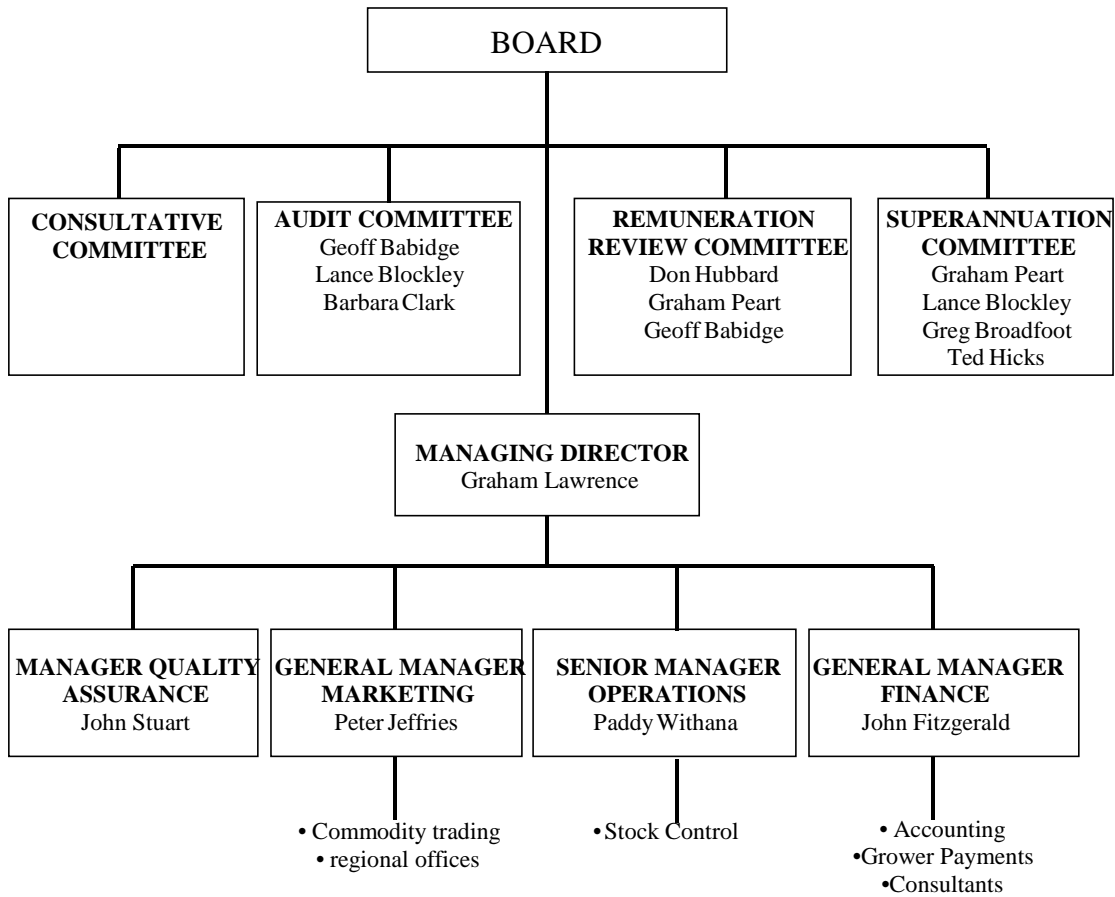




Appendix One

Grains Board Organsiation Chart, 1 November 1999



Source: Grains Board Annual Report 1998-99



## Appendix Two

### Submissions and Documents Received by the Committee

<i>No.</i>	<i>Submitted or Tabled by:</i>	<i>Subject</i>
1.	Mr Nigel Hart, Chief Executive Officer Grains Growers Association Limited.	Abstract from the Draft Report “National Competition Policy (NCP) Review of the <i>Wheat Marketing Act 1989</i> ” regarding information on some potential players in a deregulated wheat export market.
2.	Mr John Cobb, President NSW Farmers Association.	NSW Farmers, New Release, dated 26 October 2000 “Grain Growers retain certainty with NSW Grains Board agency agreement”.
3.	Mr Lance Blockley, Interim Managing Director Grains Board.	Paper distributed to the Board of the Grains Board entitled “Review of 1999/2000 Profit/Loss and Balance Sheet Forecasts – (and Updated Assessment of Debtors/Clients – Waterwheel and Seedex)”, dated 10 March 2000.
4.	Mr Lance Blockley, Interim Managing Director Grains Board.	Paper distributed to the Board of the Grains Board entitled “Board Action Paper: 1999/2000 Budget Forecast Review”
5.	Mr Lance Blockley, Interim Managing Director Grains Board.	Letter from the Commonwealth Bank to the Managing Director of the Grains Board regarding the short-term money market loan facility.
6.	Mr Lance Blockley, Interim Managing Director Grains Board.	Questions referred to Mr Lawrence from the NSW Grains Board regarding his conduct as Managing Director of the NSW Grains Board.
7.	Mr Graham Peart, Former Board Member Grains Board.	Listing of members of the NSW Grain Board
8.	Mr Graham Peart, Former Board Member Grains Board.	NSW Grains Board, Corporate Policy Manual, Draft Version 2, July 1996 (Prepared by Marx Consulting Pty Ltd).
9.	Mr Graham Peart, Former Board Member Grains Board.	Risk Management Report for the NSW Grains Board, September 1995 (Prepared by AIBA Group).



