

# EXECUTIVE COUNCIL

## PUBLIC

**Title:** FLH – DRAFT 5 Year Business Plan

**Paper Number:** 110/17

**Date:** 28 June 2017

**Responsible Director:** None

**Report Author:** General Manager, FLH

**Portfolio Holder:** MLA Phyl Rendell

**Reason for paper:** This paper is submitted to Executive Council:  
For policy decision (including budgetary policy)  
For policy update/information

**Publication:** Yes

**Previous papers:** None

**List of Documents:** Appendix 1 – Draft Business Plan  
Appendix 2 – Farm Productivity Analysis

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### 1. Recommendations

Honourable Members are recommended to approve:

- (a) the draft FLH 5 Year Business Plan
- (b) the document is reviewed by the FLH Board on an annual basis

### 2. Additional Budgetary Implications

None

### 3. Executive Summary

This Business plan will outline FLH's ambitions for the next five years, detail its measurable targets for performance, explain its organisation and staff structure, highlight its key drivers for its activities, illustrates its finances and analyses its risks.

This comprehensive document signals to the FLH Board and staff, Falkland Islands Government and the Falkland Islands farming community FLH's intentions to develop within the Falkland Islands.

The Business Plan covers the period 1<sup>st</sup> July 2017 to the 30<sup>th</sup> June 2022. It contains a series of Goals, Objectives and Priorities for the Corporation over this period, which will be reviewed annually. The purpose for the production of a five-year business plan is to be strategically focussed and to satisfy the requirements of the Falklands Landholdings Corporation Ordinance.

#### **4. Background [and Links to Islands Plan and Directorate Business Plan/s]**

4.1 An Objective for the GM in 2016-17 is to draft a 5 year Business Plan for FLH.

On Friday 12<sup>th</sup> May, the General Meeting facilitated a workshop with the 3 farm managers, their partners and the office manager. The workshop was held in the Chamber of the Commerce for approximately 3 and a half hour. The workshop focussed on the strengths, weaknesses and opportunities identified in the past 12 months. Lastly we agreed the Key Performance Indicators for the next 5 years.

The draft Business Plan was prepared and presented and approved by the FLH Board on the 26<sup>th</sup> May 2017.

The intention of Appendix 2 is to establish a baseline for FLH Key Performance Indicators. There are two main benchmarks:

- Farms over 20,000 hectares – This is to compare FLH with other large farms
- Farms under 20,000 hectares – This is to compare FLH with smaller farms

The above benchmarks, allow FLH to compare its own performance to other farms. Importantly, this allows FLH to determine the influence of factors that are out of FLH control e.g. climate.

#### **5. Options and Reasons for Recommending Relevant Option**

None

#### **6. Resource Implications**

##### **6.1 Financial Implications**

None

##### **6.2 Human Resource Implications**

None

##### **6.3 Other Resource Implications**

None

**7. Legal Implications**

None

**8. Environmental & Sustainability Implications**

None

**9. Significant Risks**

None

**10. Consultation**

This paper has been sent to the Financial Secretary, Attorney General, Director of Human Resources and Head of Policy

**11. Communication**

FLH Board approval

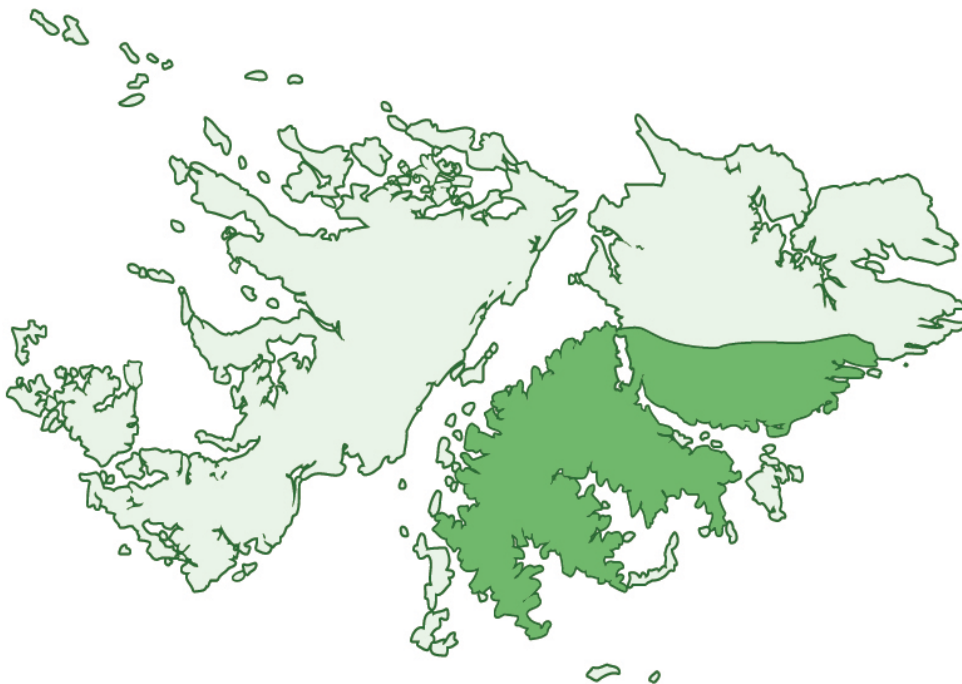
**Schedule of suggested deletions to enable publication of paper [“No suggested deletions”]**

# Falklands Landholdings Corporation

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**Draft Business Plan 2017/2018 – 2021/2022**

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## **1.0 INTRODUCTION**

### **1.1 Background**

In 1991, four large farms, equating to about 25% of the total farm land in the Islands, were purchased by the Falkland Islands Government from the Falkland Islands Company, demonstrating the Government's commitment to agriculture in the Islands. The Falkland Landholdings Corporation was established as a statutory organisation in 2008 to run these farms, which today total 295,313 hectares, with 145,253 sheep and 753 head of cattle, with 32 full time employees.

The Falklands Landholdings Corporation Ordinance 2000 with an amendment in 2008 defines amongst the Powers of the Corporation;

1. To carry on business as farmers, agriculturalist, nurserymen and horticulturalists;
2. To develop any land owned or leased by it, and to engage in and carry on whether or not with a view to profit or economic return any rural development (including social, cultural and economic development);
3. To undertake for the benefit of the agricultural community of the Falkland Islands and whether with a view to profit or economic return or not, marketing activities in the Falkland Islands and overseas, field trials, stud farming and the provision of seed stock and stud stock.

### **1.2 Business Plan Period**

This Business plan will outline FLH's ambitions for the next five years, detail it's measureable targets for performance, explain its organisation and staff structure, highlight its key drivers for its activities, illustrates its finances and analyses its risks. This comprehensive document signals to the FLH Board and staff, Falkland Islands Government and the Falkland Islands farming community FLH's intentions to develop within the Falkland Islands.

