industry sectors. Possible job titles relevant to this qualification include:
- Agricultural enterprise business managers

Packaging Rules
Completion of eight (8) elective units.
- a minimum of six (6) units must come from the elective units list
- a maximum of two (2) units may be selected from the elective units or units aligned to Diploma or Advanced Diploma in AHC10 or from any other currently endorsed training package or accredited course. Selected units must be relevant to job outcomes in agricultural management.
Elective units

**Agribusiness**
AHCAGB501A  Develop climate risk management strategies
AHCAGB502A  Plan and manage infrastructure requirements
AHCAGB601A  Develop export markets for produce
AHCAGB602A  Manage estate planning
AHCAGB603A  Manage the production system
AHCAGB604A  Analyse business performance
AHCAGB605A  Manage business capital
AHCAGB606A  Manage price risk through trading strategy

**Business**
AHCBUS601A  Manage capital works
AHCBUS602A  Review land management plans and strategies
AHCBUS603A  Develop and review a strategic plan
AHCBUS604A  Design and manage the enterprise quality management system
AHCBUS605A  Manage human resources
AHCBUS606A  Develop a monitoring, evaluation and reporting program
AHCBUS607A  Implement a monitoring, evaluation and reporting program
AHCBUS608A  Manage risk

**Work**
AHCWRK601A  Monitor projects in a program
AHCWRK602A  Lead and manage community or industry organisations
AHCWRK603A  Design and conduct a field-based research trial
CPPWMT5045A  Develop site safety plans
PSPPOL404A  Support policy implementation
SRXGOV001B  Participate as a member of an effective Board of an organisation
SRXGOV002B  Undertake the role of an individual Director of an organisation
SRXGOV003B  Undertake the role of a Chairperson at a Board meeting
SRXGOV004B  Work effectively with the Board of an organisation
SRXINU004A  Promote compliance with laws and legal principles

**Machinery operation and maintenance**
AHC MOM601A  Analyse machinery options

**Merchandising and sales**
AHC MER501A  Develop a sales strategy for rural products
Course structure

PREREQUISITE SUBJECTS

This subject is a prerequisite for the Advanced Diploma course

Manage the farm business
AHCBUS506A Develop and review a business plan
AHCBUS507A Monitor and review business performance
AHCBUS508A Prepare and monitor budgets and financial reports
Michael Ison

ELECTIVE UNITS

- A minimum of six (6) units must come from the elective list
- A maximum of two (2) units may be selected from the elective units or units aligned to Diploma or Advanced Diploma in AHC10 or from any other currently endorsed training package or accredited course

The following units are offered online

Plan and manage infrastructure
AHCAGB502A Plan and manage infrastructure requirements

Manage climate risk
AHCAGB501A Develop climate risk management strategies

Manage risk
AHCBUS608A Manage risk

Manage the production system
AHCAGB603A Manage the production system

Analyse business performance
AHCAGB604A Analyse business performance

Manage business capital
AHCAGB605A Manage business capital

Manage estate planning
AHCAGB602A Manage estate planning

Manage human resources
AHCBUS605A Manage human resources
Subject details

Prerequisite subject:
Manage the farm business

This course takes you step by step through developing a farm business plan, starting by identifying the stakeholders who will be involved in the planning process and the specialists who will be consulted during the development of the plan.

You then describe the key aspects of the farm business, beginning with:
- description of the property and it's resources, enterprises and products
- methods of marketing
- past financial performance
- current loan commitments.

The planning process continues with an analysis of the strengths and weaknesses of the business, and the opportunities and threats it is facing in the future (this is called a SWOT analysis). Based on the SWOT analysis you develop a vision and goals for the future that will guide your detailed plans for the key areas of the farm business. These areas comprise:
- production
- marketing
- finance
- people
- resources.

Once you have developed and documented your detailed plans for these key areas of the farm business you then choose performance indicators that will help you to measure progress against your plans, vision and goals.

Learning topics
Read the information provided for each topic and where possible find additional web sites and/or printed resources for your particular industry and products. Some web links are provided in the unit.

There are four topics in this course:
- basic considerations before you start
- how to write a business plan
- how to monitor and review farm business performance
- further reading, support and training.

Once you have read a topic, think about how it applies to your farm or products, and discuss this with the stakeholders of the business. After some thought and discussion you can begin to write each
section of the business plan and work out how to monitor farm performance. These tasks are part of the assessment for this unit.

Assessment

To get the most out of this course, we recommend that you complete the assessment tasks. Once you have successfully completed the assessment tasks you are eligible for three Units of Competency:

- AHCBUS506A Develop and review a business plan
- AHCBUS507A Monitor and review business performance
- AHCBUS508A Prepare and monitor budgets and financial reports.

Each unit can contribute to a Diploma of Agriculture. For more information on the Diploma of Agriculture see the handbook.

Feedback

You will receive feedback on the assessment task which you submit. There are no tests which are part of the assessment in this Subject.

Feedback from Tocal staff will tell you if you have met the requirement of the topic. If additional work is required you will be given guidance and advice on how to meet the requirements. Please contact the Lecturer for the Subject if you need any assistance. All assessment will be reviewed and assessed by Tocal staff within ten (10) days of submission.

