

**PAUL HOLMES a COURT  
CEO of HEYTESBURY HOLDINGS LIMITED**

**KEY REFORM POINTS**

**The Need For Reform**

- Proper reform of our industry's representative bodies is needed urgently.
- The current structure is failing the very industry it is supposed to be helping, at a time when we need all the help we can get.
- The fundamental problem is the lack of any proper accountability of either of our two most significant bodies, CCA and MLA.

**Current Structures Unaccountable**

- CCA is not properly accountable to the industry it is supposed to represent.
- MLA is not properly accountable to the industry it takes money from.
- Both CCA and MLA have naturally become self-serving.

**The CCA and MLA Focus**

- CCA's principal focus right now is be seen to accommodate the current mood for reform in a way that preserves the relevance of its current members - SFOs - to the maximum extent possible. It is a sham, clear for all to see.
- MLA's principal focus in recent times has been to maximise the levies producers and processors must pay to it. Perversely, spending more doing more has been a means to this end.

**Current Reform Process**

- While it is nice to hear CCA say they are going to reform themselves, it is simply not realistic to expect them to undertake the required reform of themselves.

**Way Forward**

- Proper reform requires starting with a "clean sheet of paper" and designing a simple structure which is effective, efficient, and accountable. Starting with the current failed system is no way to get a good result.

**The Reform Fundamentals**

- Fundamental to any sensible structure for industry representation is the bringing together of the *authority* to represent the industry with the *means* to represent the industry, in a way that is *accountable* to the industry.
- This means the authority which currently sits with CCA and the money which currently flows to MLA coming together in a single body, the board of which is elected directly by industry participants.

**State Farmer Organisations**

- SFOs have a long-term future representing the interests of their members on State-based issues.