



**Restructuring the Citrus
Industry's grower bodies**

**Discussion
Paper**

October 2007

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This paper was prepared by the Australian Citrus Growers' Restructure Task Force for the purpose of consultation with citrus growers and other interested parties. The information and ideas put forward are for discussion.

Dear Grower,

Australia's citrus industry is adjusting to keep up with the demands of a rapidly changing global and local market. However, on an environment front, one of the biggest challenges has been surviving the worst recorded drought in Australia's history.

Citrus growers, particularly in the major production regions, are confronting unknown territory with the continuation of critically low water allocations.

It has recently become clear that our production area will be reduced, at least in the short term, as growers make difficult decisions about their future. This will heavily impact all sectors of the industry, including grower bodies particularly through reduced levy collections.

Your peak body, Australian Citrus Growers (ACG), has invested heavily in time and resources, over the past number of years, and worked in partnership with the Federal Government to develop a way forward for our industry.

As a result, I strongly believe that a restructure of all the grower funded bodies is a critical component in assisting growers through these changing times and ensuring effective and efficient use of your levies.

The structures of our current grower bodies are based on a traditional, agri-political, regional representative model that is seen to be less relevant in these modern times.

This Discussion Paper is designed to broadly define two options that have been suggested by growers and industry bodies that will best service the grower.

You have an active role in helping to shape the future structure of the Australian citrus industry. I encourage you to read this document carefully, and look forward to receiving your response and suggestions.

*Mark Chown
ACG President*

1. EXECUTIVE SUMMARY

The Citrus Industry has always been a leader of innovation and change, whether it be market, competitor or environmentally driven.

Never, however, has the Industry met such a strong challenge for change from markets, production costs, export competitors and natural resources, as in these current tough conditions.

Australia's citrus growers have asked for the existing grower funded industry bodies to be restructured. This follows increasing demands of a consumer-driven market, both export and domestic.

Australia's citrus sector is the largest fresh fruit exporting industry, with a Gross Value of Production of \$420 million (2005/2006). Today, about 20% of growers produce nearly 70% of production.

Within the citrus growing Industry, growers currently support 13 citrus bodies through levies or voluntary contributions (this does not represent all citrus grower bodies).

In short, this equates to one citrus body for every 160 growers.

While our supply chain has changed significantly to conform to the increasing commercial demands, the structure of the Citrus Industry's grower bodies has only been minimally modified.

Criticism about the Industry's current structure is mounting as levy payers' vent their frustration.

In 2005, levy payers requested a review of the existing structure. As a result, Federal funds were secured in 2005/ 2006 to commission an independent report on possible structural options as well as the development of a new direction for the industry – Citrus 2015. The independent report recommended two similar options as described below.

In 2006, the Industry's Strategy – Citrus 2015 – strongly recommended aligning the industry's structure and resources to more effectively lead the industry forward.

The reports also revealed that the Industry needed to have better interaction with levy payers, supply chain, government and consumers.

To address these concerns, the formation of a new peak body that had direct grower membership was suggested. The new peak body would also have a strong commercial influence from a board of seven (7) Directors with grower, supply chain and commercial experience.

Further discussion with levy payers saw the development of two possible structure options for the Industry:

- Improved coordination (Multi Structure) between the existing regional grower bodies by:

- Encouraging the amalgamation of regional grower bodies.
- Formal contracts between State Statutory Authorities and the new peak body.

depending on the final option, any change could take up to three years to implement.

The time for change is now, no more reviews and reports.

Or

- Full integration (Single Structure) of all existing grower bodies by:
 - Nationally coordinated programs through a regional presence as directed by the new peak body.
 - One set of national levies and membership fees for a more equitable, efficient service delivery and strong leadership.

History has demonstrated that citrus growers have the ability to change. It is now clear that the time for action has come and levy payers must provide direction on the future of their industry's structure and contributions.

Consequently, levy payers will be asked to decide on the best possible structural option to drive the Industry forward in early 2008.

It must be emphasised that the result will not be immediate, or easy,

AT A GLANCE:

NEW PEAK BODY	
<ul style="list-style-type: none"> - Company Limited by Guarantee under <i>Commonwealth Corporations Law</i> - Grower ownership through direct membership - Grower members vote for Directors and at General Meetings - Grower members vote is based on area of production (hectares) - Seven (7) person Board of Directors elected by grower members (maximum four grower Directors, minimum three commercial Directors) - Provide national leadership and strategic direction - Delivers defined services - Government liaison and lobbying - Affiliate members (non-voting) could include organisations, supply chain companies or individuals 	
Multi Structure Option	Single Structure Option
<ul style="list-style-type: none"> - Minimal change from current structure - Regional presence maintained through State Statutory Authorities and grower member bodies - Improved coordination through formalisation of the current structure - Maintain current levels of state resources - Implementation relatively straight forward - Grower bodies still exist to supply a regional presence but encourage grower bodies, in each state, to amalgamate - The opportunity for marginal efficiency gains - The ability to join a national body directly but with a nominal additional fee 	<ul style="list-style-type: none"> - Regional presence may include; Industry Development Officers, contractors, growers focus groups and sub-committees such as market access or water/natural resources - Full integration of all bodies - Develop high levels of national resources with a more focused regional presence - Cost of administration and duplication can be transferred to more efficient and effective national programs - Simplify current collection of state and national levies and voluntary contributions into one set of national levies and voluntary membership fees, providing greater value for money for the Australian citrus levy payer - Opportunity for significant efficiency gains - Longer implementation phase that requires a series of independent decisions in states

2. INTRODUCTION

This Discussion Paper has been written in response to your calls for change to the existing structure of the grower-funded bodies.