Complaints and Grievances

If you are not happy with the assessment or feedback please discuss this with the Lecturer in the first instance. If this does not lead to a satisfactory outcome, please follow the procedures for complaints and grievances outlined in the course handbook or available on the Tocal web site (http://www.tocal.nsw.edu.au/student-policies)
Assessment tasks
You will complete the following assessment tasks. You can use this table to track your progress:

<table>
<thead>
<tr>
<th>ASSESSMENT TASK</th>
<th>Assessment Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment 1: Business Plan</strong></td>
<td></td>
</tr>
<tr>
<td>Please upload your business plan that you have completed as you worked through the topics.</td>
<td></td>
</tr>
<tr>
<td><strong>Assessment 2: Monitor and review farm business performance</strong></td>
<td></td>
</tr>
<tr>
<td>You need to complete the following assessment tasks:</td>
<td></td>
</tr>
<tr>
<td>1. Key performance indicators for your farm business (you can use the performance indicators from Assessment 1)</td>
<td></td>
</tr>
<tr>
<td>2. Financial performance of individual farm enterprises (gross margin analysis)</td>
<td></td>
</tr>
<tr>
<td>3. Cash flow statement and profit and loss statement for recently completed financial year (it is OK to use statements prepared by your accountant for this step)</td>
<td></td>
</tr>
<tr>
<td>4. Indicators of financial performance. For your farm business, calculate the six indicators shown in this topic and comment on the results in terms of the viability of the business</td>
<td></td>
</tr>
<tr>
<td>5. Summary of farm financial performance as shown in the unit. This is a key part of the assessment</td>
<td></td>
</tr>
<tr>
<td>6. Summary of your review of farm business performance. Use the worksheet to show trends, unplanned changes, constraints, issues, problems, and adjustments to plans for each aspect of the business (production, marketing, finances, people and resources).</td>
<td></td>
</tr>
<tr>
<td>You needed to clearly number and name each assessment task.</td>
<td></td>
</tr>
<tr>
<td><strong>Assessment 3. Prepare and monitor budgets</strong></td>
<td></td>
</tr>
<tr>
<td>You need to complete and submit the following assessment tasks:</td>
<td></td>
</tr>
<tr>
<td>1. Prepare a cash flow budget on a monthly basis for a 12 month period (usually from July to June). Briefly note how you have taken into account previous farm income and expenditure and have made adjustments for likely future variations in prices, costs and farm production. Include a projected monthly cumulative cash flow</td>
<td></td>
</tr>
<tr>
<td>2. Provide a 12 monthly farm calendar of operations which supports the assumptions made in your cash flow budget</td>
<td></td>
</tr>
<tr>
<td>3. Compare your cash flow budget against actual results obtained. You need to do this for a minimum of three months, and show your budgeted figures alongside the actual figures for the period. Comment on any differences between budgeted figures and actual results, and indicate what changes are required to the budget as a result (for example, what will you do if income is less than expected?)</td>
<td></td>
</tr>
<tr>
<td>4. Provide further evidence of your budgeting skills by preparing a gross margin budget for one of the enterprises on your farm OR by preparing a partial budget that examines a proposed change on your farm.</td>
<td></td>
</tr>
<tr>
<td>5. Describe the farm records you keep and your record keeping system. List the financial and other reports you obtain from your records, including any financial reports supplied by your accountant.</td>
<td></td>
</tr>
<tr>
<td>You needed to clearly number and name each assessment task.</td>
<td></td>
</tr>
<tr>
<td><strong>Complete Evaluation and Declaration</strong></td>
<td></td>
</tr>
<tr>
<td>The evaluation and declaration must be completed before your results can be recorded.</td>
<td></td>
</tr>
</tbody>
</table>
Plan and manage infrastructure

Content
This subject develops the skills and knowledge required to plan and determine the infrastructure requirements of a rural or agribusiness enterprise, obtain or build the required infrastructure, manage infrastructure on an ongoing basis, and keep records that can be used to report on and review the infrastructure of the business. Throughout all of these processes emphasis is placed on work health and safety (WHS), sustainable production practices and care of the environment.

The subject aligns to the Unit of Competency AHCAGB502A Plan and Manage Infrastructure Requirements which is a component of the Bachelor of Agrifood Systems at the University of New England, Armidale. The unit also can form part of a Diploma or Advanced Diploma of Agriculture, a Diploma or Advanced Diploma of Agribusiness Management and other related national qualifications.

Learning Topics
There are four topics in this subject.
1. Determine infrastructure requirements
2. Obtain or build infrastructure
3. Manage infrastructure
4. Keep records and manage information.

Feedback
You will receive feedback on each assessment task you submit. You are not required to undertake any exams or tests for this subject.

Feedback from Tocal staff will tell you if you have met the requirement of the topic. If additional work is required you will be given guidance and advice on how to meet the requirements. Please contact the Lecturer for the Subject if you need any assistance. All assessment will be reviewed and assessed by Tocal staff within ten (10) days of submission.

Complaints and Grievances
If you are not happy with the assessment or feedback please discuss this with the Lecturer in the first instance. It this does not lead to a satisfactory outcome, please follow the procedures for complaints and grievances outlined in the course handbook or available on the Tocal web site (http://www.tocal.nsw.edu.au/student-policies).
Assessment tasks
This subject is assessed by an assignment. You can use this table to track your progress:

<table>
<thead>
<tr>
<th>ASSESSMENT TASK</th>
<th>Assessment Completed</th>
</tr>
</thead>
</table>
| **Assessment Task 1: Discuss the four principles and your farm business**  
Now that you have read the Introduction and Chapter 1 of the AgGuide ‘Working with people in agriculture’ you have an understanding of the four principles below.  
1. Productivity is directly linked to people, their needs and their participation.  
2. The farm business can adapt to suit the needs of people.  
3. People are motivated by vision, values and culture.  
4. Matching the skills of people with the tasks leads to high levels of job satisfaction.  
In a word document write a paragraph on how and why each principle is applied (or not) in your farm business. Discuss any changes you may consider to your current approach based on these four principles.  
Save and upload your Assessment task as: MHR_A1_firstname_lastname | ☑️ ✔️ |
| **Assessment Task 2: Develop and implement a recruitment strategy**  
This assessment task involves developing and implementing a recruitment strategy for a new employee (Questions 1 - 9) and clarifying and establishing terms of engagement for consultants and contractors (Question 10).  
The resources and links provided in Topic 2 will assist you in completing Assessment Task 2. Using the template provided complete the following tasks:  
1. Identify the business’ current labour situation and needs using the needs analysis table.  
2. Based on the labour need identified, develop a position description (consider EEO and WHS).  
3. Identify how you will advertise the position and write an advertisement.  
4. Develop selection criteria, interview questions and outline your interview strategy for the position.  
5. With another person role play the interview process and reflect on the interview.  
6. Describe how you will notify both successful and non-successful applicants.  
7. Outline the award relevant to the position, how you would develop a contract and the process for disputes or conflict in your enterprise.  
8. Develop an induction checklist for your new employee (include relevant industrial relations requirements).  
9. Describe the process of record keeping for staff (include relevant industrial relations requirements).  
Your business may also engage consultants and/or contractors.  
10. Describe how you would clarify and establish terms of engagement for consultants and contractors.  
Save and upload your Assessment task as: MHR_A2_firstname_lastname | ☐️
### Assessment Task 3: Personal development and workplace culture essay
Write a 1000 word essay on personal development and workplace culture in your enterprise. You must include the following points in your essay:

1. **Your approach to professional development for yourself as an individual.** Discuss how you:
   a. monitor and address your strengths and weaknesses
   b. identify and undertake training and professional development
   c. determine priorities, allocate time, and manage conflicting demands and pressure.

