



RURAL BUSINESS
SUPPORT

2015 | 16

YEAR IN REVIEW
HIGHLIGHTS



Providing services and independent support to the primary industry sector to enable them to manage change, risk and business challenges

Achievements

Key highlights

Transition of new Chief Executive Officer, Brett Smith, strategy implementation and secured funding.



Rural Financial Counselling Service

- 1 Competitive tender process completed, funding successfully secured until June 2019. Secured additional funding for an additional rural financial counsellor in the South East of SA regarding drought conditions
- 2 Service has been expanded under the new deed arrangements to service the Northern Territory
- 3 Assisting 717 rural financial clients, an increase of 20% on FY 2015
- 4 Rural Financial Counselling staff successfully transitioned with 5 new staff members to replace retirements and new boundary adjustments
- 5 Regional stakeholder meetings conducted successfully with over 150 other business service providers to provide key messaging



Programs and Services

- 6 Developed the “Proactive” Farm Business Strategic Review Program for 30 dairy farming families, partnering with PIRSA and Dairy South Australia
- 7 Secured second industry partner through Pork Australia “Farm Business Strategic Review”
- 8 Partnered with Department of State Development and Department for Communities and Social Inclusion to provide bushfire recovery assistance to victims of the Sampson Flat Bushfire
- 9 Successful delivery of the NRM \$25K commissioned ‘Farm Board Accelerator Program’
- 10 New and innovative “Proactive” programs developed delivered to farmers in South Australia

Since its inception, Rural Business Support through its Rural Financial Counselling Service has assisted 7,007 clients over 299 postcodes throughout South Australia and Northern Territory with client hours reaching 102,280.

Our Strategic Focus

Over the next five years Rural Business Support (RBS) will focus on five key areas as part of its strategic direction towards 2020.

- Build the presence and programs delivered by Rural Business Support.
- Deliver the Rural Financial Counselling Services to June 2019.
- Build strong effective working relationships and partnerships with key stakeholders, peers and industry groups.
- Continue to implement best practice governance and management.
- Ensure our staff have the required capabilities to deliver excellence in service.

Our Measures of Success

Over the next years RBS will have:

- by July 2017, at least 30% of total revenue is generated by Programs and Services
- by July 2020, at least 50% of total revenue is generated by Programs and Services
- at least 90% of clients surveyed report a 'high' level of satisfaction with services provided through Rural Financial Counselling Service
- adequate funding to continue Rural Financial Counselling Services SA (RFCSSA) NT.



Our Values

TRUSTWORTHY. We build trust with our clients and stakeholders by being timely, reliable and honest in all that we say and do.

RESPECTFUL. We treat all of our clients with respect. We value the role that they play and their diversity. We strive to be supportive and helpful.

ETHICAL. We are transparent, honest and confidential in all our dealings.

PROFESSIONAL. We strive for business excellence and high performance. We take pride in our work and deliver our best.

Report from the Board Chair



This year Rural Business Support (RBS) is pleased to retain its presence as a leading not-for-profit provider of agribusiness services and independent support to the primary industry sector. RBS was built on the foundations of

the Rural Financial Counselling Service (RFCS) and the delivery of the RFCS Program in South Australia and the Northern Territory remains a core activity of RBS.

We were thrilled that RBS was successful in applying for 2016–2019 Rural Financial Counselling Service Program grant funding. We are proud of the service we offer and are committed to supporting a sustainable and resilient primary industries sector.

RBS is strengthening our partnership approach with the SA and NT Government agencies, primary industry associations and private consulting firms, through the development and delivery of programs and services enabling primary industry businesses to manage change, risk and challenges.