It is intended to help citrus growers decide on a future structure and explains, in broad terms, the design and the implementation process of two possible structural options.

A Restructure Task Force was formed this year by ACG to assist in the development of the structural options.

The Restructure Task Force includes seven (7) respected grower leaders, including the Chairs of the State Statutory Authorities.

It is important to be aware that the Paper presents structural options and not recommendations. The Options are here for you to consider, review and then comment upon.

This Paper will also be used as the basis for discussion and consultation with citrus growers across Australia from October until December 2007.

It will be widely distributed to growers and industry, with your feedback required by 14 December, 2007.

Once all submissions have been considered a final report will be distributed by February 2008 and voted on by all growers at a national postal ballot in March 2008.

Background

The catalyst for 'change' was ignited in 2005 by growers at the ACG Annual General Meeting with a resolution unanimously passed:

“That ACG undertake a broad review of existing industry structures to meet the needs of a modern export orientated industry.”

The issue of industry structures was examined by an independent report conducted by the internationally renowned accounting/consultants KPMG in 2005.

The KPMG review was the first stage of a project funded through the Department of Agriculture, Fisheries and Forestry (DAFF) – funded Industry Partnerships Programme.

After more extensive consultation, in 2006, the industry agreed to a new direction – Citrus 2015.

Citrus 2015 was developed with four goals outlining the Industry's future. They have been labelled the 4 C's:

1. Increase CONSUMER demand for Australian citrus:

- Strong **MARKETING** of Australian citrus to consumers
- Expand **EXPORT** markets
- **SECURE** Australia's position as a premium quality fruit supplier
- Increase **CONSUMPTION** of fresh Australian citrus juice

2. Improve industry

COMPETITIVENESS:

- Develop and encourage INVESTMENT in new technology
- Focus on WHOLE-OF-CHAIN productivity
- Strengthen ENVIRONMENTAL sustainability

3. Improve industry

COMMUNICATION and information systems:

- Form supply chain ALLIANCES to improve information flow and decision making
- MONITOR markets and competitors
- Increase the value and delivery of INFORMATION

4. Enhance the CAPABILITY of our industry decision-making, structure, resource use and leadership:

- Improve industry STRUCTURE and RESOURCE use
- Improve the Industry's ability to make BETTER business decisions

This year, a National Citrus Leadership Group was formed to help drive the Industry's Citrus 2015.

The Group, which consists of key industry people from growers to major retailers, unanimously agreed that "the highest priority for the implementation of Citrus 2015 was to align all resources and organisational structures".

3. WHY CHANGE?

A series of factors have combined to create a strong case for fundamental change to the current structural arrangements:

- Levy payer frustration and ongoing criticism or confusion about the current grower body structures
- More evidence of value for money required by growers and governments
- Grower numbers falling; scale of production increasing (today around 20% of growers produce 70% of our citrus crop)
- Supply chain alliances changing
- Increasing demands from global and domestic markets
- Need for more professional partnerships between businesses, government and industry bodies
- Better communication required
- Increasing import competition
- Southern Hemisphere competition increasing
- Water and environmental pressures

From all the reviews and the discussions with growers, one clear message was repeatedly heard, "the need for a new strong national body with regional presence that is accountable, market driven and result-orientated".

What you have asked for?

- Direct membership into a national body for levy payers
- A direct vote for the election of board Directors
- A "globally savvy" company accountable to each individual member, incorporating a national and regional presence
- More efficient use of statutory levies and voluntary contributions
- Better communication with levy payers, governments, supply chain and consumers
- Delivery of services that are professional, commercially orientated, accountable and measurable, including:
 - Lobbying
 - Research and Development
 - Promotion
 - Export Market Access
 - Industry Development
 - Plant Health/Biosecurity
 - Natural Resources - including water and climate change

4. CURRENT STRUCTURE OF THE LEVY FUNDED GROWER BODIES

The current structural arrangements are quite complex and include many bodies, committees and employees in the delivery of services for grower levy payers.

ACG is the current national peak body of the citrus growing industry.

Incorporated in 1948, ACG has 13 grower body members which represent about 2100 commercial citrus growers.

The nine full grower body members are:

1. Sunraysia Citrus Growers Inc
2. Mid-Murray Citrus Growers Inc
3. Griffith and District Citrus Growers Inc
4. Leeton Citrus Growers Inc
5. Narromine Citrus Growers Inc
6. Citrus Growers of South Australia Inc
7. Queensland Citrus Growers Inc
8. Western Australian Fruit Growers Association Citrus Council
9. Northern Territory Citrus Growers Association Inc

The three State Statutory Citrus Authorities are non-voting members:

1. Murray Valley Citrus Board
2. Riverina Citrus

3. South Australian Citrus Industry Development Board

Growcom, a Queensland based horticultural group, is also a non-voting member of ACG.

ACG is a member of:

1. Horticulture Australia Limited (HAL)
2. Plant Health Australia (PHA)
3. Horticulture Australia Council (HAC)
4. Auscitrus

ACG also works in conjunction with:

1. Department of Agriculture, Fisheries, and Forestry (DAFF)
2. Biosecurity Australia (BA)
3. Australian Quarantine Inspection Service (AQIS)
4. Australian Horticultural Exporters' Association (AHEA)
5. Australian Fruit Juice Association (AFJA)
6. National Citrus Packers Association (NCPA)

ACG is recognised by the Federal Government as the eligible peak industry body for the Citrus Industry in relation to national statutory levies.