2. **How do you support the training and development of your employees.** Discuss how you:
   a. identify and manage skill and knowledge gaps
   b. provide opportunities for on and off job training and development
   c. manage succession (if applicable)

3. **Describe your current workplace culture.** Do you have a shared vision and a code of conduct?

To reinforce your points you must research and reference at least four resources such as books, journal articles, reports, case studies, or legitimate web pages. You can use any of the readings provided in the subject resources.

This subject requires you to reference the resources you use in your assessment tasks. At the end of your discussion paper list the resources you have used under a heading titled ‘References’ using the Harvard referencing guide (courtesy of University of Sydney).

Save and upload your Assessment task as:
MHR_A3_firstname_lastname

### Assessment Task 4: Develop and implement a strategy for managing workforce performance
Complete the following tasks:

1. **Develop a workplan for one of your team members.**
2. **Develop a strategy for communicating with your team.** Include how you plan to communicate (as a team and individually), how often, where?
3. **Develop a performance review process for your team** (see the example templates in Topic 4 Resources).
4. **Develop a process for terminating a non-performing team member,** include legal considerations.

Save and upload your Assessment task as:
MHR_A3_firstname_lastname
Assessment Task 5: Conduct a review labour productivity

Complete the following tasks:

1. Identify your business’ labour costs for the last financial year and this financial year. How do they compare?
2. Research labour productivity benchmarks for your enterprise. Develop labour benchmark/s for your enterprise and state when and how these will be reviewed.
3. Identify opportunities to develop more efficient work practices. Discuss these with at least two staff/peers/consultants list their name, position, and summarise your discussions including any opportunities or changes.
4. Based on your research and discussions, state what strategy you would consider implementing to improve labour productivity including why and how you would implement this.

Save and upload your Assessment task as: MHR_A5_firstname_lastname

Assessment Task 6: Develop and implement a WHS program

Using the relevant Serious about farm safety templates provided, or your own business templates, complete the following tasks:

1. Develop a safety policy for your workplace (Sample policy Template 1).
2. Identify and design a safe work practice (Safe work procedure Template 6.1 and 6.2).
3. Explain how you have implemented and communicated your WHS program to your team.

Save and upload your Assessment task as: MHR_A6_firstname_lastname

Complete Evaluation and Declaration

The evaluation and declaration must be completed before your results can be recorded.
Manage climate risk

This subject, Managing Climate Risk takes you through the process of developing a climate risk management strategy for an agricultural, horticultural or land management enterprise. You will research, analyse and interpret weather, climate and enterprise data, prepare risk management strategies and integrate these at a business management level.

This subject aligns to the Unit of Competency AHCAGB501A Develop climate risk management strategies. For more information on the Diploma of Agriculture see the handbook.

Learning topics
There are five topics in this subject.
1. Introduction to weather and climate
2. How climate impacts on your farm enterprises
3. Collecting and analysing weather and climate data
4. Identifying climate and weather risks
5. Preparing your farm for climate variability

Each topic has a series of activities, readings and assessments to help you learn about managing climate risk.

Feedback
You will receive feedback on the assessment task which you submit. There are no tests which are part of the assessment in this Subject.

Feedback from Tocal staff will tell you if you have met the requirement of the topic. If additional work is required you will be given guidance and advice on how to meet the requirements. Please contact the Lecturer for the Subject if you need any assistance. All assessment will be reviewed and assessed by Tocal staff within ten (10) days of submission.

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<tr>
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</tr>
</thead>
</table>
| **Assessment Task 1: Collect and analyse weather and climate data**  
*Use the Bureau of Meteorology (BOM) website (see RESOURCES list) to collect climate data for your location.*  
The BOM website has many areas that will provide specific information related to weather and climate observations. Search through the website and answer the following questions:  
• How many years of climate data are available?  
• What has been recorded for your location? eg. rainfall, evaporation, temperature etc.  
• List the three driest years and amounts recorded for your district  
• List the three wettest years and amounts for your district  
• What is your average monthly and yearly rainfall for your location? | ☑ |
| **Assessment Task 2: Review climate information**  
Review the following two websites listing the services they provide and the information relevant to your location:  
[www.bom.gov.au](http://www.bom.gov.au/)  
[www.longpaddock.qld.gov.au](http://www.longpaddock.qld.gov.au/)  
Find information from the readings and websites about the various climatic influences on weather in Australia such as the El Niño and the Southern Oscillation (ENSO), Indian Ocean Dipole (IOD), Southern Annular Mode (SAM) and Sub Tropical Ridge.  
Read through pages 12 to 17 and 33 of *Weather and Climate in Farming* and answer the following questions:  
1. Explain when you can expect major changes in the SOI  
2. a strong rise in the SOI in autumn indicates...  
3. positive readings in the SOI in autumn indicates...  
4. negative readings in the SOI in autumn indicates...  
5. How does the IOD effect weather in southern Australia  
6. Explain how the two other influences on climate and weather (SAM and STR) work. | ☑ |
Assessment Task 3: Climate risk identification and assessment
This assessment task is an opportunity for you to identify and assess the risks that climate and weather events will have on your farm enterprises.

Use the Template, Climate Risk Identification and Assessment to complete this task.