The Business Plan covers the period 1<sup>st</sup> July 2017 to the 30<sup>th</sup> June 2022. It contains a series of Goals, Objectives and Priorities for the Corporation over this period, which will be reviewed annually. The purpose for the production of a five-year business plan is to be strategically focussed and to satisfy the requirements of the Falklands Landholdings Corporation Ordinance.

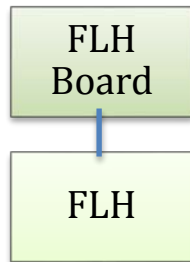
### 1.3 SWOT Analysis

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> <li>• Current business performance and financial health providing an ability to invest</li> <li>• Quality of life</li> <li>• Staff morale</li> <li>• Strong work ethic</li> <li>• Finance function</li> <li>• Extensive land area available for farming</li> <li>• Unspoilt, clean, natural environment</li> <li>• Virtually organic farming system with low input cost</li> <li>• Resourceful and committed staff</li> <li>• Alternative energy</li> <li>• Quality of beef</li> <li>• Settlement maintenance</li> <li>• Pasture &amp; cropping</li> <li>• Relatively low fuel prices</li> </ul>	<ul style="list-style-type: none"> <li>• High freight costs for exports</li> <li>• Distance to markets</li> <li>• Little farm diversification</li> <li>• Over reliant on wool price (volatility)</li> <li>• Recruitment of staff</li> <li>• Retention of staff</li> <li>• Lack of labour</li> <li>• Benefits of living in Stanley</li> <li>• Communications access</li> <li>• Market size</li> </ul>
Key Opportunities	Key Threats
<ul style="list-style-type: none"> <li>• Increase stock numbers</li> <li>• Livestock genetic improvement</li> <li>• Increased productivity</li> <li>• Value-adding / innovation – connecting to environment</li> <li>• Increased sales to FIMCO</li> <li>• Increased beef production</li> <li>• Horticulture</li> <li>• Tourism</li> <li>• Alternative energy – particularly solar</li> <li>• Labour saving infrastructure</li> <li>• Brexit</li> </ul>	<ul style="list-style-type: none"> <li>• Invasive plants &amp; animals</li> <li>• Continuity of supply for markets</li> <li>• Low labour availability</li> <li>• Climate Change</li> <li>• Significant increase to fuel price</li> <li>• Low reserves affecting potential investment</li> <li>• Use of human resources e.g. focussing on diversification projects with little gain</li> <li>• Relatively small pool of wool buyers</li> <li>• Brexit</li> </ul>

## 2.0 OVERVIEW

This section will explain how FLH is structured on a corporate and staff basis and the activities performed by the Corporation. It will detail how the roles and functions of the organisation contribute towards the achievement of the Corporations overarching objectives.

### 2.1 Corporate Structure



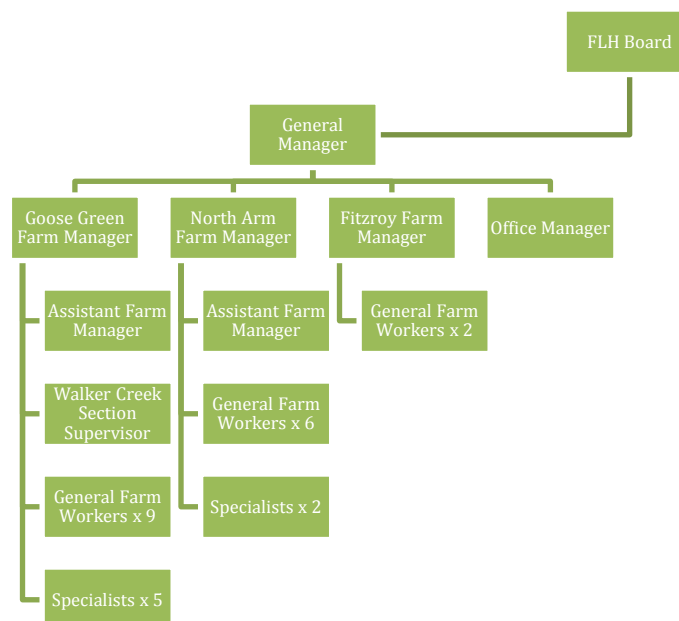
Position	Appointment
Chair	Nominated by MLAs
Vice-Chair	Chief Executive of FIG
Member of Legislative Assembly	Nominated by MLAs
General Manager	Automatically a member
Member	Nominated by the RBA
Member x 2	Members of the public Appointed by Government
Financial Secretary (or representative)	Right to attend and speak but not vote
Senior Agricultural Advisor	Right to attend and speak but not vote
The 3 FLH Farm Managers	Right to attend and speak but not vote

The FLH Corporate and Board Structure as legislated are illustrated in the diagram and table above.

Any other person may attend a meeting of the Board with the permission of the Board and may speak there at in relation to any matter before the Board in relation to which he is invited to speak, but may not vote.

### 2.2 Staff Structure

The adjacent diagram illustrates the current staff structure of FLH





**General Manager** - As head of FLH, the General Manager provides strategic leadership, direction and operational management of the organisation. A key part of their role is to ensure that the outcomes stated within the Corporation's Business Plan are achieved. The General Manager is also a Director of the Wool Company, a Director of the Falkland Islands Meat Company and a member of the Rural Development Strategy.

**Farm Managers** - Reporting to the General Manager, the Farm Manager controls operations on their respective farm to achieve corporate objectives associated with profitability, environmental management and social responsibility. The farm managers are responsible for the financial, physical and human resources of the property, ensuring a high standard of accountability and performance monitoring.

**Office Manager** - The Office Manager reports to the General Manager to fulfil secretarial, administration, payroll and book keeping services. This includes liaising with Farm staff as necessary to ensure cohesion of operations.

**Assistant Farm Managers** - The Assistant Farm Managers assist the Manager to develop farming activities including all aspects of sheep and cattle husbandry, crops, pasture, special purpose crops and general farming so as to grow the overall farm business in accord with the FLH mandate.

**Walker Creek Section Supervisor** - The Walker Creek Section Supervisor assists the Manager to develop farming activities including all aspects of sheep and cattle husbandry, crops, pasture, special purpose crops and general farming so as to grow the overall farm business in accord with the FLH mandate.

**General Farm Workers** - The General Farm Workers work as part of the team as directed to carry out all general farm tasks inclusive of livestock work, woolshed work, fencing, cultivation or labouring work.

**Specialists** - The specialists primarily are employed as carpenters, mechanics and machinery operators. Specialists are required to perform other duties which may arise in any other area of Falklands Landholdings Corporation.

## **2.3 Main Activities**

### **2.3.1 Wool Production**

The sheep shearing season runs from September to February with the shearing of young sheep and rams, followed by wethers and finally ewes. In 2016/17 wool income was £2 million, which is approximately 80% of FLH Income. High quality clip preparation and classing are essential to the price received. An objective for FLH is to reduce the average 'whole clip' fibre diameter to 22, increase staple strength and maintain fleece weights.