There are currently four (4) national citrus levies:

1. Research and Development
2. Marketing (oranges only)
3. Plant Health

4. Biosecurity (remains at zero until required)

The Industry-owned Research and Development and Marketing Services Body, Horticulture Australia Limited, is required to consult with ACG before it makes a recommendation to the Government concerning statutory levies for the Citrus Industry.

The Citrus Industry Advisory Committee provides recommendations to Horticulture Australia Limited in regard to the allocation and management of the National Research and Development and Marketing Levies.

ACG nominates the Citrus Industry Advisory Committee which is a committee of Horticulture Australia Limited. The role of the Industry Advisory Committee is to provide a five year strategic and annual operating plan to direct expenditure of the National Levies.

Expenditure of the National Research and Development Levy is matched dollar for dollar by the Federal Government.

Levy funds also are provided to the peak body under stringent guidelines for consultation with growers (levy payers) and Horticulture Australia Limited.

Federal Government funds are not available to be used for lobbying (agri-political) activities.

ACG in partnership with Plant Health Australia assists in the management of the National Plant Health and Biosecurity Levies.

The new peak body also would work closely with the peak horticultural body, Horticulture Australia Council, to lobby and liaise with government(s) on key industry issues.

ACG is currently incorporated under the *South Australian Associations Incorporation ACT, 1985*. It has a ten (10) – person board of Directors, all of which are commercial citrus growers, whom are nominated by the grower bodies:

- Two from South Australia
- Two from New South Wales
- Two from Victoria
- Two from Queensland
- One from Western Australia
- One from the Northern Territory

Each state must also nominate an alternate Director.

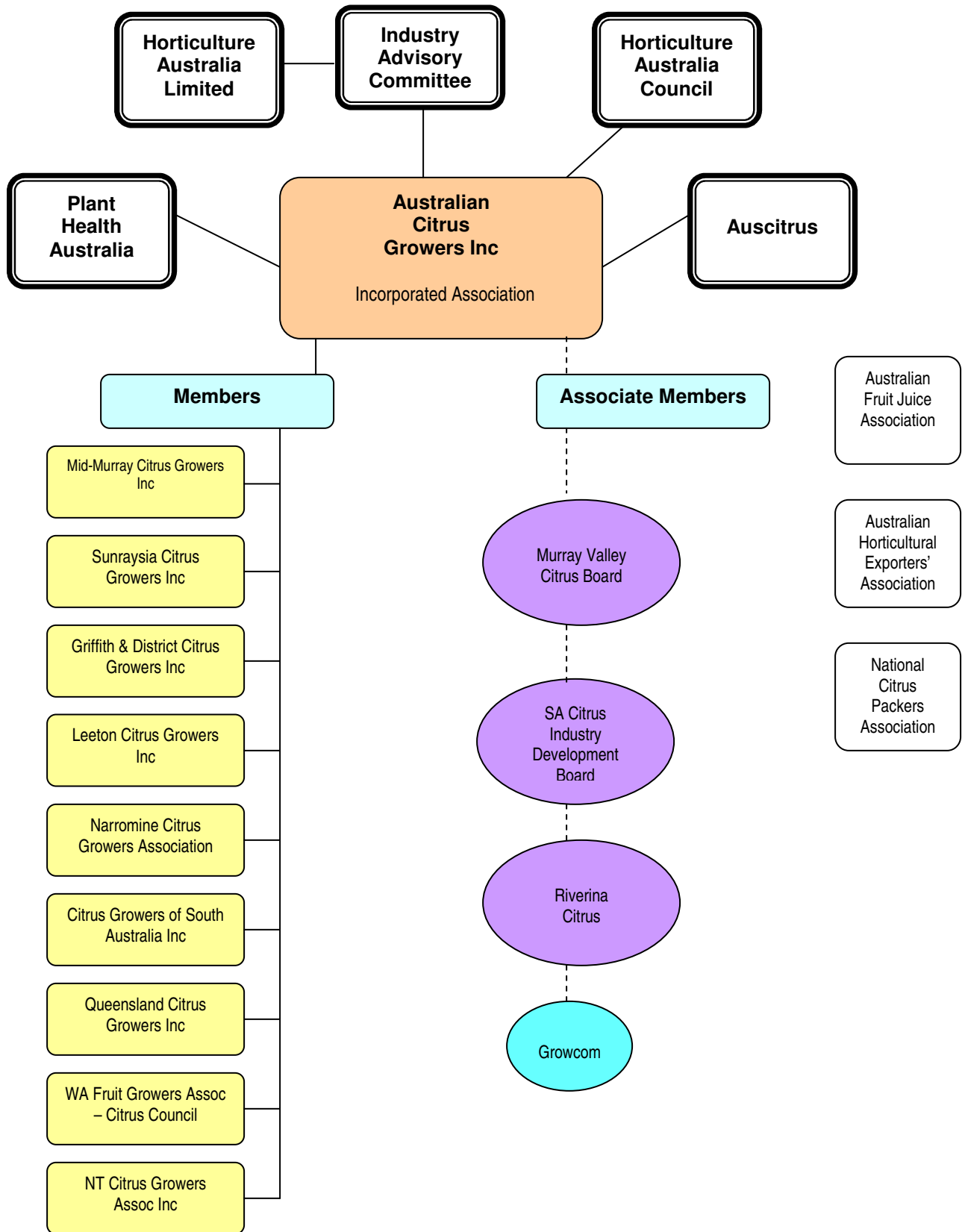
The States also select national delegates which have voting rights at general meetings.

A production formula determines the number of delegates that can be selected from each state – with a minimum of two per state.

The three State Statutory Authorities also have compulsory grower levies while the different grower bodies have a range of voluntary contributions.