The steps involved are:
1. reviewing the purpose and nature of your agricultural business
2. identification and assess the risks of potential weather/climate related risks to the business and it’s goals. Assess the identified risks, in terms of probability (chance) and their consequence (impact)

Assessment Task 4: Manage climate impacts on your farm enterprises
In this assessment task you will take the information you have gathered from the previous assessment tasks and activities and describe how these risks will impact on you farm enterprises.

Download the template Manage climate impacts and complete the tasks as outlined in the template including the questions at the end of the template.

Assessment Task 5: Predicting impacts on property value, environment and equity
In this assessment task you will review the information your have collected so far to make some predictions about the impact of property value, the environment and equity.

Use the following questions as guides
1. If climate change impacts on the water availability and seasonal rainfall, how would this impact on property values?
2. Climate change also brings more extreme weather events such as heatwaves, flooding or frosts. How would these events impact on your business?
3. How would your equity change in the business if you had to alter the enterprises to adapt to climate change?
4. List contingency plans you would prepare to manage climate change risks

Assessment Task 6: Climate risk management action plan
Download and use the template Climate Risk Management Action Plan to prepare a climate risk management action plan for your property.

Complete Evaluation and Declaration
The evaluation and declaration must be completed before your results can be recorded.
Manage risk

Managing risk in our day to day life is often taken for granted but if you are in business, it’s critical. There’s even an international standard that business can follow to have their risk management plan recognised. You will become familiar with this standard and the concept of managing risk in the introductory activity for this subject.

This subject describes how to develop a risk management plan for your enterprise. You will research, analyse and interpret available information, develop an understanding of the international standard for risk management, determine the context of risk in your business, assess your options and develop a risk management plan.

This subject can be completed alone or as one subject in the Advanced Diploma of Agriculture course.

This subject aligns to the Unit of Competency AHCBUS608A Manage Risk.

Learning topics
There are five topics in this subject.
1. Introduction to risk management
2. Establishing the context for risk management
3. Identifying risks
4. Risk analysis
5. Develop and monitor an action plan for risk

Each topic has a series of activities, readings and assessments to help you learn about managing risk.

Feedback
You will receive feedback on the assessment task which you submit. There are no tests which are part of the assessment in this Subject.

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<tbody>
<tr>
<td><strong>Assessment Task 1: Prepare a report on the risk environment in your business</strong></td>
<td>[ ] ✔</td>
</tr>
<tr>
<td>Review the business you are directly involved in and write a 500 word summary of the context in which risk will be managed in this business. Address the following points in your summary:</td>
<td></td>
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<tr>
<td>• Policies, procedures for undertaking a risk management plan</td>
<td></td>
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<tr>
<td>• The scope of the risk management plan</td>
<td></td>
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<tr>
<td>• External influences to be considered such as political, financial, social, legal and technology</td>
<td></td>
</tr>
<tr>
<td>• The relative strength and weakness in the business</td>
<td></td>
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<tr>
<td>• Business goals</td>
<td></td>
</tr>
<tr>
<td>• Who will provide support for the plan</td>
<td></td>
</tr>
<tr>
<td>• How the plan will be communicated to others</td>
<td></td>
</tr>
<tr>
<td><strong>Assessment Task 2: Use a range of methods to identify risks</strong></td>
<td>[ ]</td>
</tr>
<tr>
<td>In this assessment task you will using your own experience and the resources provided in this subject, put together a list of risks to your business and in that list provide evidence that you have consulted others and researched the risks thoroughly.</td>
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</tr>
<tr>
<td><strong>Assessment Task 3: Assess and evaluate impact of risks</strong></td>
<td>[ ]</td>
</tr>
<tr>
<td>From the list of risks you have prepared, conduct a risk analysis. Look at each of the risks that you have identified and complete an assessment of the risks using the following steps; 1. assess likelihood of risks occurring 2. assess the impact or consequence if the risk occurs 3. evaluate and prioritise the risks</td>
<td></td>
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<tr>
<td><strong>Assessment Task 4: List and describe the ways available to the business to mitigate risks</strong></td>
<td>[ ]</td>
</tr>
<tr>
<td>• Choose two of the most important risks and put together a summary of how you will manage these risks. This will involve considering the following points; 1. can the risk be eliminated or must it be managed 2. broadly, how will you manage this risk? 3. What specific measures can you put in place right now to manage the risks?</td>
<td></td>
</tr>
</tbody>
</table>
Assessment Task 5: Develop an action plan to manage and monitor risk
Take each of your separate assessment tasks and put together into one document called 'Risk management plan for my business' (Replacing my business with your business name.)

To the end of the document add an action plan list that identifies the steps you will take, who will be responsible and when these actions will be implemented.

You will also need to add a section to describe how you intend to monitor and evaluate the risk management process into the future.

Complete Evaluation and Declaration
The evaluation and declaration must be completed before your results can be recorded.
Manage the Production System

This subject addresses the knowledge and skills required to: align production systems with enterprise strategic plans; adjust production systems to meet the over-arching sustainability requirements for each enterprise; and adopt a systematic approach to the incorporation of production systems into the business plan. The context for this subject is a farm comprising livestock and/or cropping enterprises.

The subject aligns to the Unit of Competency AHCAGB603A Manage the Production System which is part of the Bachelor of Agrifood Systems at the University of New England, Armidale. The unit also can form part of Advanced Diplomas of Agriculture, Horticulture, and Agribusiness Management, and other national qualifications.

Prerequisites
This subject draws heavily on several other diploma and advanced subjects rather than providing a lot of new learning material. Instead it focuses on review, analysis, integration and extension of your previous work into a holistic approach that demonstrates a thorough understanding of the interactions between production, profitability and environmental sustainability.

Before you undertake this subject you must successfully complete the following subjects:
- Develop a whole farm plan (or equivalent);
- Manage the farm business (or equivalent);
- Manage risk (or equivalent).

If you have not already completed these subjects, discuss your enrolment with the Tocal College course coordinator before proceeding further.

Learning topics
There are six topics in this subject. They assume you have gained a sound understanding of the learning material in the prerequisite subjects listed above.
1. Balancing profitability and sustainability - case studies
2. Interactions
3. Risk management
4. Aligning production to enterprise strategic plans
5. Aligning production to sustainability requirements
6. Integrating production and sustainability into the business plan.

