

August 2007

Facilitating the alignment of the industry resources and organisational structure

A **Restructure Task Force** (RTF) has been established as a Committee of the Board of ACG:

- Mark Chown
- Kevin Cock
- Peter Davidson
- Nick Ulcoq
- Frank Battistel
- Peter Walker
- Robert Mansell

Objective:

To investigate & define options for an appropriate national grower industry structure to achieve

- Strategic Imperative 4: Enhancing Capability of our Industry & Leadership within the Citrus Industry Strategic Plan 2006-2011; and
- Strategy A: Establish ACG as a world class organisation within the ACG Operational Plan 2007 & 2008

Timeframe:

- Initial meeting April 2007
- Green Paper September 2007
- White Paper February 2008
- ACG AGM April 2008

Secretariat: Leonie Burrows and Associates (Leonie Burrows; Allison McTaggart)
Executive support: ACG CEO Judith Damiani

The RTF held its third meeting on 16 July 2007 in its quest to develop options for a new grower industry structure. A Green Paper is to be available by the end of September 2007.

The RTF has reviewed a number of models and experiences from other industries such as pork, apples and pears, avocados; considered a wide range of reviews and documents and has held candid debate on the options and issues.

The RTF agreed **that the status quo is NOT an option** based on:

- Consistent and strong messages coming from levy payers, commercial partners, government (2005/2006/2007 ACG AGM resolutions; [DAFF IPP funding](#); [KPMG report 2005](#); [Corish report 2006](#); [Citrus industry strategy 2006](#); 2007 Agriculture Statement by Federal Minister; HAL proposed change to disband IAC's; [NFF restructure announcement](#); National Citrus Leadership Group statement etc)
- Action/implementation needed not more reviews/plans

The RTF has considered a couple of options which need to be explored, most likely requiring the peak industry body to become a company limited by guarantee, with supporting local capacity, having shareholder categories that 1) recognised voting relative to the scale of investment in production and 2) supply chain partners.

The Company would be recognised by the Federal Government in setting or varying national levies to deliver more effective services such as:

- management of the industry's research and development activities in partnership with Horticulture Australia Limited (with matching contributions from the Federal Government)
- management of the industry's marketing activities in partnership with Horticulture Australia Limited
- management of the industry's responsibilities in relation to Plant Health Australia and biosecurity.
- policy and advocacy services
- levy payer engagement & communication
- supply chain engagement & communication
- global consumer engagement & communication

The Company could be governed by a Board of Directors with a range of skills elected by the shareholders.

The RTF noted that it is important to preserve regional differences and issues whilst moving closer to the global market/consumer.

Voting on the proposed change will need to be agreed: national delegates vs national grower poll

The citrus industry development plan required by HAL (affecting all industry development activities including IDO/Cittgroups projects) will be developed by ACG as a separate but complementary activity.

Fundamental change is anticipated across the citrus growing industry and will need to be staged for implementation.