All the bodies have differing financial years; committee or Boards; voting/representation processes and level of resourcing.

Figure 1: CURRENT INDUSTRY STRUCTURE



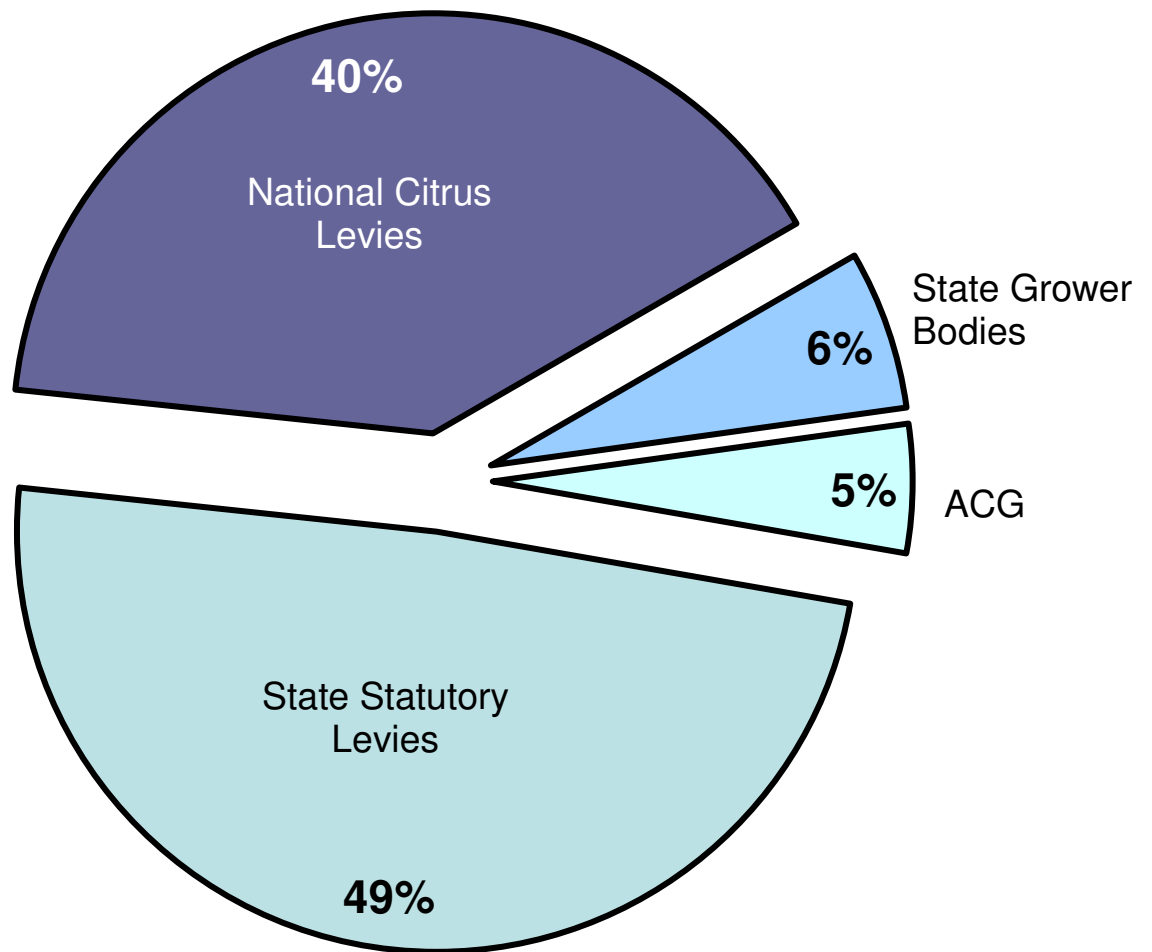
WHERE YOUR LEVIES AND CONTRIBUTIONS GO...

Growers currently fund a variety of organisations through the National and State Statutory Levies and voluntary payments. The investment by individual growers varies by state, which creates some inequities.

Chart 1: Your levies

LEVY COLLECTION ANALYSIS: 2005/2006 - 712,000 TONNES > CURRENT SCENARIO							
Body	State Statutory Levy	Voluntary Contribution (GST exclusive)	2005/2006 (712,000 t)	National R&D Levy	National Marketing Levy (Oranges only)	Plant Health Levy	Approx. Total/t
VICTORIA							
Murray Valley Citrus Board >	\$5.50/t		\$903,000	\$1.97/t	\$0.75/t	\$0.03/t	\$9.25/t
Sunraysia Citrus Growers >		\$0.50/t					
Mid Murray >		\$30pa					
Australian Citrus Growers >		\$0.50/t					
NSW							
Riverina Citrus >	\$4.50/t		\$674,000	\$1.97/t	\$0.75/t	\$0.03/t	\$7.25/t
SA							
South Australian Citrus Industry Development Board >	\$3.20/t (\$2.20/t others + \$1.00/t oranges)		\$670,000	\$1.97/t	\$0.75/t	\$0.03/t	\$7.22/t
Citrus Growers of South Australia >		\$0.65/t					
Australian Citrus Growers >		\$0.50/t					
Queensland Citrus Growers >		\$3 - \$6/t	\$180,000	\$1.97/t	\$0.75/t	\$0.03/t	\$5 - \$8.75/t
WA >	\$10/t		\$140,000	\$1.97/t	\$0.75/t	\$0.03/t	\$12.75/t
NT >		\$110pa		\$1.97/t	\$0.75/t	\$0.03/t	
SUBTOTAL			\$2,567,000	\$1,322,600	\$387,000	\$11,360	\$6.00/t
PLUS FEDERAL GOVT. MATCHED FUNDING				\$1,322,600			
			\$5,610,560				

Chart 2: A snapshot of where your levies go



5. A NEW BODY TO REPLACE AUSTRALIAN CITRUS GROWERS

Regardless of the Option chosen, the new citrus peak body must be a Company Limited by Guarantee under the *Commonwealth Corporations Law*.