The Board has modified in the past year with most significant change in October 2015 when the RBS Board was reduced from eight members to seven members. In 2015 we welcomed new board member Caroline Rhodes. We also farewelled Michael Blake and Debra Ferguson, whose terms had expired, and I thank them for their service and contribution to RBS. I would also like to thank Tania Sargent who was appointed as the Independent member of the Audit Risk and Compliance Committee until August 2016. The RBS Board have a broad skill set that includes expertise and networks across the primary industry, agribusiness, and rural business sector, with all Board Members bringing a strong focus on corporate governance and business management.

During the past 12 months the Board has met six times with a key focus on working with Brett Smith (CEO) to continue driving the momentum RBS has in

this unpredictable, yet competitive primary industry sector market. We have established a clear direction for the RBS and RFCS team. It's implementation and progress is in accordance with the strategic plan RBS Strategy 2020 which outlines our priorities to:

1. Provide independent, confidential and free financial counselling services that assist clients in managing change and adjustment.
2. Deliver projects and programs that support the development of competitive, profitable and sustainable primary industry businesses.

In May 2015 Brett Smith joined RBS to transition into the role of Chief Executive Officer with the support of Kay Matthias who retired from RBS in June 2015. On behalf of the Board, I would like to acknowledge the significant contribution made by Kay Matthias as the Chief Executive over the last nine years. In July 2015 Brett stepped into the role of CEO. His exposure and extensive experience in the rural sector, combined with a commercial acumen has helped RBS identify further opportunities to diversify whilst remaining adaptable in its offering to further support the changing face of agribusiness.

On behalf of myself and the Board I would like to acknowledge the dedication, commitment and contribution by all RBS staff in supporting primary producers, fishermen and small agribusinesses in SA and NT. It has been a privilege to be involved with RBS. I would personally like to thank Brett and the Board Members for their commitment and enthusiasm over the past year. I am very much looking forward to working with you all in the year ahead ensuring that RBS continues to provide valued services in a changing environment.

Sharon Starick

Board Chair



From Left to Right: Caroline Rhodes, John Harvey, Malcolm Pridham, Brett Smith (CEO), Paul Mulraney, Peter Walker, Sharon Starick, Damian Fitzgerald.

Our Board



Sharon Starick *Chair*

A cereal and pig producer from SA, Sharon Starick has combined primary production interests with conservation and natural resource management. Sharon has worked as a land care officer with PIRSA, executive officer to three Soil Conservation Boards and the Soil Boards CARE Committee. Sharon has served on the Mallee Sustainable Farming Board, Pork Industry Development Board, Natural Resource Management Council and Community Advisory Committee for the Murray-Darling Basin Ministerial Council. She is a graduate of the Murray-Darling Basin Leadership Program and the AICD CDC.



Paul Mulraney *Deputy Chair and Public Officer*

Paul was born at Booleroo Centre, grew up in Maitland and recently retired to Victor Harbor after a distinguished career in both the Australian Army and Australian public health administration. Paul holds a Bachelor of Commerce, a Master of Science and postgraduate management qualifications. He is a Certified Practising Accountant and a non-executive director of the Defence Bank. Paul was awarded the Conspicuous Service Cross in 1993 for service to the Australian Army in the field of organisational development and implementation.



Damian Fitzgerald *Board Member*

Damian farmed for six years on the family farm at Cummins on Eyre Peninsula before studying law at Adelaide University. He maintains a close link with the farming community through his family and his own farming interests. Damian is an experienced legal practitioner and is a member of the Viterra/Glencore Grain Executive team and the General Counsel and Company Secretary for Viterra Pty Ltd and its various subsidiaries in Australia and New Zealand. He is a Fellow of both the Australian Institute of Company Directors and the Governance Institute of Australia. He is a member of the Association of Corporate Counsel Australia and the Law Society of South Australia.



Malcolm Pridham *Board Member*

Malcolm is a highly experienced banker with close to 40 years banking experience, including his current role as SA State Manager of NAB Agribusiness Division. He has lived and worked in many locations across the State and has strong skills in strategic planning and business development. Malcolm was brought up on the family farm on Yorke Peninsula and has a strong understanding of rural SA and continues to be involved in family farming operations in the South East. Malcolm has a Diploma in Rural Business Management, is a graduate of the Australian Institute of Company Directors, a member of the Agribusiness Association and SA Rural Media Association and is a SA Justice of the Peace.