### **2.3.2 Meat Production**

The bulk of meat production is supplied during the Falkland Island Meat Company export season, which runs from January to April. In 2016/17 meat income was £430,000, which is approximately 20% of FLH income. Investment has been made into improved pastures and grazing management, along with genetics selected for improved carcass traits.

### **2.3.3 Genetics**

FLH has undertaken a significant sheep AI programme utilising Merino semen imported from Australia. The genetics have been selected primarily to reduce the average fibre diameter, increase muscle and increase YFAT, to produce a more robust, productive sheep that is better adapted to the Falkland Islands environment. FLH has

just completed the third year of a four year programme, which will utilise approximately 15,000 straws at an investment of £300,000.

#### **2.3.4 Agronomy & Grazing Management**

Oats and Italian ryegrass are sown in spring to produce grazed or conserved feed in summer and autumn. Brassica crops, chiefly swede, is sown to provide winter forage. The current rotation requires an initial cultivation, followed in subsequent years by spraying with herbicide and direct drilling. The final stage is sowing to a permanent pasture of ryegrass or cocksfoot and legumes.

#### **2.3.5 Energy**

The 4 settlements have historically been powered by diesel generators. Over 50% of total power today comes from 7 x 6 KW and 2 x 3 KW wind turbines. An investment of approximately £500,000. FLH is now investigating the use of solar thermal.

#### **2.3.6 Settlement Maintenance**

With an increase in farm profitability, largely as a result of improved market prices over the past 10 years, FLH has instigated a programme of settlement maintenance. Most if not all houses have had kerosene boilers installed, double glazing windows, bathrooms and kitchens improved. Externally, many of the houses and buildings have been re-cladded, roofs replaced and painted. Seasonal workers have been employed to facilitate the works.

#### **2.3.7 Diversification of Business**

Wool and to an extent meat are relatively volatile commodities in regards to price. Whilst an objective is to 'value-add' to these commodities, other less volatile income streams have been investigated. Current projects include horticulture, tourism, a tannery and haulage.

### **2.4 5 Year Farming Overview and 2016-17 (not all data available)**

Year	Ewes Joined	Lambs Marked	Greasy Wool (kg)	Gross Wool Income £	Sheep DSE/ Ha	Fibre Diameter	Total Sheep Numbers	FIMCO sheep Numbers	Gross Meat Income £
16-17	60,000	43,126	501,028	2,003,538	n/a	24.8	n/a	23,280	428,084
15-16	57,851	37,262	480,540	1,612,142	0.59	25.1	143,247	17,742	370,952
14-15	66,690	47,347	482,006	1,520,511	0.59	25.2	143,089	24,577	549,653
13-14	68,700	48,639	514,949	1,483,752	0.61	25.9	145,044	28,944	530,765
12-13	67,125	46,752	494,597	1,553,121	0.62	26.0	148,064	26,191	491,385
11-12	69,976	45,412	461,035	1,554,114	0.62	25.9	146,823	22,351	452,948

Note - Gross Wool Income 16-17 not complete  
Ewes joined and lambs marked 16-17 are approximate

### **3.0 KEY DRIVERS**

There are a number of key strategic documents that help guide FLH in determining its contribution to the development of the Falkland Islands economy.

#### **3.1 Economic Development Strategy**

In 2010, the strategy, developed in public and private sector partnership, has a national outlook, which aims to develop existing sectors, such as fishing, agriculture, tourism and the service sector, as well as new industries that enable economic diversification. It aims to develop “a sustainable economic future for the Falkland Islands”.

##### Agricultural Industry Objectives

1. Increase the income gained from wool exports by 2% per year
2. Increase the income gained from meat exports by 10% per year
3. An economically sustainable agricultural industry with increasingly diverse income streams should contribute to a viable Camp economy

There are 3 major areas of potential development and growth:

1. Wool
  - i. Growth in wool price by fibre diameter reduction
  - ii. Growth in wool income by increasing production and productivity
  - iii. Growth in wool income by managing exchange rate and market risk
  - iv. Growth in wool income by adding value
2. Meat
  - i. Lamb and mutton
  - ii. Improving sheep meat returns by increasing the quality processed
  - iii. Beef
  - iv. Specialist finishing enterprises for beef, lamb and mutton
3. Horticulture

#### **3.2 Rural Development Strategy**

The RDS was approved by Executive Council in February 2012. ExCo subsequently agreed the latest Action Plan for the delivery of projects 2014-2017. The RDS has four clear strategic objectives:

1. To increase the value of economic activity in Camp by 20% by 2017
2. To increase the economically active population of camp by 5% by 2017
3. To broaden the range of services available in Camp and increase accessibility of both public and private services for Camp residents, so as to lead to an overall improvement in the quality of life in Camp
4. To manage, protect and conserve the natural environment

The strategic objectives will be achieved by acting upon the 5 key priorities:

1. Business Growth and Development
2. Workforce Development
3. Services
4. Infrastructure
5. Environment

#### **3.3 Islands Plan**

The Islands Plan 2014-2018 describes the key actions that Government will take during the life of this assembly, and lays the foundations for the future by setting out

plans to address the major issues that the Islands will face in the longer term. The vision of the Islands Plan is *“To progress the sustainable, economic, social and political development of the Falkland Islands for the benefit of all residents”* In regards to agriculture it states that we will:

- Identify and facilitate opportunities that will increase economic growth and employment in agriculture;
- Provide advice and support in farm management that is tailored to meet the needs of individual farms with a view to increasing farm productivity;
- Work in partnership with the farming community to develop integrated wool and meat production systems to match agricultural products with consumer expectations;
- Support and facilitate increased exports of meat products from the Islands, including measures to increase the supply of lamb, mutton and beef from farms;
- Support and encourage businesses to expand into new geographical markets.

### **3.4 Innovation Strategy**

The Falkland Islands Innovation Strategy aims to create an environment to encourage innovation in the Islands. The strategy aims to make innovation a national priority; increasing local, regional and international collaboration; increasing local research and development; improving the long-term development of people in the Islands; sharing risk; and conducting regular reviews of the strategy itself.

Key recommendations:

- Upgrade wool preparation, classing and descriptions to match international standards;
- Expand FI wool testing;
- Upgrade warehousing rehandle activities;
- Negotiate competitive freight arrangements;
- Establish a marketing reporting portal;
- Establish benchmarking hubs within FI wool growers;
- Develop a business case to upgrade the FI wool clip for both quality and volume;
- Establish a relationship to facilitate the transfer of wool/sheep production ‘science and extension’ to FI;
- Establish a new entity to support FI wool (a FI entity equivalent of a combination between AWI, AWEX and AP);
- Align branding for raw wool and value-add opportunities for FI wool to support FI tourism.