Levy payers (growers) would be the members of the new peak body upon payment of an annual membership fee.

The Board

The seven (7)-person Board would be elected by the levy payers (growers) and include at least four (4) grower members and a maximum of three (3) appointed for their commercial skills or supply chain experience.

The role of the Board will be to:

- Action the priorities spelt out in the Industry's direction – Citrus 2015
- Deal with the major issues facing the Industry
- Be the public face of the Industry
- To consult with levy payers on the appropriateness of the current levy rate and, if required, make representation to the Government on behalf of Industry
- Liaise with the Federal Government on matters that affect the future of the Industry

- Ensure effective relationships and coordination with the supply chain

Appointment of Directors

A transparent process for appointing Directors is essential to ensure a high-level of industry ownership and the best possible mix of expertise and experience.

A process will be designed to appoint the new Company's first Board of Directors. Once the new Company is incorporated, its constitution will establish the rules for the appointment of the future Directors as positions become vacant.

The Restructure Task Force recommends that:

- Selection of Directors for the inaugural Board will be managed by an implementation team and endorsed at the first AGM by grower members
- Directors for subsequent boards will be recommended for appointment at AGMs
- The Directors of the new Company to select the Chair from within the group
- The new Directors will appoint the Chief Executive Officer for the new Company
- Payment of the Chair and the Directors will be at market rates,

taking into account Remuneration
Tribunal guidance

Future election of Directors

Director nomination and selections will be undertaken through a transparent process by a Director Selection Committee. This committee would use strict selection criteria and scrutinise all nominations.

Those individuals that satisfy the selection criteria would be put forward at the AGM for election by the grower members.

Membership

Growers (levy payers) would become the **PRIMARY MEMBERS** of the Company. Each grower could register as a member, through the payment of a national membership fee. Votes would be allocated based on planting area (hectares). It is essential that a simple and equitable voting system is adopted.

Grower members would utilise their voting power:

- At the Company's AGM or any special general meeting
- To elect the Board of Directors
- In setting and/or altering National Levies

AFFILIATE MEMBERS (with a determined membership fee) would not vote at AGMs, special general meetings or vote on Director elections.

Affiliate members could provide advice to the Board and could be eligible to be a Director.

The Restructure Task Force considers it important for the Company to embrace all sectors of the Industry.

Therefore firms and organisations from throughout the production to the customer supply chain could become financial members.

Partnerships

The Company would be recognised by the Federal Government as the eligible peak industry body for the Citrus Industry in relation to national statutory levies.

There would remain four (4) national citrus levies:

1. Research and Development
2. Marketing
3. Plant Health
4. Biosecurity (remains at zero until required)

The Industry-owned Research and Development and Marketing Services Body, Horticulture Australia Limited, would consult with the new company before it makes a recommendation to the Government concerning statutory levies for the Citrus Industry.

The Citrus Industry Advisory Committee would provide recommendations to Horticulture Australia Limited in regard to the allocation and management of the National

Research and Development and Marketing Levies.

The Company would nominate the Citrus Industry Advisory Committee which would be a committee of Horticulture Australia Limited. The role of the Industry Advisory Committee would be to provide a five year strategic and annual operating plan to direct expenditure of the National Levies.

Expenditure of the National Research and Development Levies would be matched dollar for dollar by the Federal Government.

Levy funds also would be provided to the peak body under stringent guidelines for consultation with growers (levy payers) and Horticulture Australia Limited.

The new peak body, in partnership with Plant Health Australia, would assist in the management of the National Plant Health and Biosecurity Levies.

The new peak body also would work closely with the peak horticultural body, Horticulture Australia Council, to lobby and liaise with government(s) on key industry issues.

Funding

The new peak body would need proper resources.

This could include:

- Membership fees
- Levy funds to be provided under stringent guidelines for consultation with growers (levy payers) and Horticulture Australia Limited
- Project work