Peter Walker *Treasurer*

Peter is a horticulturist based in the Riverland and has long-term experience as a Chairman and Director on a number of agricultural, seafood, government and public companies, including the Citrus Industry Development Board and the Horticultural Research and Development Corporation. In partnership with his wife, Carole, he produces citrus and until recently has managed investment farms. Peter is a Fellow of the Australian Institute of Company Directors and holds an Advanced Diploma in Rural Business Management and an Advanced Diploma in Horticulture.



John Harvey *Board Member*

John is Managing Director/Owner of Bathe Wines and has a broad knowledge of the Australian wine industry through his current position as Chair, Adelaide Hills Wine Region, Director of the Australian Wine Research Institute and previously as Executive Director, Grape and Wine Research Development Corporation (GWRDC). John demonstrates strategic leadership and has a strong understanding of rural communities and agribusiness, governance and community engagement. He holds a number of other Non-Executive Board positions within the private and NFP sectors. John is a graduate of the Australian Institute of Company Directors, has a Master of Business Administration, as well as a BSc (Hons) and PhD from the University of Adelaide.



Caroline Rhodes *Board Member*

Caroline has specialised in stakeholder management and regulatory affairs during her 15-year career in agribusiness. She has held senior positions in both the corporate and government sectors and spent six years working for State and Federal farmer representative bodies in Australia. Caroline holds a Bachelor of Agricultural Science (University of Adelaide), a Master of Agribusiness (University of Melbourne) and a Diploma from the Australian Institute of Company Directors. She is a graduate of the Australian Rural Leadership Program and currently serves on the board of umbrella charity, Foodbank South Australia.



Tania Sargent *Independent Member of the Audit Risk & Compliance Committee*

Tania Sargent is a Principal Advisor at Xacumen, a business advisory firm providing specialised mentor services for small and medium size business owners. Tania's role on the Committee was focused on providing additional certainty and accountability to stakeholders and funding partners in the acquittal of RBS program funds.

Report from the Chief Executive



For most South Australian primary producers the 2015/16 season started poorly with below average and delayed rainfall across most of the State. The surprise result that despite this poor start to the season better outcomes were achieved at harvest,

with record livestock prices buffering generally low amounts of rainfall received. It was a very tumultuous year with a consistent level of activity for RBS across South Australia and the Northern Territory. The dry spring and hot summer finished with a splash and for some and it seems to be raining ever since, a welcome change from previous seasons and a critical boost for many Murray River irrigators who at one point in May 2016 faced river water allocations of just 36%.

Revised Federal guidelines for the Rural Financial Counselling 2016–2019 Program were released in September 2015 and reflected many of the recommendations made by the National Rural Advisory Council (NRAC) review of the Program. The changes defined boundaries which included the official addition of the Northern Territory (NT) to be serviced by RBS, a welcomed move by the NT Government and Industry groups.

The changes to evaluation and monitoring of the program through the new Rural Financial Counselling Service (RFCS) information portal was also welcomed so that the benefits of the program could be more clearly communicated to all stakeholders.

In late 2015, RBS submitted a competitive submission to the Federal/State and Territory Governments 2016-2019 funding round creating much work, and a flurry of excitement, with the final decision positive for RBS with funding extended to the end of 2019. Additional Federal Government and State Government contingency funding was also provided for an additional RFC resource to meet increased client demand due to the continuation of dry conditions.

RBS's successful application for funding demonstrated the high standard of corporate governance within the organisation, which is led by an experienced and strategically focused board.