Feedback
You will receive feedback on the assessment task which you submit. There are no tests which are part of the assessment in this Subject.

Feedback from Tocal staff will tell you if you have met the requirement of the topic. If additional work is required you will be given guidance and advice on how to meet the requirements. Please contact the Lecturer for the Subject if you need any assistance. All assessment will be reviewed and assessed by Tocal staff within ten (10) days of submission.
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<tbody>
<tr>
<td><strong>Assessment Task 1: Interactions</strong></td>
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<tr>
<td>Complete the following:</td>
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<tr>
<td>a. Identify and list the interactions between the plans listed above and their likely impact on farm resources, production and profitability over time;</td>
<td></td>
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<tr>
<td>b. Indicate which of the interactions in your list are beneficial and which are detrimental to production and environmental sustainability;</td>
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</tr>
<tr>
<td>c. Discuss possible ways to modify production, strategic, infrastructure and property plans to maximise the beneficial interactions and mitigate or manage the detrimental ones.</td>
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</tbody>
</table>

| Assessment Task 2: Risk management                                             |                      |
| For your chosen, commercial farm, discuss the risk management strategies and actions you would recommend to protect natural resources and farm assets while maintaining business profitability. Explain the reasons for your recommendations. |                      |

| Assessment Task 3: Aligning production to enterprise strategic plans           |                      |
| Critically review the alignment of your farm’s production methods with the strategic plans for these enterprises. Then complete the following tasks: |                      |
| a. Discuss - is there a strong relationship between farm methods/practices and enterprise strategic plans? Are the enterprise strategic plans realistic when compared to current farm practices? Are strategic plans being used effectively to drive the implementation of improvements to farm production? |                      |
| b. Recommend ways in which the alignment between farm practices and enterprise strategic plans can be improved to increase the effectiveness of strategic plans for farm production. |                      |
Assessment Task 4: Aligning production to sustainability requirements
Critically review the alignment of the farm’s production methods and resource usage to the long term sustainability requirements of the farm. Then complete the following tasks:

a. Discuss - on your chosen farm, to what extent do enterprise production methods and farm practices take into account the sustainability requirements of the farm and to what extent do they ignore them? For example, are current cropping practices maintaining or improving soil fertility, soil structure and topsoil? Are current grazing practices and stocking rates protecting or degrading ground cover, vegetation and pasture composition? Don’t restrict your discussion to these examples - discuss whatever is most relevant to your farm.

b. Recommend ways in which the alignment of production methods and practices to sustainability requirements can be improved to enhance the long term environmental sustainability of the farm.

Assessment Task 5: Integrating production and sustainability into the business

a. Discuss - on your chosen farm, to what extent and how well (or badly) does the farm’s business plan systematically integrate production systems, enterprise strategic plans, sustainability requirements and the property plan? Have clear key performance indicators (KPIs) been developed to monitor these outcomes? Are the KPIs monitored, reviewed and acted upon?

b. Develop and list a set of key performance indicators for your chosen farm that will effectively monitor the systematic integration of production systems, enterprise strategic plans, sustainability requirements and the property plan in the business plan.

c. Explain why you have chosen each KPI and why it is suitable for your particular farm.

Complete Evaluation and Declaration
The evaluation and declaration must be completed before your results can be recorded.
Analyse Business Performance

This subject is an extension of the diploma unit ‘Monitor and Review Business Performance’. You must successfully complete ‘Monitor and Review Business Performance’ before attempting this module. (You can do this online through Tocal College – the unit is part of the module ‘Manage the Farm Business’).

The advanced diploma unit, ‘Analyse Business Performance’, extends the skills and knowledge required to: use financial analysis tools to assess the profitability of enterprises within the business; calculate measures of solvency, liquidity and gearing; benchmark the performance of farm enterprises; identify trends in production and profitability; identify and evaluate opportunities to increase profit; and develop strategies to improve farm business performance. The context for this unit is a farm comprising livestock and/or cropping enterprises.

The subject aligns to the Unit of Competency AHCAGB604A Analyse Business Performance which is part of the Bachelor of Agrifood Systems at the University of New England, Armidale. The unit also can form part of an Advanced Diploma of Agriculture, an Advanced Diploma of Agribusiness Management and other related national qualifications.

Learning topics
There are four topics in this subject.
1. Financial reports
2. Financial analysis tools
3. Opportunities to increase profit

Feedback
You will receive feedback on the assessment task which you submit. There are no tests which are part of the assessment in this Subject.