<i>No.</i>	<i>Submitted or Tabled by:</i>	<i>Subject</i>
10.	Mr Graham Peart, Former Board Member Grains Board.	NSW Grains Board Policy and Administrative Procedures Manual, July 1999.
11.	Mr Graham Peart, Former Board Member Grains Board.	Board Meeting Papers, Friday 25 February 2000 (in three folders).
12.	The Rural Marketing Supply Association (RMSA).	Facsimile from the RMSA dated 3 November 2000 to the NSW Grains Board requesting information on the Grain Board's agreement with Grainco and the collection of levies and the NSW Grains Board's response dated 8 November 2000.
13.	The Rural Marketing Supply Association (RMSA).	RMSA submission to the Review of the <i>Grain Marketing Act 1991</i> , dated June 1998.
14.	The Rural Marketing Supply Association (RMSA).	RMSA submission to the Legislative Council Standing Committee on State Development inquiry on the International Competitiveness of Agriculture in New South Wales and the Committee's report.
15.	The Rural Marketing Supply Association (RMSA).	Correspondence to Minister Amery, dated August 2000, regarding the media reports of the Grains Board's losses and reinforcing the RMSA's support for deregulation which they voiced during the review of the <i>Grain Marketing Act 1991</i> .
16.	The Rural Marketing Supply Association (RMSA).	Correspondence to the NSW Farmers Association, dated August 2000, regarding the financial position of the Grains Board and expressing concern that the NSW Farmers view is in contrast to that of other grain growers such as the RMSA. The letter also calls for NSW Farmers to support any call for an independent audit.
17.	The Rural Marketing Supply Association (RMSA).	Correspondence to Minister Amery, dated October 2000, regarding the extension of the statutory powers of the NSW Grains Board and the novation of the same to private entities.
18.	Mark Bryant, Greenthorpe NSW.	Letter to Tony McGrane, Member for Dubbo, regarding the NSW Grains Board Canola Pool.