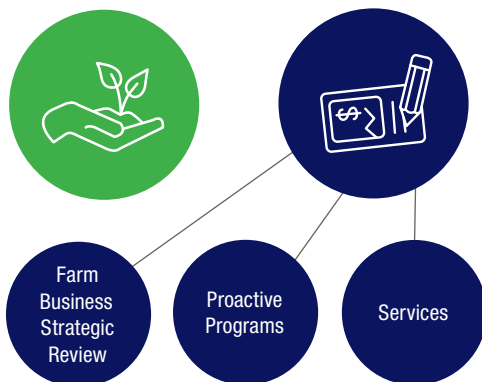
The business also demonstrated a well developed case management process, highly trained and professional staff who are focussed on achieving outcomes for clients, that is to help them become financially self-sufficient.

With funding secured the opportunity was used to focus and develop the business strategy by defining the RBS business structure to help support the strategy defining two key business areas, Rural Financial Counselling Service and Programs and Services.



Rural Financial Counselling Service

Programs and Services



The Business Structure

RBS is in fantastic shape with funding secured, the organisation aligned to its new funding cost parameters and importantly we continue to deliver and grow to meet our key strategic objectives.

Our Programs and Services business is an advisory business that helps clients manage change, risk and business challenges. This is exemplified through RBS successful partnership with the State Government, Primary Industries and Regions SA and the Dairy Industry, which RBS has continued to deliver its key proactive program to the dairy industry, the Dairy Farm Business Strategic Review Program, a pilot program working with 30 dairy farms across the state.

The success of the Dairy program has certainly sparked interest from other industry organisations such as Pork, Grains and Livestock which have resulted in further discussions around the opportunity to rollout the Farm Business Strategic Review to these groups.

Through services, RBS has successfully delivered a number of programs such as Farm Advisory Boards (NRM), SARMS 3IP project and prescribed adviser servicing through Farm Financial Assessments as part of the Farm Household Allowance (FHA).

A key objective with our program development is to continue to work with Federal Government funding bodies to seek funding that will assist with program availability for SA and NT primary producers to build capacity and planning for the future.

Our existing networks and connections with rural and regional stakeholders are strong and we continue to leverage these connections through our “stakeholder” strategy to connect with potential clients by using a collaborative messaging approach to our joint client base. A number of regional stakeholder meetings have also been conducted across the state achieving key outcomes, introducing RBS, our strategy, our products and services and how we can work together.

As a business, RBS is in fantastic shape with funding secured, the organisation re structured to its new funding and cost parameters and importantly we continue to deliver and grow to meet our key

strategic objectives. I will continue to focus on the key strategy planks that drive the RBS business, people, stakeholders, funding and strategy.



Stakeholder Engagement Model

Continuing to focus on the delivery of the RFCS service in SA/NT, RBS will continue to work closely with all of our clients to plan for the future, to help prepare for farm business risk and to help manage through periods of financial difficulty.

Brett Smith

Chief Executive Officer

Programs and Services

Rural Business Support (RBS) delivers government and industry funded projects and programs that support the development of a competitive, profitable and sustainable primary industry sector.

Services delivered by RBS are for rural sector businesses who are seeking an independent, credible and affordable business service provider.

Because of our extensive experience operating the rural financial counselling service and other funded programs, we understand the challenges facing primary industry businesses.

Proactive Programs

Farm Board Adoption Accelerator Program

Funded by Natural Resources SA Murray Darling Basin, the program worked with farming families in the Mallee and Riverland to explore how a farm advisory board might improve their business viability. The program provided practical resources, tools and support to set up a farm board and seek advice from external providers when required.

Managing Your Farm Business

This program was delivered to farming families in two drought affected LGAs (Onkaparinga & Alexandrina). The program built the capacity and knowledge of farming families, aligning family needs, financial requirements and production practices within the overall farm strategy.

Services Delivered

Prescribed Adviser - Farm Finance Assessments

The prescribed advisor service is for recipients of the Farm Household Allowance who require a farm financial assessment. The assessment is funded by the Department of Human Services (Centrelink) and identifies the contributors to financial hardship and opportunities for becoming financially self-sufficient.