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<tr>
<td><strong>Assessment Task 1: Calculate gross margins</strong></td>
<td></td>
</tr>
<tr>
<td>1. Calculate actual gross margins for at least two enterprises on your chosen farm. Note: actual gross margins are not budgets – they are calculated from the farm enterprise results for the most recent full financial year using the actual prices and costs that were realised or incurred;</td>
<td></td>
</tr>
<tr>
<td>2. Explain why you have used the particular unit of measurement for each gross margin (for example, per head or per hectare).</td>
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<tr>
<td><strong>Assessment Task 2: Calculate financial analysis ratios</strong></td>
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<tr>
<td>For your chosen farm:</td>
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</tr>
<tr>
<td>1. Calculate the six financial analysis ratios shown on pages 43-44 of the unit resource;</td>
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</tr>
<tr>
<td>2. Describe the financial health of the farm based on your own analysis of the six ratios you have calculated. Use the pages from FarmPack to assist your analysis (they are provided as an additional resource for this topic).</td>
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<tr>
<td><strong>Assessment Task 3: Performance indicators and benchmarks</strong></td>
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<tr>
<td>For your chosen farm:</td>
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</tr>
<tr>
<td>1. Calculate appropriate production performance indicators for each enterprise (you will probably need to use different indicators for different enterprises);</td>
<td></td>
</tr>
<tr>
<td>2. Explain why the production performance indicators you have chosen are appropriate to that enterprise;</td>
<td></td>
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<tr>
<td>3. Identify industry benchmarks for at least two enterprises on the farm;</td>
<td></td>
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<tr>
<td>4. Evaluate and discuss how the farm’s enterprises compare with the industry standards;</td>
<td></td>
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<tr>
<td>5. Identify any key issues related to production efficiency on your chosen farm that have been highlighted by your benchmarking analysis;</td>
<td></td>
</tr>
<tr>
<td>6. Identify any key issues related to marketing and market returns on your chosen farm that have been highlighted by your benchmarking.</td>
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<tr>
<td><strong>Assessment Task 4: SWOT analysis</strong></td>
<td></td>
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<tr>
<td>Undertake a detailed SWOT analysis for your chosen farm that will assist you to identify opportunities to increase the profitability of the business. Include issues of production, marketing, finances, resources and people in your SWOT analysis.</td>
<td></td>
</tr>
<tr>
<td>Remember to draw on the critical analysis of enterprise profitability and overall financial health of the business that you prepared in the earlier assessment tasks.</td>
<td></td>
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<tr>
<td>(You will use your ideas from the SWOT analysis in the next assessment task to make recommendations on strategies to improve business performance.)</td>
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<tr>
<td>Assessment Task 5: Report and recommendations</td>
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<td>-----------------------------------------------</td>
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<tr>
<td>Using the work you have completed so far for your chosen farm:</td>
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</tr>
<tr>
<td>1. Summarise key issues of production efficiency and yield/production potential that you have identified from your gross margin and benchmarking analyses;</td>
<td></td>
</tr>
<tr>
<td>2. Summarise key issues related to marketing and market returns you have identified;</td>
<td></td>
</tr>
<tr>
<td>3. Make recommendations on strategies to improve the business performance of the farm. Where appropriate, include strategies that address production efficiency, cost control, use of finances, increase in revenue, marketing, resources and people.</td>
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<table>
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<tr>
<th>Assessment Task 6: Sensitivity analysis</th>
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<tbody>
<tr>
<td>1. Prepare a sensitivity or ‘what-if’ analysis for one of the changes you recommended in your report. In your sensitivity analysis, investigate the effect on profitability of a change in at least one critical parameter. This could be yield or price or interest rates or some other factor. It is up to you to identify the parameter that is most critical to the success or otherwise of the recommended change and to assess the impact of varying this parameter;</td>
</tr>
<tr>
<td>2. Summarise your conclusions about how sensitive profitability is to changes in this parameter.</td>
</tr>
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</table>

<table>
<thead>
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<tr>
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</table>
Manage Business Capital

This subject addresses the knowledge and skills required to: determine the working and development capital needs of a farm business; assess the appropriate equity levels for a business in the context of risk management; determine the capacity of a farm business to service its debt; establish and maintain appropriate financing arrangements for the business; monitor and review the mix of liabilities; reconfigure and renegotiate loans as required; and calculate/monitor assets valuations and their effects on equity levels. The context for this subject is a farm comprising livestock and/or cropping enterprises.

The subject aligns to the Unit of Competency AHCAGB605A Manage Business Capital which is part of the Bachelor of Agrifood Systems at the University of New England, Armidale. The unit also can form part of Advanced Diplomas of Agriculture, Horticulture, and Agribusiness Management, and other national qualifications.

Learning topics
There are five topics in this subject.
1. Capital needs
2. Returns and opportunity cost
3. Equity and risk
4. Establish financing arrangements
5. Monitor and review finances.

Feedback
You will receive feedback on the assessment task which you submit. There are no tests which are part of the assessment in this Subject.

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<td><strong>Assessment Task 1: Determine working capital needs</strong></td>
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</tr>
<tr>
<td>Draw up a 12 month cash flow budget for a real, operating commercial farm. Show</td>
<td></td>
</tr>
<tr>
<td>monthly income and expenses. Based on your budget, discuss when and how much</td>
<td></td>
</tr>
<tr>
<td>working capital is required during the 12 month period.</td>
<td></td>
</tr>
<tr>
<td>If you have already prepared a 12 month cash flow budget on a month by month</td>
<td></td>
</tr>
<tr>
<td>basis for a previous assignment with Tocal College online study, it is OK to use</td>
<td></td>
</tr>
<tr>
<td>it for this unit to determine working capital requirements provided it is for a</td>
<td></td>
</tr>
<tr>
<td>commercial farm.</td>
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</tr>
<tr>
<td><strong>Assessment Task 2: Determine development capital needs</strong></td>
<td></td>
</tr>
<tr>
<td>Draw up a five year development budget for a real, operating commercial farm.</td>
<td></td>
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<tr>
<td>Base the budget on plans for proposed capital expenditure on farm development</td>
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<tr>
<td>during the five years. Show annual income and expenses for each year (you do</td>
<td></td>
</tr>
<tr>
<td>not need to budget on a monthly basis). Make sure you include interest</td>
<td></td>
</tr>
<tr>
<td>payments and loan repayments in the budget.</td>
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</tr>
<tr>
<td>Based on your development budget, discuss when and how much development capital</td>
<td></td>
</tr>
<tr>
<td>is required during the five years.</td>
<td></td>
</tr>
<tr>
<td><strong>Assessment Task 3: Opportunity costs</strong></td>
<td></td>
</tr>
<tr>
<td>Calculate the estimated return to marginal capital for the project you costed</td>
<td></td>
</tr>
<tr>
<td>in your farm development budget in assessment task 2.</td>
<td></td>
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<tr>
<td>Discuss how the return to marginal capital for this development compares with</td>
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<tr>
<td>other possible capital projects on your chosen farm. What else needs to be</td>
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<td>considered besides return to marginal capital when choosing development</td>
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<tr>
<td>projects for this farm?</td>
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<tr>
<td><strong>Assessment Task 4: Equity levels and risk analysis</strong></td>
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<tr>
<td>a. Calculate equity percent for your chosen farm business for the past</td>
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<tr>
<td>financial year (you can base this on financial reports and tax returns).</td>
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<tr>
<td>b. Estimate equity for the farm for the next five years using your farm</td>
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<tr>
<td>development budget to predict debts levels and loan repayments.</td>
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<tr>
<td>c. Identify key components of financial risk for the farm and discuss how</td>
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<td>these align with the risk preferences of the farm’s owners/manager.</td>
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<tr>
<td>d. Prepare a ‘what-if’ analysis by varying your five-year development budget</td>
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<td>for at least two critical factors. Discuss the likely impact on equity levels</td>
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<tr>
<td>of changes in these factors.</td>
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<tr>
<td>e. How does the farm’s equity level compare to similar farm businesses?</td>
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</table>
Assessment Task 5: Establish finances for a farm business
For your chosen operating, commercial farm, undertake the following:

a. List a range of options to finance a farm development project. Include a mix of long and short term finance. Briefly discuss the advantages and disadvantages of each option.