- And other forms of income determined by the Board

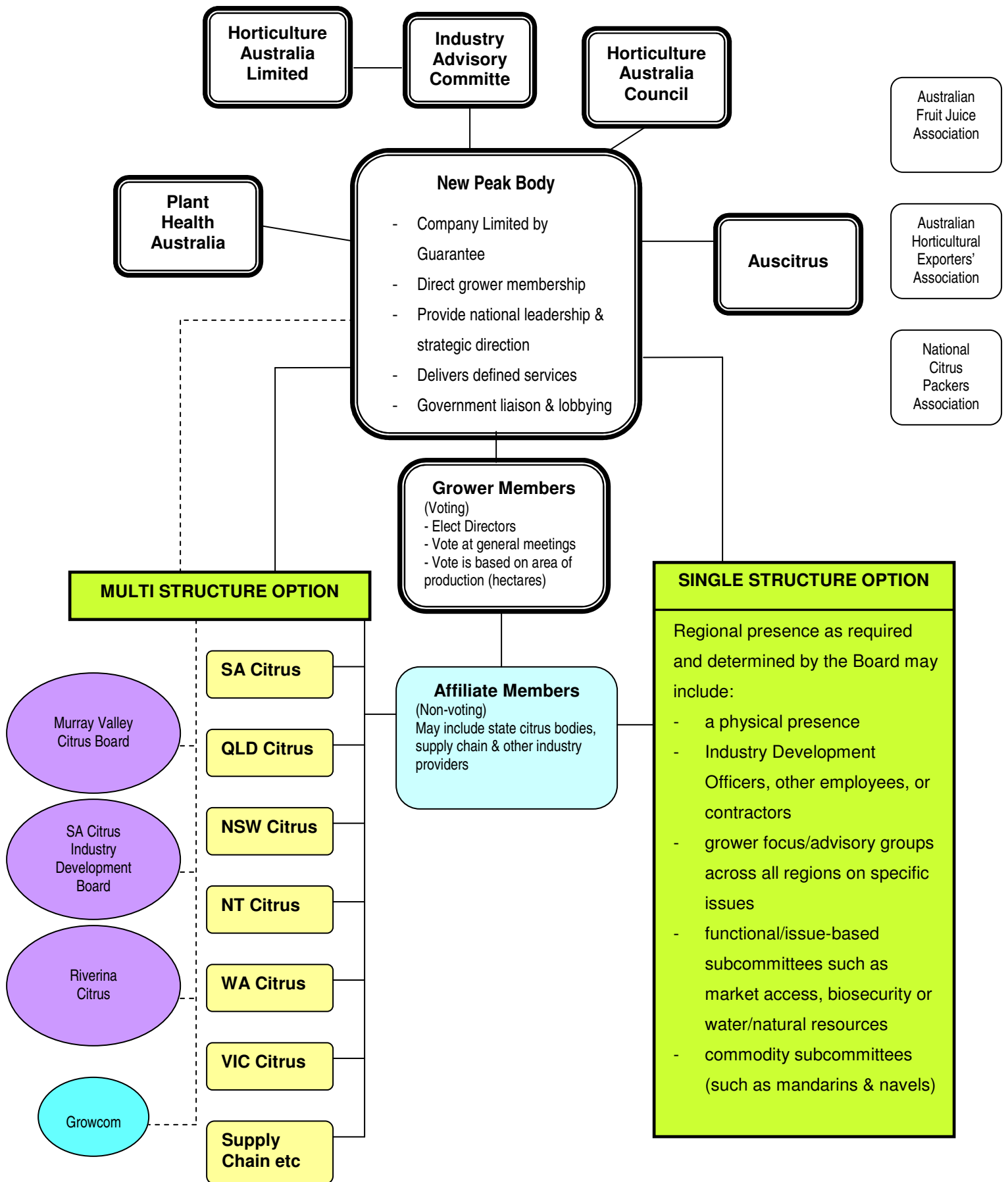
Major Features

- Direct grower membership
- Accountable to its members
- Action the priorities spelt out in the Industry's direction – Citrus 2015
- Nominate a Citrus Industry Advisory Committee to provide recommendations to Horticulture Australia Limited in regard to the allocation and management of the National Research and Development and Marketing Levies
- Advise the Industry's plant health and Biosecurity responsibilities, in partnership with Plant Health Australia
- High industry and government confidence and support
- Provide strong leadership
- Create a positive future for the Citrus Industry
- Deliver value for money for members (growers)

From these major features, the Restructure Task Force used the requirements to identify two realistic options for the Industry to consider.

Given your feedback, the Restructure Task Force recognised that the current structure is not an option.

Figure 2: THE NEW PEAK BODY & THE OPTIONS



Multi Structure Option

(Refer to Chapter 5 (page 15) for a description of the new peak body as a Company.)

A new peak industry body established as a Company:

Regional bodies

- Non-voting members
- Amalgamation of regional bodies would be encouraged

For example:

- Victoria – Mid-Murray and Sunraysia
- NSW – Leeton, Griffith, Narromine and the rest of NSW
- Maintain and manage specific regional projects
- Offer an advisory role to the new peak body
- Be possible service providers for the new peak body

Statutory Authorities

Victoria, South Australia and New South Wales would retain their respective State Statutory Levies.