SA River Murray Sustainability Irrigation Industry Improvement Program (SARMS 3IP)

RBS worked with irrigated industry clients to evaluate and develop projects to improve water usage efficiencies and increase productivity and profitability. Project feasibility included risk assessment, project planning and cash flow analysis. Where clients were invited to apply for grant funding under the program, assistance was provided to complete the detailed application process.

Sampson Flat Bushfire Business Recovery

Small businesses affected by the Sampson Flat bushfire received assistance to develop and implement a recovery plan to return to normal business operations. The service was funded by the Department of State Development.

Case Management Bushfire Victims

This related to the provision of case management services to the Department of Communities and Social Inclusion to help with their overload for bushfire affected victims relating to the Sampson Flat fires. This involved utilizing RBS's case management skills and framework to work with victims.



Case Study

SARMS 3IP Round

RBS's Farm Business Advisor, John Christensen worked on one of the successful applications for a Meningie based dairy client with a project valued at around \$2 million for a showcase facility for intensive dairy production.

John worked closely with the client over 10 weeks commencing with an initial meeting to go through the farmer's vision of the project and to collate all relevant information required for the application. Project development included liaison with Government departments and industry experts; compiling costings, producing project budget and financial projections to ensure feasibility and preparation and submission of the application ensuring compliance with guidelines were met.

The loafing and feed pad shed (pictured below) is 210m x 45m. It will increase animal health and production as well as reducing feed wastage. In the foreground, there are the two new effluent ponds that form an integral part of the project which will allow the dairy and feed pad wash water to be collected and recycled twice before being mixed with lake water and pumped out through the pivots to grow fodder.

Farm Business Strategic Review

Given the success of the Farm Business Strategic Review in Dairy a further 30 families will be funded to complete the program in 2017.

In 2015 following extensive consultation with industry groups at state and federal level, RBS received a \$300,000 grant from the Government of South Australia through Primary Industries and Regions SA (PIRSA) to pilot a new proactive and innovative approach to farm financial literacy.

The new proactive approach seeks to leverage Rural Business Support's proven skills in on farm family engagement, financial analysis and bank mediation through early engagement with the middle ground of farming families. The aim is to overcome the lack of financial literacy and strategic awareness that are major barriers to adoption and decision making in the middle ground. The outcome sought is timely strategic and financial decisions by farming families that will encourage wider adoption of proven practices that will improve profitability and productivity.

The active support of Primary Producers SA (PPSA) and the strong interest of South Australia Dairy Association (SADA) and DairySA (DSA) in hand with interest from Dairy Australia (DA) led to an agreement to conduct the pilot with the dairy industry.

The program has been successfully delivered to 30 dairy farming families in SA using internal and external program delivery agents (4 lead consultants were appointed to help deliver the pilot).

New and innovative tools have been developed, including RBS Strategic Quadrants, RBS Strategic Review and Bank Review Web app were presented. The new tools, developed by RBS and IT partner, Xcheque innovatively link with DA's DairyBase which gives dairy families the ability to see their performance relative to the dairy industry.

A key part of each workshop was the presentation of how banks think about business and the use of the new tools to support effective negotiation with banks and consultants to implement the families strategic action plan.

Following the industry acknowledged success of the pilot and the continuing circumstances of the dairy industry, RBS has received additional funding from SADA (Dairy Industry Fund), DSA and PIRSA to provide a further roll out of the program to another 30 families. This is the stepping stone to a state wide rollout across all commodities in SA with national rollout discussions underway.

A key part of the pilot has been the conduct of a before and after survey by Econsearch to establish a baseline and a cost benefit analysis.





Our Purpose

As a not-for-profit organisation we provide services and independent support to the primary industry sector to enable them to manage change, risk and business challenges for the benefit of the public.