#### **4.0 CURRENT PRIORITIES**

##### **4.1 Key actions during 2016/2017**

1. Production of a 5 year strategic Business Plan
2. Updated Policies and Procedures Manual (last updated 2002)
3. Report produced on the progress of the sheep genetics AI programme, with detailed analysis of the 2015 lamb drop
4. Business case determined for the setup of a sheepskin tannery
5. Visit by the General Manager and Farm Managers to Australia
6. Source, purchase sheep semen and implement AI programme

##### **4.2 Key achievements during 2016/2017**

1. Production of a 5 year strategic plan – draft to FLH Board May 2017
2. Updated Policies and Procedures – draft to FLH Board May 2017
3. Horticulture scoping work undertaken – FLH Board March 2017
4. Tannery scoping work undertaken – FLH Board March 2017
5. Report on progress of sheep genetics – FLH Board March 2017
6. Visit to Australia by the General Manager and Farm Managers - Sep/Oct 2016
7. Semen sourced and AI programme conducted Apr/May 2017
8. Reduction of Micron from 25.1 to 24.8
9. Successful Italian ryegrass crops and permanent pastures established
10. 925 tourists visiting Berthas Beach and Kelp Point

## **5.0 VISION, MISSION, OBJECTIVES AND PRIORITIES**

### **5.1 Vision**

To be an innovative, profitable and sustainable business that is a highly valued contributor to farming and rural businesses in the Falkland Islands.

### **5.2 Mission**

FLH is a diversified agricultural business that prides itself on the efficient production of high quality products, particularly wool and meat. The Corporation will continually strive to improve its economic performance and environmental management in conjunction with private and public stakeholders. FLH recognises its broader responsibilities to support other farm businesses in Camp and in partnership with FIG contribute to rural development.

### **5.3 Goals**

The overarching Goals for the Corporation for the five –year Business Plan are;

1. Further the growth of the Corporation as a progressive, well regarded, economically viable business
2. Increase on farm productivity and maximise profitability from business activity in accord with the aspirations of an ethically operated agricultural entity.
3. A more productive maternal focussed ewe that can produce wool, meat and surviving offspring, within the constraints of limited nutrition
4. Retain a highly motivated and well trained staff
5. As appropriate, increase the value of the Corporation's assets through investment and regular maintenance.
6. In partnership with the other stakeholders establish the Corporation as a conduit for learning, development and innovation in agriculture.
7. Link the objectives and operations of the Corporation as closely as practical/appropriate with the broader objectives of the Falkland Islands Government as outlined in the Islands Plan and other relevant strategy documents.

## 5.4 Priorities for 2017/18 – 2021/22

Priority	Projects
<p><b>Priority 1</b> Wean more lambs</p>	<ol style="list-style-type: none"> <li>1. Review, develop and implement strategies that:               <ol style="list-style-type: none"> <li>a. Prepares the ewe/ram condition for joining, lambing and optimise lambing performance</li> <li>b. Determines the reasons for lamb loss between lambing and marking</li> <li>c. Determines the reasons for lamb loss between marking and weaning</li> <li>d. Determines ewe losses</li> <li>e. Considers optimum age and techniques to lamb mark</li> <li>f. Considers optimum age to wean lambs</li> <li>g. Considers cull policy</li> </ol> </li> <li>2. Monitor sheep condition at critical times of the year and take appropriate action:               <ol style="list-style-type: none"> <li>a. Pre Joining – ewes and rams</li> <li>b. Lamb marking – ewes and lambs</li> <li>c. Shearing/weaning – ewes and lambs</li> </ol> </li> <li>3. Explore potential training opportunities</li> </ol>
<p><b>Priority 2</b> Increased young sheep survival and growth rates post weaning</p>	<ol style="list-style-type: none"> <li>1. Review, develop and implement strategies that:               <ol style="list-style-type: none"> <li>a. Determines the reasons for loss between weaning and hogget shearing</li> <li>b. Allows young sheep to meet growth targets and achieve acceptable first joining pregnancy weights</li> </ol> </li> <li>2. Monitor sheep condition at critical times of the year and take appropriate action:               <ol style="list-style-type: none"> <li>a. 4-6 weeks post weaning</li> <li>b. Hogget shearing</li> <li>c. Approximately 18 months of age – ewes only</li> <li>d. Shearling shearing</li> </ol> </li> </ol>
<p><b>Priority 3</b> Gain from sheep genetics</p>	<ol style="list-style-type: none"> <li>1. Pursue genetic objective of:               <ol style="list-style-type: none"> <li>a. Reduction of fibre diameter</li> <li>b. Maintain clean fleece weight</li> <li>c. Increase YFAT</li> <li>d. Increase YEMD</li> <li>e. Increase staple strength</li> <li>f. Maintain or reduce staple length</li> <li>g. Increase resistance to worms</li> </ol> </li> <li>2. Actively participate in any wether trials or other trials that benchmark genetic performance</li> </ol>
<p><b>Priority 4</b> Market focused wool production</p>	<ol style="list-style-type: none"> <li>1. Upgrade wool preparation, classing and descriptions to match International standards and to ensure that wool is presented to the world market in a globally recognised description</li> <li>2. Investigate and potentially expand FI wool testing through additional measurement to ensure that the global textile</li> </ol>

	<p>industry can fully understand FI wool qualities and its availability</p> <ol style="list-style-type: none"> <li>3. Know the features of FLH wool influencing demand and price, premiums and discounts e.g. fibre diameter, staple strength, vegetable matter, position of break middle</li> <li>4. Utilise a range of information sources to monitor the wool market</li> <li>5. Investigate the potential benefits and practical implementation on profitability from: <ol style="list-style-type: none"> <li>a. 2 x shearing maiden ewes</li> <li>b. 2 x shearing hoggets</li> <li>c. FIMCO yearling lamb shearing</li> <li>d. Crutching</li> </ol> </li> <li>6. FLH providing opportunities for learner/novice shearers and wool handlers to learn their trade</li> <li>7. Align branding for raw wool and value-add opportunities for FLH and FI wool to support tourism</li> </ol>
<p><b>Priority 5</b> Market focussed yearling lamb and sheep meat production</p>	<ol style="list-style-type: none"> <li>1. Deliver quality yearling lamb and sheep meat to target market specifications to achieve best financial returns</li> <li>2. Evaluate: <ol style="list-style-type: none"> <li>a. Average growth rate of yearling lamb to market</li> <li>b. Pre slaughter growth rates (post shearing)</li> <li>c. Cost of production</li> </ol> </li> <li>3. Deliver quality beef to target market specifications to achieve best financial returns</li> <li>4. Consider and determine the economics of including a finishing phase using fodder crops, improved pasture, supplementary or lot feeding.</li> <li>5. Contribute and discuss with FIMCo and others, the needs of the meat market</li> </ol>
<p><b>Priority 6</b> Increase quantity and quality of supplementation through cropping, pastures, grazing management and imported feeds</p>	<ol style="list-style-type: none"> <li>1. Weigh up the benefits, costs and risks of sowing new pastures and crops and prepare a developmental budget before spending large amounts of capital.</li> <li>2. Weigh up the benefits, costs and risks of supplementary feeding and prepare a developmental budget before spending large amounts of capital.</li> <li>3. Invest in improved pasture management skills to help ensure that the extra investment in pasture establishment is profitable</li> <li>4. FLH to be a conduit to learning and trialling new techniques and species</li> <li>5. A grazing management approach that increases stocking rate, improves livestock condition, increase species biodiversity and</li> </ol>