b. What factors would you consider when deciding what portion of a finance package to lock-in with fixed interest rates and what portion to be subject to variable interest rates?

c. Briefly compare and discuss the advantages and disadvantages of hire purchase versus leasing versus a term loan to finance a large machinery purchase.

d. Compare one financial product, for example a term loan, on offer from two different financial providers. List the fees, charges and interest rates for this product with the two providers. Explain how you would prepare for negotiations with one of these providers to obtain the best possible terms for your loan. For your chosen farm business, what negotiating or bargaining points do you have?

Assessment Task 6: Checklist for monitoring finances
For your chosen, commercial farm, develop a checklist that could be used to monitor and review the ongoing financial health of the business and its ability to service its debts. Your checklist will include all the factors you will monitor and the tools you will use in the process (such as various financial indicator ratios). Be as specific as you can and make the list practical so it could be used by a farm manager in a real-life situation.

Complete Evaluation and Declaration
The evaluation and declaration must be completed before your results can be recorded.
Manage Estate Planning

This subject aligns to the Unit of Competency AHCAGB602A Manage Estate Planning. For more information on the Advanced Diploma of Agriculture see the handbook.

This subject can be completed alone or as a part of the Advanced Diploma of Agriculture.

What you will learn
Manage Estate Planning describes the process of developing an estate plan. Through research, analysis and evaluation of estate planning options you will develop your understanding of external advice, communicating with stakeholders involved and checking the legal and tax implications of your plan. Remember every situation is unique and your plan may be very different to your neighbours.

There are four topics in this subject:
1. Introduction to estate planning
2. Identify estate plan options
3. Clarify estate plan arrangements
4. Implement an estate.

Each topic has a series of readings and an assessment to help you learn about managing estate planning.

Feedback
You will receive feedback on each assessment task you submit. You are not required to undertake any exams or tests for this subject.

Feedback from Tocal staff will tell you if you have met the requirement of the topic. If additional work is required you will be given guidance and advice on how to meet the requirements. Please contact the Lecturer for the Subject if you need any assistance. All assessment will be reviewed and assessed by Tocal staff within ten (10) days of submission.

Complaints and Grievances
If you are not happy with the assessment or feedback please discuss this with the Lecturer in the first instance. If this does not lead to a satisfactory outcome, please follow the procedures for complaints and grievances outlined in the course handbook or available on the Tocal web site (www.tocal.nsw.edu.au/student-policies).
Assessment tasks
You will complete the following assessment tasks. You can use this table to track your progress:

<table>
<thead>
<tr>
<th>ASSESSMENT TASK</th>
<th>Assessment Completed</th>
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<tbody>
<tr>
<td><strong>Assessment Task 1: Estate Planning Discussion Paper</strong></td>
<td><img src="" alt=" " /></td>
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<tr>
<td>Write a discussion paper (800-1000 words) describing what estate planning is and why it is important in a farm business. To reinforce your points you must research and refer to at least three resources such as books, journal articles, reports, case studies, or legitimate web pages. You can use any of the readings provided in the course resources and optional readings. You may also like to reflect on your own farm business experience. This course requires you to reference the resources you use in your assessment tasks. At the end of your discussion paper list the resources you have used under a heading titled 'References' using the APA Referencing guide (courtesy of University of New England).</td>
<td><img src="" alt=" " /></td>
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<tr>
<td><strong>Assessment Task 2: Identify estate plan options</strong></td>
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<tr>
<td>For this assessment task you must choose either the 'Business Scenario' provided in Topic 2 Resources or, your own farm business to analyse. Please note, once you have selected the scenario or your farm business you must use this for assessment tasks 3 and 4 so that at the end of this course you will have a complete estate plan for either the scenario business, or a complete plan for your farm business. Using the scenario farm or your own farm business complete the following tasks: 1. Outline the farm owner’s current and desired position (vision). 2. Using the SMART goal setting model, list the owner’s personal goals and business goals. 3. Outline the farm business assets, liabilities and nett worth (this has been provided in the scenario, but if you are using your own farm please use the same table to display your information). 4. List and discuss income continuation options you would consider for the farm business. 5. Draw a genogram to map the family relationships (make sure you include a key). 6. State what you think the family/farm business stakeholder’s needs are.</td>
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<tr>
<td>Assessment Task 3: Clarify estate plan arrangements</td>
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<td>Using the same farm business you chose in Assessment Task 2 (the scenario provided or your own farm business) complete the following tasks:</td>
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<td>1. Research and list three external advisers that you would engage, state why they were selected and at what point you would engage them.</td>
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<td>2. Develop an agenda for a family meeting.</td>
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<td>3. Briefly state each stakeholders needs and wants as discussed in the meeting.</td>
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<td>4. Identify any areas of contention, discuss how you did (or would) manage conflict during the meeting.</td>
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<td>5. List any legal implications/compliance issues that arose (or could have arisen) during the meeting and how you would manage this.</td>
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<td>6. Record outcomes from the meeting and next steps.</td>
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<tr>
<th>Assessment Task 4: Implement an estate plan</th>
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<tbody>
<tr>
<td>Take each of your separate Assessment Tasks and put together into one document called ‘Estate Plan for my business’ (Replace ‘my business’ with your business name or the scenario business name).</td>
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<tr>
<td>To the end of this document add two new sections:</td>
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<tr>
<td>1. Describe your intentions of estate asset management and transfer including; financial, tax, legal considerations and obligations. List the steps you will take, who will be responsible and when these actions will be implemented.</td>
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<tr>
<td>2. Describe where your estate plan will be stored, when it will be reviewed and how you plan to monitor key performance indicators into the future to achieve your goals.</td>
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<thead>
<tr>
<th>Complete Evaluation and Declaration</th>
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<tbody>
<tr>
<td>The evaluation and declaration must be completed before your results can be recorded</td>
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</table>
Manage Human Resources

This subject can be completed alone or as one subject in the Advanced Diploma of Agriculture course.