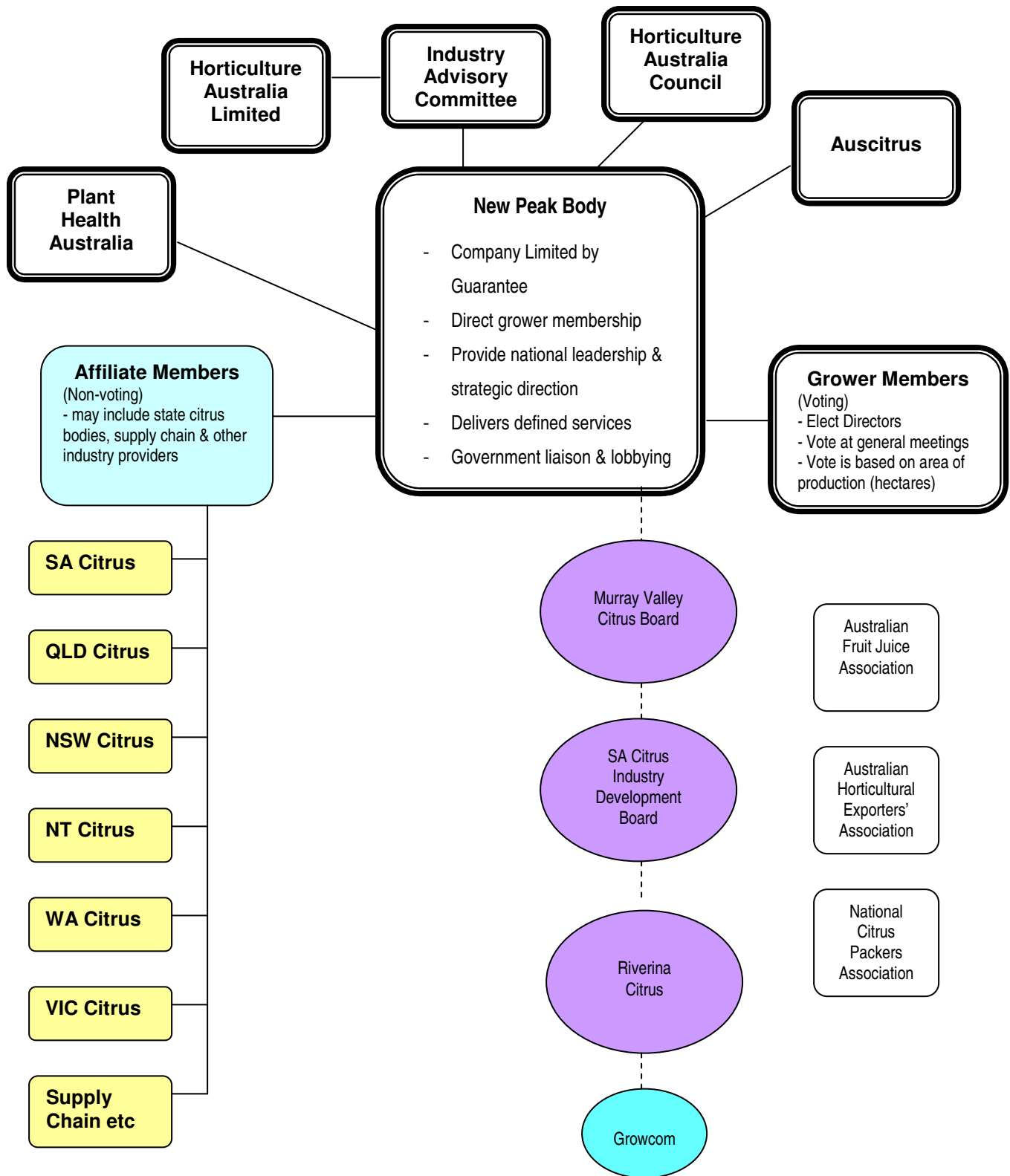
Due to the inability for Statutory Authorities to become members of the Company, specific performance-based contracts would be implemented to deliver the needs of levy payers (growers).

A regular formal line of communication would be established between the peak body and the State Authorities to prevent the duplication of services.

Overview of this Option

- Minimal change from the current arrangements
- Growers continue existing memberships and payments, plus pay to join the new company directly
- Maintains offices and representation at a regional level
- Formalising of delivery of defined services through contracts between the new company and the State Statutory Authorities. These contracts would be two-way, with various bodies providing complementary services to the industry
- Implementation phase relatively straight forward

Figure 3: THE NEW PEAK BODY & THE MULTI STRUCTURE OPTION



Single Structure Option

(Refer to Chapter 5 (Page 15) for a description of the new peak body as a Company.)

A new peak industry body established as a Company:

Regional Presence

National programs to be delivered through various means to maximise efficiency and effectiveness, and may include:

- A physical presence
- Industry Development Officers, other employees, or contractors
- Grower focus/advisory groups across all regions on specific issues
- Functional/issue-based sub-committees such as market access, biosecurity or water/natural resources
- Commodity sub-committees (such as mandarins and navels)

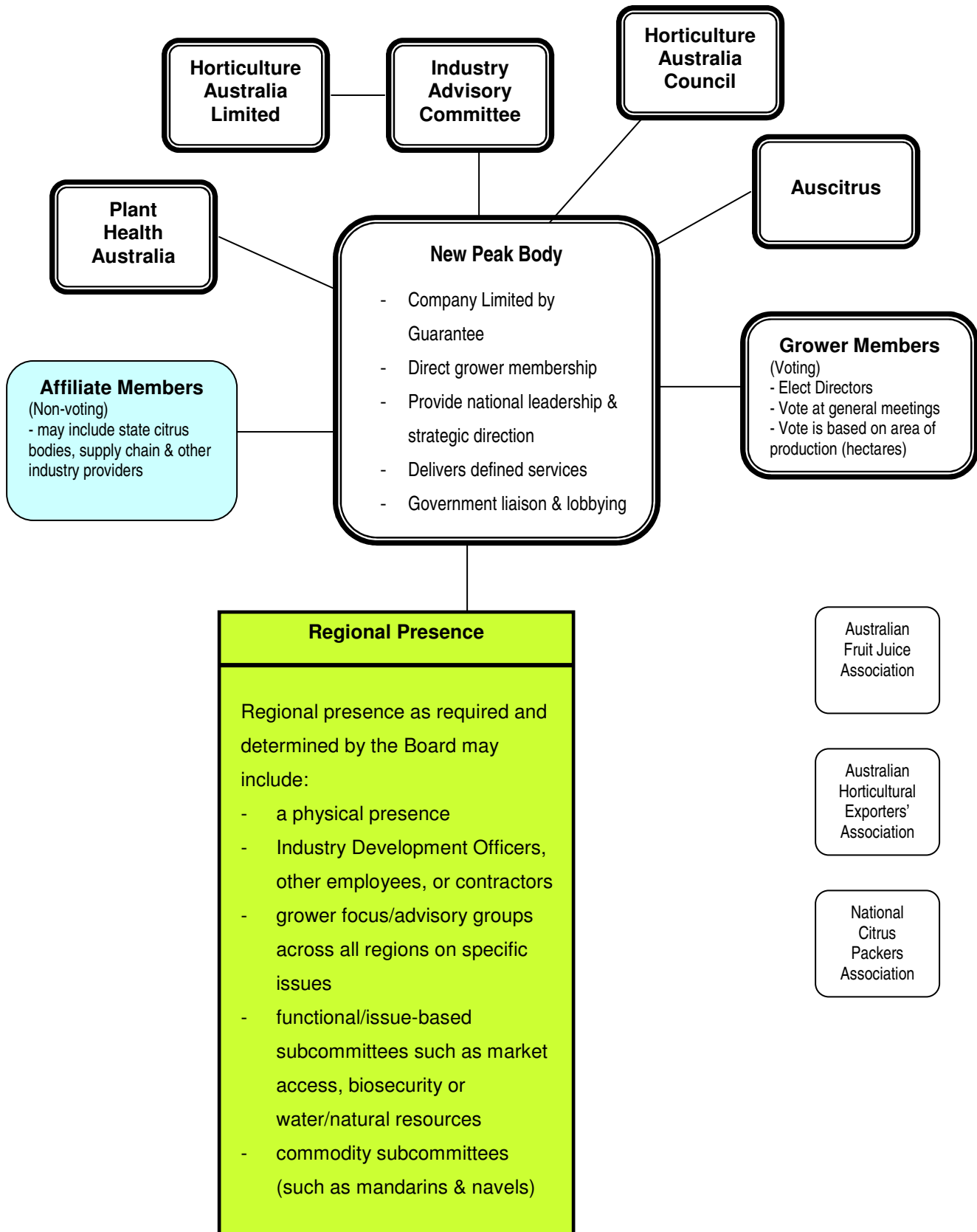
Under this option, the State Grower Bodies and the Statutory Authorities would be phased out.