Government of South Australia
Primary Industries and Regions SA



Image courtesy of LEGENDAIRY

Rural Financial Counselling

Rural Business Support (RBS) was contracted to provide Rural Financial Counselling Services in South Australia to March 2016. In late 2015, RBS successfully applied for funding for the 2016-2019 Rural Financial Counselling Service Program and commenced providing services under the new program from 1 April 2016.

The Rural Financial Counselling Service provided by RBS worked with 717 farming businesses in FY2016 across South Australia and into the Northern Territory. This represents an increase of 20% on the previous financial year – a result of increased referrals and work with recipients of the Farm Household Allowance.

Although conditions turned more favourable as the year progressed, Rural Financial Counsellors (RFCs), led by Senior Rural Financial Counsellor, Deb Purvis, remained busy addressing the particular circumstances of primary producers in need across both SA and NT.

Specifically:

- Extra staff were allocated to help drought affected grain growers in the Upper South East after experiencing their third dry season in succession and another dry start to 2016.
- The catastrophic Pinery fire in November 2015 impacted a number of farms in the Lower North region with RBS working closely with the local relief effort.
- Dairy farmers faced a blow with milk prices announced by Murray Goulburn and Fonterra falling below the cost of production resulting in extra demand for support.
- Coorong fishers continue to struggle and remain unviable as high seal numbers impact on fish stocks. RBS has engaged and worked closely with this group in attempting to secure income support.
- RBS has developed a close watch approach with the SA Oyster industry with the impacts of razor fish populations and the potential spread of the Pacific Oyster Mortality Syndrome Virus. (POMS).
- Rural Financial Counsellors also remain engaged with pastoralists in the NT after the lingering financial impacts of the live cattle bans and a number disease outbreaks in Horticulture and Fruit crops.

The Farm Household Allowance and other Government assistance programs including Drought and Dairy Concessional Loans have generated significant enquiries and requests for assistance.

However, rural financial counsellors provide a far greater service than just assisting in crisis and accessing government support. In FY2016, rural financial counsellors provided 6578 hours of direct support to clients across the following activities:

- Financial analysis and reviewing options to improve viability
- Managing relationships with banks and financiers
- Risk management, business and succession planning
- Identifying sources of government and other assistance
- Providing referrals to other professional service providers
- Preparation for succession planning

Our Clients

We support the primary industry sector which encompasses primary producers, fishers, rural businesses and industry organisations.



Case Study 1

After an extensive period of drought John and Sue were questioning the viability of their farm on the Eyre Peninsula. Harder production conditions were impacting the business's financial position and production was becoming unsustainable. Through engaging the RFCS, John and Sue have adopted new practices and identified new farm income opportunities.

“We wouldn’t be where we are without RFCS. Sitting down with them got us to look at the big picture and start planning five and ten years ahead. The experience has taught us to look beyond ‘locally’ for opportunities.”

RFCS have assisted John and Sue to expand the sheep flock they keep on their property. Originally a self-replacing flock was kept principally as a grazing source to manage weeds on cropping sites. RFCS worked with John and Sue to implement a sustainable flock plan that would allow them to enter the sheep market.

The sheep fattened on the Eyre Peninsula property are now sold at market and provide an added source of income for the business. As an alternative source of income, livestock have reduced John and Sue's dependence on cereal prices and diversified their source of cash flow.

In recent years this mix has proven successful with fluctuations in both the cereal and livestock markets. Issues surrounding livestock in terms of processing capacity, live export issues and low prices have previously eroded the income generated by sheep. But as John and Sue have moved away from a self-replacing flock they have been able to adjust the breed and raising age to suit market conditions. In 2015 they are looking forward to increasing saleyard and export prices.

RFCS have also assisted Sue and John seek further agricultural based education to assist their capability with management production decisions. This inspired Sue to organise a group of 10 local female producers to undertake a Diploma in Rural Business Management course. This group has now completed their study and are implementing more informed decisions on their property.



