

# BUSINESS MANAGER

## JOB DESCRIPTION



### About Us

Pāmu is the brand name for Landcorp Farming Limited. We are a State Owned Enterprise and the largest pastoral farmer in Aotearoa New Zealand managing nearly 360,000ha over 110 farms.

Pāmu manages over 15 stations, 40 livestock farms, 42 dairy units, an orchard, several dairy support blocks, and calf-rearing facilities across the motu. We provide jobs for 630 permanent staff and over any 12-month period, we care for a total of 1.3 million sheep, deer, and cattle.

### Our Values

Our values are core to who we are at Pāmu and the way we all work together.



#### We are Bold

We are bold in our vision, not afraid of the new; always growing and improving for a sustainable future in farming.



#### We are Genuine

We are genuine, always keeping it real, considering our neighbours and our impact; we are easy to engage with, and we always deliver what we commit to.



#### We are Grounded

We are proud guardians of our land and our animals, and we are grounded in our connections with these; our proactive protection of the environment ensures a prosperous future for now and for generations to come.



#### We work Shoulder-to-shoulder

We work together, shoulder-to-shoulder, united as a team to ensure each other's safety and well-being; we bring out the best in each other and the communities we work in.

### Purpose of the Role

Reporting to the General Manager, the Business Manager oversees a network of farms within one of four regions in New Zealand, achieving a greater cohesion between Dairy and Livestock farms. This will ensure that Pāmu's farming network is more joined up, with the ability to drive performance data across systems, enabling farms to be more profitable, efficient, safe, and environmentally friendly, and position Pāmu to take a lead in emission reductions.

With responsibility for effectively executing and delivering on the Pāmu strategy, the Business Manager will manage profitable growth, ensuring the evolution of farm systems to achieve positive environmental outcomes, using technology and data to drive performance, both in terms of financial performance, optimisation of resource, identifying areas for further investment, or rationalisation.

With a geographically diverse, performance driven culture and the increasing challenges associated with environmental practices, you will need to be a proactive leader, who is able to engage with regional and industry stakeholders to build Pāmu's reputation in the sector.

---

The role will place the value Māori have as Kaitiakitanga of the land we farm at the centre of how we operate as a company across our regions and national footprint.

---

## Scope and Scale

- The Business Manager reports to the General Manager
- Location: Located within region
- Direct Reports: 6-10
- Budget: TBC
- Internal Relationships:
  - GMs Farming
  - Senior/ Business/ Operations/ Farm Managers
  - Commercial and Optimisation team
  - Innovation and Extension team
  - Head of Animals
  - Corporate & Operations support functions
- External Relationships:
  - Key suppliers
  - Professional & industry bodies
  - Consultants and advisors
  - Focus Genetics
  - Regional, iwi and community organisations
  - Media representatives
  - Regional and District Councils

---

## Key Responsibilities

### Farm Operations & Reporting

- Develop operational strategies and business planning at regional and farm level.
- Together with Farm Managers, analyse and monitor physical and financial performance variances and develop effective action plans to address variances.
- Ensure livestock sales and transfers deliver optimal results for Pāmu's business.
- Drive achievement of required KPI's through the Farm Managers and promote benchmarking across the region and at farm level. Set performance standards and hold Farm Managers to account.
- Lead in-depth peer reviews of individual farm budgets and consolidated Profit & Loss statements for the region and/or benchmarking groups within the region.
- Collect accurate data for the purpose of benchmarking farms against their peers. Use benchmarking results to identify laggards and high performers.
- Drive the proactive use of FARMAX, ensuring all monthly pasture monitoring is completed and rigorously reviewed, to provide timely decisions, balancing feed requirements to supply.
- Drive environmental leading practice through the adoption, promotion, review and implementation of environmental management - using Farm Environment Plans and Overseer.

