## Rural Financial Counselling Service Program Logic

**CONTEXT:** Fiscal environment, climatic events, industry events (disease outbreaks, trade events, global market impacts), new government programs, referring bodies.

**ISSUE** 



Australian primary producers operate in volatile market and environmental conditions. Many small-medium sized enterprises are more susceptible to risks, which can be compounded by lower financial capability, delayed decision-making, a lack of information and attitudinal factors. This can limit strategic business management and lead to financial difficulty.

**NEED** 



Free, independent financial counselling that empowers clients to engage in strategic business and financial decision-making to improve their financial situation.

**VISION** 



Financially capable agricultural, fishing and forestry sectors that are profitable, financially self-reliant and resilient.

## Transition clients out of financial crisis Improve profitability or facilitate a dignified exit Improve financial wellbeing and resilience **OBJECTIVES** Farmers, fishers, foresters and related small businesses\* experiencing, or at risk of, financial hardship. All clients need to be able to tell their story and should be **CLIENTS** encouraged to engage with case management. \*Examples of related small businesses are shearers, fencing contractors, harvesters and others directly involved in the production of primary industry products. Client engagement · Triaging clients based on their needs • Dynamic service delivery to manage demand and capacity Promoting the service strategically Support to access government programs and other assistance Case management **ACTIVITIES** > Understanding the client's issue • Helping clients to understand their business situation and underlying problems > Discussing options Supporting clients to come to terms with their situation and feel in control of their future > Assisting with documentation (e.g. to receive Farm Household Allowance) • Discussing possibilities and longer term goals > Encouraging client to engage in case management • Developing knowledge, skills, confidence • Developing business plans/strategies **Note:** Clients solely seeking support to access government programs and other assistance (transactional assistance) may not be ready to engage in a more holistic assessment of their • Supporting clients to access government programs and other assistance business and possibilities. As a result they will only be able to address their immediate financial Representation and client advocacy (i.e. negotiations or mediation with banks and creditors) issues unless they transition into case management. Counsellors should talk to clients about • Referrals to other professional services whether transactional support will result in adverse outcomes. • Implementing plans/strategies and monitoring progress Conducive mindset and motivation **Increased knowledge** Financial support accessed Mentally ready and willing to Improved understanding of financial position -Better understanding of options to **STAGE 1** consider longer term business changes improve position **OUTCOMES** Increased skills, knowledge and competence STAGE 2 Improved financial and business skills and competence Developed medium-long term business goals Developed strategies to achieve medium-long term business goals and manage risk **OUTCOMES** Behavioural changes and decision-making STAGE 3 Implementing business changes to improve business profitability Implementing business changes to pass the business onto a Implementing business changes to sell the business and progress and viability, and progress towards financial self-sufficiency successor and progress towards financial self-sufficiency towards financial self-sufficiency **OUTCOMES** Sustaining behavioural change **Executing decisions POST EXIT** Financially self-sufficient farm businesses

## **ASSUMPTIONS**

- Intervention is appropriate
- ▶ Effective, efficient and high quality service
- Robust governance
- ▶ There is service demand and good client engagement (includes program awareness and clients who are willing to engage in a counselling process)
- Appropriate counsellor training and development
- Client should be serviced within 3 years, unless on Farm Household Allowance

## **INPUTS**

- Funding
- Program governance (including funding contracts and data collection systems)
- Human resources
- Clients

**OUTCOMES** 

with improved profitability

Businesses successfully transitioned to successors

**Businesses sold** 



Individuals who are financially self-reliant and businesses that are better prepared to deal with risks so they don't need to re-enter the service.