“Our RFCS counsellor went above and beyond for us. By showing us avenues of other off-farm income and education courses within agriculture they gave us confidence in ourselves and our ability to run our property.”

Case Study 2

A cattle producer in the Top End of NT requested assistance from Rural Business Support (RBS) due to the temporary ban of the live cattle export trade in June 2011 which had a severe financial impact on their cattle breeding business.

The producer and his wife had been forced to apply for carry on finance from their bank to cover a one million dollar shortfall of sales revenue with significant additional costs such as agistment, freight and mustering costs.

A rural financial counsellor arranged a meeting on their cattle station to discuss their predicament and to explore the options available and the way forward.

It was agreed that they should apply for a Farm Concessional Loan to restructure half of their business debt with a federal government loan. This application was successful and \$1 million of their long term debt was transferred for five years at an interest rate of around 3.5% less than what they were paying to their bank.

The RFC also conducted a financial assessment of their business using the Plan to Profit (P2P) software program which enabled them to project forward their financial position over the next five years.

This business modelling demonstrated to their bank manager that, in time, they would make a full financial recovery, based on a return to normal trading conditions once the ban was lifted.

Now in 2016, after four on-property visits from their RFC, this Top End cattle producing family are now looking to undertake additional training and are looking to join a benchmarking group to compare production and financial performances with a neighbouring business.

With an improvement in cattle prices and their own business management skills, they feel well equipped to face any challenges that they may face in the future.

RBS has been conducting quarterly visits to the Top End and Alice Springs regions of NT since 2011.

Our Vision

A competitive, profitable
and sustainable primary
industry sector.



Our People



Brett Smith

Chief Executive Officer



Belinda Bowring

*Executive Assistant
(Commenced July 2016)*



Nigel Robinson

*Business Development
Manager*



Julie Arbery

*Executive Assistant
(Until May 2016)*



Andrew Adamson

Business Manager



Anne Tutty

Finance Officer



John Christensen

Farm Business Advisor



Di Bradock

IT Officer



Sue Rogers

*Communications Manager
(Until July 2016)*



Penny Finch

Administration

Our organisation is built with qualified people who are adaptable and responsive to the needs of our clients. We know that our success is based on our experience and ability to be innovative and actively seek out opportunities and partnerships to deliver on our outcomes.



Deb Purvis

Senior Rural Financial Counsellor



Rita Perre

Rural Financial Counsellor



Chris Fitzgerald

Rural Financial Counsellor



Lachlan Hood

Rural Financial Counsellor



Judy Goedecke

Rural Financial Counsellor



Sara Pixley

Rural Financial Counsellor



Charlie Goode

Rural Financial Counsellor



Lloyd Wright

Rural Financial Counsellor



Paula Kelly

Rural Financial Counsellor



John Sharp

Rural Financial Counsellor

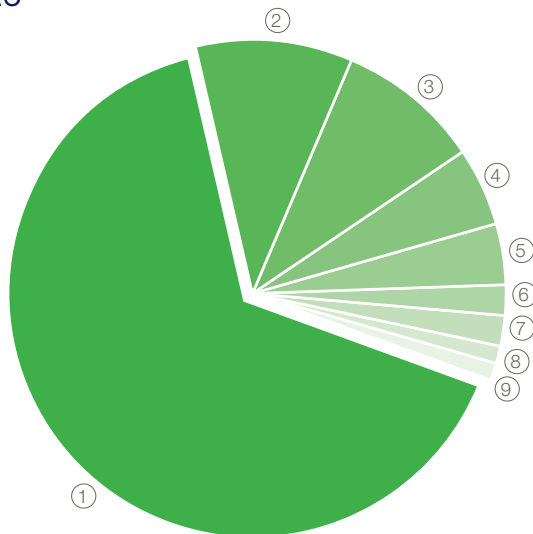
Summary Financial Report

The changeover to the new 2016-2019 RFCS funding round resulted in changes to income sources compared with last year's financial results. Funding from the Programs and Services increased in significance, particularly due to funding from the Government of South Australia for the Dairy Industry Pilot Project. Farm business advisory work also increased over 55% on FY2015.