This subject aligns to the Unit of Competency AHCBUS605A Manage human resources.

There are some similarities between this subject and the Diploma subject ‘Manage staff’. You can use the information, resources and your own work you completed in ‘Manage staff’ as a foundation to build on and support your work in this subject, but please note this is an Advanced Diploma subject and will require additional criteria be covered for assessment.

What you will learn

This subject covers the elements involved in managing human resources in a rural enterprise. You will develop knowledge and skills to identify labour requirements and develop a recruitment strategy, implement strategies for personal development, appropriate self-management, and supporting employee career and professional development. You will also review labour productivity and develop and implement a Work Health and Safety (WHS) program.

The manage human resources subject focuses on how a farm business can develop a positive workplace culture that is characterised by vision, values and effective communication.

There are six topics in this subject.
1. Introduction and Principles
2. Develop and implement a recruitment strategy
3. Personal development and workplace culture
4. Develop and implement a strategy for managing workforce performance
5. Review labour productivity
6. Manage a WHS program.

Each topic has a series of readings and an assessment to help you learn about managing human resources. You will be able to complete all of these online.

Feedback

You will receive feedback on each assessment task you submit. You are not required to undertake any exams or tests for this subject.

Feedback from Tocal staff will tell you if you have met the requirement of the topic. If additional work is required you will be given guidance and advice on how to meet the requirements. Please contact the Lecturer for the Subject if you need any assistance. All assessment will be reviewed and assessed by Tocal staff within ten (10) days of submission.

Complaints and Grievances

If you are not happy with the assessment or feedback please discuss this with the Lecturer in the first instance. It this does not lead to a satisfactory outcome, please follow the procedures for complaints and grievances outlined in the course handbook or available on the Tocal web site (http://www.tocal.nsw.edu.au/student-policies).
Assessment tasks
You will complete the following assessment tasks. You can use this table to track your progress:
Other learning activities

There are no residential schools for this course. There are, however, some short courses held each year at the college that may be useful to completion of an assessment task or unit of competency. If you feel you need extra tuition or an introduction to a subject, please check our current offerings of short courses which are advertised on our website (http://www.tocal.nsw.edu.au/courses/list) and by brochures obtained from the college.

There are many short courses conducted by Tocal College that do not directly relate to Diploma of Agriculture subjects but your participation in some of these courses may greatly enrich your learning because of their hands-on practical nature.

Library resources

The study materials you receive in the mail will cover most of your reading needs. However, at times you may wish to read some of the additional references mentioned in the study modules.

If your local library does not have the books you want, it should be able to get them on loan from other libraries in its network. We suggest you discuss your needs with your local library staff.

If your library has difficulty getting a reference book for you, College staff may be able to suggest a source. Ring the course coordinator—details are on page 4.

The Tocal College library can provide inter-Library loans. Again, your local library can organise this. If you are at the College, feel free to use the library. Check opening times and other details with the College librarian on 02 4939 8830.
Other sources of information

How familiar are you with the state and federal government departments, agencies and authorities offering information and advisory support services to primary producers? Are you making effective use of the services offered? A number of authorities offer an extensive range of information and advisory services and it is in your interest to familiarise yourself with these and to use them when you need help.

Internet Service
A directory of NSW government services for country people is available on www.nsw.gov.au.

Bureau of Meteorology
The Bureau will supply information and advice on climate and weather conditions in particular areas. Historic climatic data is available and specific details of weather forecasting are supplied.

www.bom.gov.au/

Land Information Centre
The Centre will answer inquiries and give advice on the availability of appropriate maps for specific purposes. A large range of general and special purpose maps is available.


NSW Department of Primary Industries
The NSW Department of Primary Industries is a division within NSW Trade & Investment and works to develop and sustain diverse, profitable food and fibre industries, and ensures best practice management of our natural resources.

NSW DPI responsibilities include developing profitable, sustainable and biosecure agriculture, and fisheries; ensuring best management of catchments, natural resources and water; and regulating the state’s food sector.

Divisions are:
- Agriculture NSW
- Fisheries NSW
- NSW Food Authority
- Biosecurity NSW
- NSW Office of Water
- Catchments & Lands
- Business Services
Agriculture NSW works with agricultural industries, other collaborators and stakeholders to improve the profitability, sustainability and skills of the agriculture and private forestry sectors. Staff deliver research, development, extension, education and industry development programs in the fields of agricultural productivity, food security, climate, water and soil.


**Local Land Services**

From January 2014 Local Land Services became operational across New South Wales.

Local Land Services (LLS) brings together a wealth of technical and advisory knowledge from parts of the Department of Primary Industries, Livestock Health and Pest Authorities and Catchment Management Authorities into a new grass roots model for regional service delivery.

LLS will be managed by local people on local Boards, working closely with farmers, land managers and communities, to deliver services relevant to their local needs.

Local Land Services will comprise 11 regions; 7-member Local Boards; and 1 Board of Chairs with an independent Chair.

The new Local Land Services deliver:
- agricultural advice
- plant and animal pest control and biosecurity
- natural resource management
- emergency management.

Each Local Land Services region will develop operational management plans that provide service delivery on a regional basis, reflecting regional priorities.

Local Land Services combines the expertise and knowledge of Livestock Health and Pest Authorities (LHPA), Catchment Management Authorities (CMA) and Department of Primary Industries (DPI) advisory services.

Farmers and landowners can have a direct relationship with Local Land Services Advisory Officers, who have an area of expertise, like cropping or livestock, but also have a broad range of generalist skills across natural resource management, biosecurity and agricultural advice to bring to the table.