	keeps desirable species productive and dominant
<b>Priority 7</b> Develop and Protect farms assets/resources (including natural)	<ol style="list-style-type: none"> <li>1. Invest in alternative forms of energy to guarantee a sufficient and reliable power supply and reduce annual costs</li> <li>2. Invest in the maintenance of all buildings, machinery and fencing to increase the life span of the asset and as a well-managed attractive settlement can be a source of pride for its owners and an inspiration for visitors</li> <li>3. Investigate the potential use of labour saving equipment</li> <li>4. Review, develop and implement strategies that control invasive species e.g. calafate and thistles</li> <li>5. Ensure the settlements water supply and sewage requirements are met</li> </ol>
<b>Priority 8</b> Animal Health	<ol style="list-style-type: none"> <li>1. Review, develop and implement a strategy to reduce the effect of internal parasites on livestock</li> <li>2. Review, develop and implement a strategy to reduce the incidence of cheesy gland (boils)</li> </ol>
<b>Priority 9</b> Diversification	<ol style="list-style-type: none"> <li>1. Review, develop and implement a strategy to produce fruits and vegetables for the local market</li> <li>2. Explore tourism opportunities</li> </ol>
<b>Priority 10</b> Benchmarking	<ol style="list-style-type: none"> <li>1. Benchmark performance of FLH between years and promote to encourage other farms to share data</li> </ol>
<b>Priority 11</b> People	<ol style="list-style-type: none"> <li>1. Develop a remuneration package policy for FLH staff that supports recruitment and retention</li> <li>2. Develop workforce through training</li> <li>3. Provide opportunities for Agricultural Trainees and promote career opportunities through schools</li> </ol>
<b>Priority 12</b> Continue to work on improving the operational management of the Corporation	<ol style="list-style-type: none"> <li>1. The organisation and administration of FLH's approval bodies continues as per the Ordinance;</li> <li>2. Policy and Procedures Manual, approved by FIDC Board by 30 June 2017, are followed and maintained;</li> <li>3. The Staff Handbook is regularly reviewed in order to improve the working environment;</li> <li>4. An increase in promotion of the Corporation, it's strategic objectives and lessons learnt is carried out;</li> <li>5. Progress Digital Marketing to enhance buyer confidence in FLH products and reinforce the sales message made through other</li> </ol>

	<p>channels.</p> <ol style="list-style-type: none"><li>6. The finance function continues to develop processes and procedures that streamline operations, empower staff and meet the needs of key stakeholders;</li><li>7. Building on existing partnerships and establishing new ones with agencies in the Falkland Islands and agencies elsewhere in the world to identify best practices and share knowledge and experience.</li><li>8. Ensure all leases for land and buildings are up to date</li></ol>
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## 6.0 PERFORMANCE INDICATORS

### 6.1 Priority 1 – Wean more lambs

Projects	Task or Action	Outputs or Outcomes	Timescales & Milestones
<p>1. Review, develop and implement strategies that:</p> <p>a. Prepares the ewe/ram condition for joining, lambing and optimise lambing performance</p> <p>b. Determines the reasons for lamb loss between lambing and marking</p> <p>c. Determines the reasons for lamb loss between marking and weaning</p> <p>d. Determines ewe losses</p> <p>e. Considers optimum age and techniques to lamb mark</p> <p>f. Considers optimum age to wean lambs</p> <p>g. Considers cull policy</p>	<p>Improved nutrition through grazing management, supplementary feeding and cropping</p> <p>Improved animal health through internal parasite control</p> <p>Camp selection</p> <p>Climate</p> <p>Natural hazards e.g. ditches &amp; reefs</p> <p>Disturbance</p> <p>Predation</p>	<p>Strategy produced</p> <p><i>Increased:</i></p> <p>Lambs marked / Ha</p> <p>Lambs weaned / Ha</p> <p><i>Reduced:</i></p> <p>Overall death rate %</p>	<p>June 2018</p>
<p>2. Monitor sheep condition at critical times of the year and take appropriate action</p> <p>a. Pre Joining – ewes and rams</p> <p>b. Lamb marking – ewes and lambs</p> <p>c. Shearing/weaning – ewes and lambs</p>	<p>Mature ewe BCS 3 and 45 kg at joining</p> <p>Maiden ewes 75-80% of mature weight at joining</p> <p>Rams BCS 3.5 at joining</p> <p>Lambs 20kg at weaning</p>	<p>% &gt; BCS 3 % &gt; 45 kg</p> <p>% &gt; BCS 3 % &gt; 34 kg</p> <p>% &gt; 20 kg</p>	
<p>3. Explore potential training opportunities</p>	<p>Lifetime ewe management course or alternative</p>	<p>Plan submitted to FLH Board</p>	<p>June 2018</p>

## 6.2 Priority 2 – Increased young sheep survival and growth rates post weaning

Projects	Task or Action	Output or Outcome	Timescales & Milestones
<p>1. Review, develop and implement strategies that:</p> <p>a. Determines the reasons for loss between weaning and hoggets shearing</p> <p>b. Allows young sheep to meet growth targets and achieve acceptable first joining pregnancy weights</p>	<p>Improved nutrition through grazing management, supplementary feeding and cropping</p> <p>Improved animal health through internal parasite control</p> <p>Camp selection</p> <p>Climate</p> <p>Natural hazards e.g. ditches &amp; reefs</p> <p>Disturbance</p> <p>Predation</p>	<p>Strategy produced</p> <p><i>Reduced:</i></p> <p>Death rate % between lamb marking and weaning</p> <p>Death rate % between weaning and hogget shearing</p> <p><i>Increased:</i></p> <p>Hogget's shorn per Ha</p>	<p>June 2018</p>
<p>2. Monitor sheep condition at critical times of the year and take appropriate action:</p> <p>a. 4-6 weeks post weaning</p> <p>b. Hogget shearing</p> <p>c. 18 months of age</p> <p>d. Shearling shearing</p>	<p>22.5 kg 4-6 weeks post weaning (50% mature bodyweight)</p> <p>34 kg (75% mature bodyweight) at 18 months of age</p>	<p>% &gt;22.5 kg</p> <p>% &gt;34 kg</p>	