However, the Rural Financial Counselling Service remained as the primary source of income received by RBS – funded by the Australian, South Australian and Northern Territory Governments (2016: 76%; 2015 93%).

Rural Business Support Income 2015/16

1. RFCS Program (Aust Govt) 66%
2. Dairy Industry Financial Literacy Pilot (SA Govt) 10%
3. RFCS Program (SA Govt) 9%
4. Farm Business Consulting 5%
5. Service Agreements (FFS) 4%
6. RFCS SE Drought (Aust Govt) 2%
7. NT RFCS Trial (Aust & NT Govt) 2%
8. RFCS SE Drought (SA Govt) 1%
9. Other Income 1%





The majority of funds were expended on employment related costs to deliver the services of the RFCS Program. RFCS Program costs and office accommodation costs were other significant expenditure items.

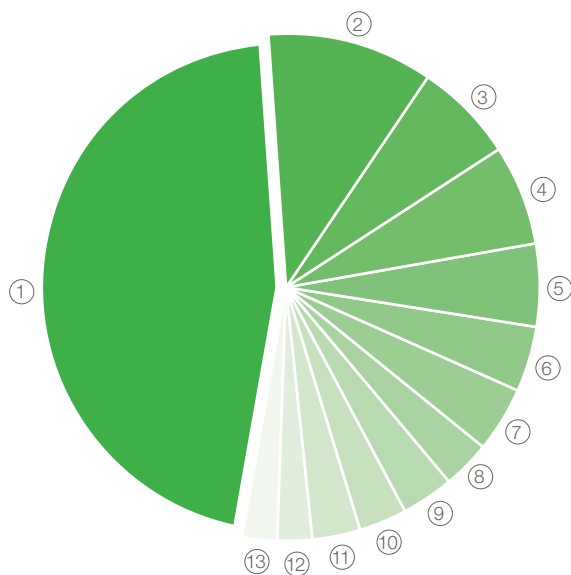
The dairy financial literacy pilot program commenced in December 2015 to undertake a strategic business review with 30 dairy farming families. The project funding will be fully acquitted in October 2016.

The Balance Sheet remains in a healthy position, with an accumulated surplus of \$385,409.

A copy of the audited financial statements is available upon request.

Rural Business Support Expenditure 2015/16

1. Employment Related Expenditure 49%
2. Dairy Financial Literacy Pilot Costs 10%
3. Other RFCS Program Costs 6%
4. Office Accommodation 6%
5. Farm Business Advisory Costs 5%
6. IT & Communications 4%
7. Business Services Costs 4%
8. Motor Vehicle Running Costs 3%
9. SE Drought RFCS Costs 3%
10. Administration & Depreciation 3%
11. Board Costs 3%
12. Business Development 2%
13. NT FRCS Trial Costs 2%





Head Office
555 The Parade,
Magill SA 5072

Regional Offices

1. Eyre Peninsula

Western, Central & Lower

Chris Fitzgerald
0438 817 503

Eastern & Upper North

Paula Kelly
0427 430 248

2. Yorke Peninsula & Adelaide Plains

Judy Goedecke
0418 856 267

3. Kangaroo Island & Mid North

Deb Purvis
0427 430 244

4. Riverland

Rita Perre
0437 321 107

Riverland and Pastoral

Lloyd Wright
0428 849 950

5. Murray, Mallee Hills & Fleurieu Peninsula

Sara Pixley
0448 092 294

6. South East

Lachie Hood
0439 286 550
Charlie Goode
0417 816 826

Northern Territory

Lachie Hood
0439 286 550
Lloyd Wright
0428 849 950



RURAL BUSINESS SUPPORT

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Supported by the Australian Government and the Governments of South Australia and Northern Territory