---

### **Asset Management**

- Contribute to planning and decision-making aspects of Asset Management Strategy and ensure Asset Management Plan outcomes are fed back into Farm Business Plans.
- Provide data for the dashboard or for identifying new objectives that should be integrated into the dashboard.
- Coordinate planning inputs from Farms to contribute to prioritisation of Capital Plan.
- Ensure that asset management objectives are integrated into the decision-making process.
- Utilise risk framework in investment decision-making and develop resilience planning.
- Support consistent approach to managing assets, work programs and maintenance strategies across all farms.
- Work with Farm Managers to develop a risk register and to understand the general risk trends and their impact on the decision-making and budgetary processes.
- Data collection for new assets and renewals.

### **Leadership**

- Build the leadership capability in the region through coaching, mentoring and giving regular feedback on performance against standards, and measures that define business success.
- Mentor team members, sharing knowledge and experience.
- Drive the effective use of Pāmu's financial and farm management systems, providing coaching and support to Farm Managers and ensuring FMS data collection requirements are fully met.

### **Stakeholder Engagement**

- Identify and develop effective strategies to engage key internal and external stakeholders, including iwi, in Pāmu's current operations and plans, and represent Pāmu's brand, reputation and interests in the community and region.
- Convene and facilitate appropriate forums and discussion groups to promote collaboration and sharing of best practice (sourced internally or externally) within the Regional Performance Group(s).
- Work with the Forestry & Horticulture team to ensure forestry and alternative land use plans are implemented and new opportunities explored.

### **Continuous Improvement and Change Management**

- Develop a culture of continuous improvement and high performance and act as a role model of organisational values, behaviours, operational and corporate best practices.
- Support the delivery of extension learning programmes for on-farm managers, promoting innovation and its implementation on farm.
- Stay current with innovations and developments in agriculture, act as subject matter expert on contemporary farm management systems and best practices, ensuring a standard approach is implemented.

- 
- Actively participate in business unit and/ or enterprise-wide programmes, change initiatives and projects as required.

#### **Risk, Compliance and Health & Safety**

- Create and implement operational risk management strategies (including crisis management, drought mitigation plans etc) on individual farms ensuring the alignment of these strategies across the region.
- Act as a safety ambassador to drive a culture of safety on all farms through being skilled in safety observations and have an ability to investigate accidents and/or serious near-miss events and define control strategies to mitigate risk.
- Ensure Pāmu standards and policies e.g. health and safety, product quality, animal welfare, financial and asset management are met throughout the region.
- Ensure compliance to legislative and council regulations is complied with and internal compliance and quality programmes are met to a high standard.

---

### **Knowledge and Experience**

#### **Essential**

- Tertiary qualification in a relevant discipline, or equivalent combination of qualifications and industry experience in plant/soil sciences or animal science and production
  - Substantial leadership and/or commercial experience, including significant roles in the primary or related sectors and line management roles with significant span of control, operational and revenue targets.
  - A track record of success in delivering sustainable business, capability, financial and reputational results.
  - Deep insight into performance, with the ability to coach and mentor others for high performance and behavioural change.
  - Well-developed business acumen and experience in commercial financial planning
  - Highly developed leadership skills with the ability to coach and provide actionable feedback to direct reports and peers.
  - Sound working knowledge of relevant legal and policy frameworks (e.g. product quality, occupational health and safety, animal welfare, environmental)
  - An in-depth knowledge of New Zealand livestock farming systems and the agricultural industry
  - Practical understanding of the use and application of farm-related software programs and high level of computer literacy.
  - Relationship management skills with the ability to build strong networks and relationships with key internal and external stakeholders including iwi.
  - Current, full NZ drivers' licence
  - Deep understanding of Farm Systems, Financial management, systems, and practices.
-

- 
- Proven background in Operations management, strategy, planning and performance improvement.

**Preferred**

- Operational knowledge of systems such as FMS, FARMAX, Planning Analytics, Overseer, and incident management systems.
  - Previous experience in on-farm management.
  - Demonstrated success in implementing change through continuous improvement.
  - Experience leading multiple, dispersed teams.
-