#### 6.4 Priority 4 – Market focussed wool production

Priority	Task or Action	Output or Outcome	Timescales & Milestones
1. Upgrade wool preparation, classing and descriptions to match International standards and to ensure that wool is presented to the world market in a globally recognised description	<p>Provide training to wool handlers</p> <p>Participate in a refined and reinvigorated QFW scheme and local training programmes</p> <p>Incorporate the use of standard AWEX bale (adapting to suit FI) descriptions</p> <p>When possible use a qualified classer</p>	<p>QFW stencil for 4 sheds</p> <p>Higher quality clip preparation that is more recognisable to buyers</p> <p>Increased buyer confidence</p>	2017/18 shearing season
2. Investigate and potentially expand FI wool testing through additional measurement to ensure that the global textile industry can fully understand FI wool qualities and its availability	<p>Management tool to monitor staple strength and length</p> <p>To remove potential discounts applied due to buyer uncertainty</p>	Length and strength samples taken	
3. Know the features of FLH wool influencing demand and price e.g. fibre diameter, staple strength, vegetable matter, position of break middle	Develop relationships with buyers and seek feedback on the product sold		
4. Utilise a range of information sources to monitor the wool market		More informed decisions when selling wool	
5. Investigate the potential benefits and practical implementation of: <ul style="list-style-type: none"> <li>a. 2 x shearing maiden ewes</li> <li>b. 2 x shearing hoggets</li> <li>c. Yearling lamb shearing</li> <li>d. Crutching</li> </ul>	Implement trials in 2017/18	Cost/benefit analysis	June 2018
6. FLH providing opportunities for learner/novice shearers and wool handlers to learn their trade	Co-ordinate with shearing contractor, WoolCo and DoA		
7. Align branding for raw wool and value-add opportunities for FLH and FI wool to support tourism	<p>Investigate the market potential for a sheep skin tannery</p> <p>Offer industry information to tour</p>	Business case put forward	2017/18

	guide operators		
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## 6.5 P5 – Market focussed meat production

Priority	Task or Action	Output or Outcome	Timescales & Milestones
1. Deliver quality yearling lamb and sheep meat to target market specifications to achieve best financial returns	Know what we aim to produce  Monitor and measure using BCS, live weight and previous dressing %	Kg meat per ha  £ per ha  £ per Kg	
2. Evaluate: a. Average growth rate of yearling lamb to market b. Pre slaughter growth rates (post shearing) c. Cost of production	Monitor and measure using BCS and live weight	Liveweight gain g/day	
3. Deliver quality beef to target market specifications to achieve best financial returns	Potential expansion of local market		
4. Consider and determine the economics of including a finishing phase using fodder crops, improved pasture, supplementary or lot feeding.	Assess yield and quality of forage grown. Monitor BCS and live weight	Cost / Benefit Analysis	June 2018
5. Contribute and discuss with FIMCo and others, the needs of the meat market			

**6.6 P6 - Increase quantity and quality of supplementation through cropping, pastures, grazing management and imported feeds**

<b>Priority</b>	<b>Task or Action</b>	<b>Output or Outcome</b>	<b>Timescales &amp; Milestones</b>
1. Weigh up the benefits, costs and risks of sowing new pastures and crops and prepare a developmental budget before spending large amounts of capital.	Detailed plans produced with DoA	Plan Produced	Aug 2017
2. Weigh up the benefits, costs and risks of supplementary feeding and prepare a developmental budget before spending large amounts of capital.	Detailed plans produced with DoA	Plan Produced	Aug 2017
3. Invest in improved pasture management skills to help ensure that the extra investment in pasture establishment is profitable	Invest in appropriate machinery  Training	Visit to New Zealand	2018-19
4. FLH to be a conduit to learning and trialling new techniques and species			
5. Determine and monitor a grazing management approach that increases stocking rate, improves livestock condition, increase species biodiversity and keeps desirable species productive and dominant	Record basic grazing information  Monitor pasture and revisit plans	Farm Grazing Records	June 2018



## 6.7 P7 – Develop and Protect farms assets/resources (including natural)

Priority	Task or Action	Output or Outcome	Timescales & Milestones
1. Invest in alternative forms of energy to guarantee a sufficient and reliable power supply and reduce annual costs	Monitor and evaluate solar thermal energy trial at North Arm  Potential expansion of solar  Additional turbine at North Arm  Annual servicing agreements		
2. Invest in the maintenance of all buildings, machinery and fencing to increase the life span of the asset and as a well-managed attractive settlement can be a source of pride for its owners and an inspiration for visitors			
3. Investigate the potential use of labour saving equipment			
4. Review, develop and implement strategies that control invasive species e.g. calafate and thistles	Calafate – Island Harbour Thistles – Mare Harbour		
5. Ensure the settlements water supply and sewage requirements are met			

## 6.8 P8 – Animal Health

Priority	Task or Action	Output or Outcome	Timescales & Milestones
1. Review, develop and implement a strategy to reduce the effect of internal parasites on livestock		Strategy produced	June 2018
2. Review, develop and implement a strategy to reduce the incidence of cheesy gland (boils)		Strategy produced	June 2018

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### 6.9 P9 - Diversification

Priority	Task or Action	Output or Outcome	Timescales & Milestones
1. Review, develop and implement a strategy to produce fruits and vegetables for the local market		Strategy produced	Aug 2017
2. Explore tourism opportunities – both direct and indirect benefits			

### 6.10 P10 – Benchmarking

Priority	Task or Action	Output or Outcome	Timescales & Milestones
1. Benchmark performance of FLH between years and promote to encourage other farms to share data			

### 6.11 P11 - People

Priority	Task or Action	Output or Outcome	Timescales & Milestones
1. Develop a remuneration package policy for FLH staff that supports recruitment and retention;	Local advertising and recruitment  Internal advertising and recruitment  Seek feedback from employees		
2. Develop workforce through training			
3. Provide opportunities for Agricultural Trainees and promote career opportunities through schools	Develop relation with FICS and Training Centre  Develop a planned trainee programme  Actively participate in the school curriculum when possible  Attends events e.g. Careers Fair		

**6.12 P12 - Continue to work on improving the operational management of the Corporation**

<b>Priority</b>	<b>Task or Action</b>	<b>Output or Outcome</b>	<b>Timescales &amp; Milestones</b>
1. The organisation and administration of FLH's approval bodies continues as per the Ordinance.	Organise Board meetings		
2. Policy and Procedures Manual, updated and approved by FLH Board, are followed and maintained.	Review on an annual basis		June 2018
3. The Staff Handbook is regularly reviewed in order to improve the working environment.	Review on an annual basis		June 2018
4. An increase in promotion of the Corporation, its strategic objectives and lessons learnt is carried out;	Produce and publish a public version of the FLH Business plan  Production of a Biennial Report		Jan 2018  Jun 2019
5. Progress Digital Marketing to enhance buyer confidence in FLH products and reinforce the sales message made through other channels.	Establish and maintain a website  Utilise social media to promote FLH both internationally and locally.	Digital Marketing Strategy  Website live	Jun 2019  Dec 2017
6. The finance function continues to develop processes and procedures that streamline operations, empower staff and meet the needs of key stakeholders;	Collate and reconcile FLH income and expenditure to formulate the monthly accounts  Calculate staff remuneration on a monthly basis		
7. Building on existing partnerships and establishing new ones with agencies in the Falkland Islands and agencies elsewhere in the world to identify best practices and share knowledge and experience.	DoA, FIMCo, WoolCo, FIDC, RBA, wool buyers etc		
8. Ensure all leases for land and buildings are up to date			

### 6.13 Key Performance Indicators/Benchmarks (Annual)

KPI's and Benchmarks enable us to compare the efficiency of the Corporation annually and also to compare against industry standards, Is there scope for improvement, or is the enterprise already performing well.