Overview of this Option

- It potentially offers a full integration of all existing grower bodies, involving one board responsible for all industry policy and service delivery functions
- A new national peak body with a regional presence

- Simplify the current collection of national and state levies and voluntary contributions into one set of national levies and voluntary membership fees to provide greater value for money for the Australian citrus grower
- A single national entity provides the industry, governments and the citrus marketplace with one contact point
- With the phasing out of the State Statutory Authorities (Victoria, NSW and South Australia), the State Statutory Levies would no longer exist
- Consequently, an increase in the National Levies would be required to maintain services
- This implementation phase will require more management:
 - The wind-up of current state/regional grower bodies with differing financial years
 - The wind-up of the Statutory Authorities which would involve state government liaison and a separate ballot and voting process in each statutory authority area

Figure 4: THE NEW PEAK BODY & THE SINGLE STRUCTURE OPTION



7. HOW THE NEW STRUCTURE WOULD START

An Implementation Team, chosen by the existing ACG Board, will be responsible for the initial set-up and operations of the new peak body.

The Implementation Team, which would include growers, could also include people with expertise in:

- Change management
- Corporate governance
- Corporate law
- Industry communications
- Human resource management

The Chair and the Directors of the new peak body would be involved from an early stage in the implementation process.

There are several key issues common to both options that will set the framework for the Implementation Team.

These include:

- The process of appointing Directors
- The process for appointing the Chair
- Eligibility of levy payers (growers) for membership of the new body
- The mechanism for funding and effective lobbying and government liaison

- Operational matters such as the location of the new Company's office and its staff resources.

When the Industry decides to change, arrangements will be required to manage and fund the transition.

A Communications Strategy would be needed to ensure the continual information flow between the Implementation Team and the Industry.

8. TIMING

The Restructure Task Force recommends the following outline as a possible approach to implement whatever option is chosen:

October 2007

Discussion Paper (this paper) released

October – December 2007

Consultation and feedback

December 2007

Deadline for submissions 14 December

Work commences on the Final Report

February 2008

Final Report prepared based on grower consultation and feedback

March 2008

Grower vote on the industry- preferred structural option

May 2008

ACG AGM – levy payers represented by their national delegates will set the timetable for the wind-up of ACG (regardless of the option chosen)

May 2008

Implementation team established

October 2008

Selection of the new Company
Appointment of the Company's new chair

October 2008 – June 2009

Integration of assets and activities (depending on option chosen)
Wind-up of current ACG structure complete

July 1 2009

Commencement of new peak body

9. HOW TO COMMENT ON THIS PAPER

This discussion paper was written as a basis for discussion and feedback from the Citrus Industry and other interested parties.

You are invited to comment on the two options discussed through written submissions by **14 December 2007**.

You are able to obtain more information about the restructure process through:

- The industry's official magazine – *Australian Citrus News*
- Regional roadshows beginning mid-October
- ACG's website:
www.australiancitrusgrowers.com
- Phoning ACG office on
Tel: (03) 5023 6333

If you choose to write a submission, please consider the following:

- What issues or concerns have not been covered within the Paper
- What further information would you require in the Final Report to help you vote
- Your thoughts on a preferred option, and why

We require you to supply your full name and contact details in case further clarification is needed.

Submissions can be provided by mail, fax, or email to the following:

Leonie Burrows
Facilitator
ACG Restructure Taskforce

Roadshow Dates:

18 October 2007

Queensland meeting, Gayndah

23 October 2007

NSW Coast meeting, Gosford

31 October 2007

Riverina meeting, Griffith, NSW

1 November 2007

Auscitrus

7 November 2007

Riverland meeting, Berri Hotel, SA

8 November 2007

Murray Valley meeting, DPI Research Station, Dareton, NSW

9 November 2007

Australian Horticultural Exporters' Association

12 November 2007

ACG General Meeting, Mildura

16 November 2007

Western Australia meeting, Moora

The Restructure Task Force acknowledges that this timetable and the activities is notional and will depend on the Option that the Industry chooses.