No	Key Performance Indicator	Baseline (2016/17)	Target for (2017/18)	Priority
1	Wean more lambs strategy produced		June 2018	High
2	Wean more lambs training opportunities plan		Oct 2018	High
3	Increased young sheep survival and growth rate post weaning strategy produced		June 2018	High
4	Complete AI programme	May 2017	May 2018	High
5	Policy and Procedures Manual updated		Jun 2018	High
6	Staff Handbook updated		Jun 2018	High
7	Public version of Business Plan produced		Jan 2018	High
8	Biennial report produced		Jun 2019	High
9	Cost benefit analysis of shearing/crutching trials		June 2018	Med
10	Business case for tannery produced		Dec 2017	Med
11	Cost benefit analysis of finishing livestock on crops/pasture		Jun 2018	Med
12	Develop a training proposal for FLH staff to visit NZ with an agronomic focus in 2018/19		Jun 2018	Med
13	Establish farm grazing records		Jun 2018	Med
14	Effects of internal parasites strategy produced		Jun 2019	Med
15	Strategy to reduce CLA produced		Jun 2019	Med
16	Website live		Dec 2017	Med
17	Digital Marketing Strategy		Jun 2019	Med

#### 6.14 Key Performance Indicators/Benchmarks (Average over 5 years)

No	Key Performance Indicator	Baseline (av. last 5 years)	Target for (av. next 5 years)	Priority
1	Increase stocking rate DSE per ha	0.62	0.67	High
2	Increase lamb marking %	68.2	71.0	High
3	Increase lambs marked per Ha	0.16	0.17	High
4	Increase lambs weaned per Ha	n/a	Baseline data	High
5	% of ewes > 45 kg at joining	n/a	Baseline data	Medium
6	% of ewes > BCS 3 at joining	n/a	Baseline data	Medium
7	% of maiden ewes > 34 kg at 18 months	n/a	Baseline data	Medium
8	% lambs > 20 kg at weaning	n/a	Baseline data	Medium
9	Decrease overall death rate %	11.5	10.0	High
10	Reduce death rate % between lamb marking and weaning	n/a	Baseline data	High
11	Reduce death rate % between weaning and hogget shearing	n/a	Baseline data	High
12	Increase hoggets shorn per Ha	0.11	0.12	High
13	% lambs >22.5 kg 4-6 weeks post weaning	n/a	Baseline data	Medium
14	Reduce fibre diameter	25.6	24.0	High
15	Increase greasy fleece weight (kg/ha)	1.56	1.71	High
16	Increase greasy fleece weight (kg / sheep)	3.37	3.65	High
17	£ per kg of clean wool	4.63	5.50	High
18	Gross Margin per Ha	5.06	5.50	High

## 7.0 RISK ANALYSIS

This section focuses on the key risks to FLH and how the Corporation will mitigate and respond to them.

Risk	Likelihood (A)	Impact (B)	Current Risk (A x B)	Risk Level	Mitigation
Staff turnover during the year is excessive leading to disruption and inefficiency	2	4	8	Low	Review salary, benefits in kind, home, settlement cohesion. Provide opportunities to staff for development and training
Unable to recruit staff	3	4	12	Medium	Review recruitment methods. Review salary, benefits in kind, home, settlement cohesion.
Wool price decreasing significantly	2	5	10	Low	Wool price been increasing gradually for over 5 years. Market forecast good.
Major exchange rate movements	4	3	12	Medium	Monitor movements and plan early.
Access to global markets – issue with imports to China in particular for political reasons. 80% of global wool clip processed in China. Limits pool of buyers and competition particularly with finer wools	5	2	10	Low	Develop new relationships and build on current relationships with those companies outside of China
Brexit – Unlikely to affect wool but tariffs could affect meat industry	5	3	15	Medium	Keep UK Government informed of issue. Investigate and develop non-EU markets, especially the UK
Loss of containerisation service resulting in loss of markets and potentially higher freight costs.	1	4	4	Low	Support SAAS and lobby for its benefit.
Invasive plants e.g. calafate	5	1	5	Low	Implement control programme
Disease e.g. foot and mouth	1	5	5	Low	Island and national biosecurity measures
Fire - Potentially increased risk with climate change.	2	4	8	Low	Monitoring ‘farm burns’ and addressing natural burns asap
Climate change – particularly suggestion of a ‘drying climate’	3	3	9	Low	Implement low tillage pasture works and improved grazing management

## 8.0 Projected Financing

FLH has made a profit for the past eight years, last requesting an FIG subvention in 2008/09. Whilst the key driver of this change has been an increase in the wool market price, the whole flock fibre diameter has reduced by 1.5 micron and wool production increased.

	Proposed Budget 2017/18 £	Proposed Budget 2018/19 £	Proposed Budget 2019/20 £	Proposed Budget 2020/21 £	Proposed Budget 2021/2 £
<b>Revenue</b>					
Wool	1,780,000	1,926,250	2,072,500	2,218,750	2,365,000
Meat	400,000	412,500	425,000	437,500	450,000
Other	100,000	112,500	125,000	137,500	150,000
<b>Total Revenue</b>	<b>2,280,000</b>	<b>2,451,250</b>	<b>2,622,500</b>	<b>2,793,750</b>	<b>2,965,000</b>
<b>Expenditure</b>					
Staff Costs	655,000	668,100	681,462	695,091	708,993
Cost of Sales	1,130,000	1,152,600	1,175,652	1,199,165	1,223,148
Administrative Expenses	55,000	55,550	56,661	57,794	58,950
<b>Total Expenditure</b>	<b>1,840,000</b>	<b>1,876,250</b>	<b>1,913,775</b>	<b>1,952,050</b>	<b>1,991,091</b>
<b>Net General Farm Trading</b>	<b>440,000</b>	<b>575,000</b>	<b>708,725</b>	<b>841,700</b>	<b>973,909</b>

### Assumptions

- As per key performance targets for wool income
- Staff costs 2% per year
- Cost of Sales 3% per year
- Admin costs 1% per year

Farm Stats 5 Year Review (2011-12 to 2015-16)

Farm	Ha	Sheep	Total	Ewes	Lambs	Lamb	Repro	Lambs	Sheep	Hoggets	Hoggets	Sheep	GFW	GFW	Gross			Gross		FIMCO			
		DSE/Ha	DSE/Ha	Mated	Marked	Mark %	Eff %	Mark/Ha	DR %	Shorn	Shorn/Ha	Shorn	Kg's	Weight	Kg's	/ Ha	Micron	Yield	Wool Sales	CFW Kg's	£/kg Clean	Wool £/Ha	Sheep
Goose Green	152,320	0.64	0.65	33,709	22,873	67.7	52.3	0.15	9.8	18,404	0.12	75,982	267,409	3.52	1.75	24.9	68.7	£884,110	183,615	4.82	5.79	10,427	0.07
North Arm	115,338	0.55	0.59	24,163	16,778	69.4	55.1	0.15	10.1	12,427	0.11	49,612	182,869	3.69	1.59	26.0	69.0	£564,656	126,196	4.48	4.90	9,778	0.08
Fitzroy	27,265	0.68	0.68	8,197	5,432	66.3	45.4	0.20	14.7	2,510	0.09	12,422	36,348	2.92	1.33	28.6	66.9	£95,963	24,349	4.03	3.52	3,820	0.14
	294,923	0.62	0.64	66,068	45,082	68.2	50.9	0.16	11.5	33,341	0.11	138,016	486,625	3.37	1.56	25.6		£1,544,728	334,161	4.63		24,025	0.10
A	>20,000	0.54	0.56	14,771	9,340	63.2	49.5	0.11	9.4	7,246	0.08	35,675	134,474	3.77	1.52							3,281	0.04
B	>20,000	0.37	0.37	3,515	1,882	53.4	37.9	0.05	9.8	1,529	0.04	10,462	41,512	3.97	1.10							469	0.01
C	>20,000	0.68	0.68	4,557	2,792	61.3	43.9	0.11	11.1	2,613	0.11	13,605	53,841	3.96	2.18							491	0.02
D	>20,000	0.40	0.41	2,029	1,133	56.1	47.7	0.07	14.2	855	0.05	5,484	18,494	3.36	1.09							-	0.00
E	>20,000	0.49	0.51	3,485	1,832	52.6	41.6	0.08	8.1	1,629	0.07	8,716	30,720	3.52	1.34							668	0.03
F	>20,000	0.52	0.54	3,350	2,269	67.7	51.9	0.10	9.0	1,816	0.08	9,182	37,214	4.06	1.70							1,128	0.05
G	>20,000	0.38	0.39	2,149	1,548	72.5	55.0	0.07	6.7	1,347	0.06	6,475	29,101	4.50	1.34							759	0.04
H	>20,000	0.49	0.49	1,360	1,262	93.1	29.4	0.06	5.1	1,248	0.06	9,521	42,977	4.51	2.04							383	0.02
I	>20,000	0.53	0.60	4,718	2,805	59.4	47.0	0.13	10.4	2,362	0.11	8,326	29,309	3.52	1.39							1,603	0.08
	-	0.49	0.51	39,934	24,863	62.3	44.9	0.09	9.3	20,644	0.07	107,446	417,642	3.91	1.52							8,782	0.03
J	<20,000	0.43	0.44	2,928	1,674	57.6	n/a	0.08	n/a	1,247	0.06	6,651	24,461	3.67	1.19							645	0.03
K	<20,000	0.30	0.35	1,530	917	59.8	45.1	0.05	14.6	783	0.05	4,065	16,213	3.99	0.94							401	0.02
L	<20,000	0.24	0.28	964	492	51.3	39.6	0.03	9.7	432	0.03	2,878	9,628	3.34	0.65							72	0.00
M	<20,000	0.46	0.46	1,806	1,344	74.4	55.4	0.08	9.7	1,138	0.07	5,740	22,201	3.87	1.39							263	0.02
N	<20,000	0.40	0.42	1,501	1,019	68.0	n/a	0.07	n/a	776	0.05	5,295	20,218	3.81	1.33							545	0.04
O	<20,000	0.43	0.43	1,473	998	67.7	46.9	0.08	5.5	831	0.06	4,447	15,104	3.40	1.17							305	0.02
P	<20,000	0.41	0.48	1,570	871	56.2	41.6	0.07	13.4	786	0.06	4,065	17,447	4.27	1.39							198	0.02
Q	<20,000	0.90	0.95	2,910	1,612	55.3	45.7	0.15	8.2	1,405	0.13	6,980	27,684	3.97	2.64							738	0.07
R	<20,000	0.77	0.88	2,546	1,770	69.3	50.7	0.18	7.6	1,688	0.17	6,579	22,256	3.38	2.22							769	0.08
S	<20,000	0.74	0.86	1,747	1,298	74.3	54.9	0.14	8.0	1,115	0.12	5,648	26,148	4.63	2.74							186	0.02
T	<20,000	0.75	0.80	3,196	2,662	83.1	72.5	0.29	9.1	1,498	0.16	5,005	18,763	3.73	2.06							1,892	0.20
U	<20,000	0.70	0.81	1,050	818	77.8	36.5	0.09	7.8	837	0.10	5,608	23,238	4.16	2.67							314	0.04
V	<20,000	0.49	0.53	1,792	1,264	70.4	53.5	0.15	9.7	767	0.09	3,137	11,175	3.57	1.33							923	0.11
W	<20,000	0.48	0.58	1,140	805	70.6	52.8	0.10	7.8	738	0.09	3,060	11,399	3.74	1.41							285	0.04
X	<20,000	0.57	0.59	1,290	719	55.6	44.9	0.10	7.0	600	0.09	3,200	10,135	3.17	1.45							164	0.02
Y	<20,000	0.93	1.11	2,279	1,420	62.3	44.2	0.20	6.6	1,400	0.20	5,247	19,015	3.63	2.73							882	0.13
Z	<20,000	0.56	0.74	2,340	1,189	51.2	40.2	0.19	4.1	1,037	0.17	5,532	21,245	3.85	3.41							644	0.10
AA	<20,000	0.44	0.51	1,282	689	53.9	42.9	0.11	9.1	533	0.09	2,059	6,588	3.21	1.06							472	0.08
BB	<20,000	1.22	1.33	2,234	1,360	61.7	45.3	0.24	7.9	1,300	0.23	4,938	15,661	3.18	2.81							143	0.03
CC	<20,000	1.34	1.46	1,326	918	69.5	50.5	0.28	5.5	827	0.25	3,460	11,891	3.45	3.59							387	0.12
	-	0.63	0.70	36,906	23,840	64.6	48.0	0.13	8.4	19,737	0.11	93,595	350,469	3.70	1.91							10,227	0.06
All Farms	1,120,238	0.52	0.55	187,554	121,541	64.7	49.0	0.11	9.6	95,148	0.08	453,390	1,703,474	3.76	1.52							51,464	0.05