<i>No.</i>	<i>Submitted or Tabled by:</i>	<i>Subject</i>
19.	Gary Lees, Weethalle NSW.	Grain Contract and correspondence from the NSW Grains Board.
21.	William Parsons, Rankins Springs, NSW.	Letter outlining concerns about the NSW Grains Board.
22.	Mr Don Hubbard, Chairman Grains Board.	Hand written letter to the Former Chairman of the Grains Board, Mr Athol Roberts from the former Auditor-General, Tony Harris.
23.	NSW Agriculture Author: Audit Office of NSW	Statutory Audit Reports provided to the Chairman of the Board, Minister and Treasurer by the Auditor-General – NSW Grains Board – for the years ended 31 August 1996, 1997, 1998, 1999.
24.	NSW Grains Board Administrator Author: Audit Office of NSW	Management letters (from the Audit Office to the Chairman of the Board) arising from the audits for the years ended 31 August 1996, 1997, 1998, 1999.
25.	NSW Grains Board Administrator Author: Audit Office of NSW	Overview of Treasury Operations for the NSW Grains Board prepared by Structured Finance & Treasury Group, the Audit Office. (Review period: May 1996 to August 1998).
26.	Investigating Accountant	NSW Grains Board, Investigating Accountants Report, prepared by PricewaterhouseCoopers, August 2000.
27.	NSW Grains Board	Questions issued to John Fitzgerald by the Grains Board 15 November 2000 regarding his conduct as Chief Financial Officer of the Board.
28.	Independent Commission Against Corruption	Letter indicating that the Commission will be investigating the conduct of former officers of the Grains Board, dated 17 November 2000.
29.	Mr Don Hubbard	Letter and attachments concerning the restrictiveness of audits commissioned by the Grains Board, dated 20 November 2000.
30.	Mr John Love	Letter from John Love, former Director NSW Grains Board, Pymble, regarding the work of the Grains Board during his terms from 1991 until 1999.



<i>No.</i>	<i>Submitted or Tabled by:</i>	<i>Subject</i>
31.	Australian Grain Exporters Association	Facsimile dated 7 November 2000 providing a list of their concerns for the Committee's consideration.
32.	Mr Gerard Woods	Resignation letter of Gerard Woods, Senior Grain Merchant, to the Grains Board, dated 26 November 1998.
33.	Mr Graham Lawrence	Statement to the Committee, dated 29 November 2000.
34.	Mr Graham Lawrence	Answers supplied by Graham Lawrence to questions asked by the Grains Board, dated 28 November 2000.
35.	Carroll O'Dea, Solicitors	Supplementary submission by Graham Lawrence to the Committee, dated 12 December 2000.
36.	NSW Treasury	Submission, requested by the Committee in response to questions raised in the public hearings, dated 18 December 2000.
37.	Professor Allan Craswell, Faculty of Economic and Business, University of Sydney (requested by the Committee)	Letter regarding the role, responsibilities and obligations of auditor's, dated 2 January 2001.
38.	Mr Murray Smith, KPMG	NSW Grains Board Administrator's draft interim report, dated 24 January 2001.
39.	Carroll O'Dea, Socilitors	Further supplementary submission by Graham Lawrence, dated 15 February 2001.
40.	NSW Farmers Association	Information regarding the membership of the Grains Board Selection and Consultative Committee.
41.	Mr Robert Gunning, Livestock Transporters Association	Submission, dated 28 April 2001



## Appendix Three

### List of Witnesses Appearing Before the Committee

<i>Witness</i>	<i>Position &amp; Organisation</i>	<i>Hearing Date</i>
Mr Rodney <b>ANDREA</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo
Mr William <b>BARRON</b>	Grain Grower, Ungarie	13 November 2000, Dubbo
Mr David <b>BLACK</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo
Mr Sean <b>BLAIR</b>	President, Rural Marketing and Supply Association	13 November 2000, Dubbo
Mr Lance <b>BLOCKLEY</b>	Interim Managing Director, NSW Grains Board	1 November 2000, Sydney
Mr Mark <b>CHAPPLE</b>	Solicitor, Baker and McKenzie, acting on behalf of the NSW Grains Board	1 November 2000, Sydney & 16 November 2000, Sydney
Mr John <b>COBB</b>	President, NSW Farmers Association	1 November 2000, Sydney
Mr Anthony <b>COGSWELL</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo
Mr Ian <b>COPP</b>	Chief Manager, C'wlth Bank of Australia	30 November 2000, Sydney
Mr Glenn <b>DALTON</b>	Director of Grains, NSW Farmers Association	16 November 2000, Sydney
Mr Michael <b>ELLIS</b>	Internal Audit Partner, PricewaterhouseCoopers	30 November 2000, Sydney
Mr John <b>FITZGERALD</b>	Former Chief Financial Officer, NSW Grains Board	30 November 2000, Sydney
Mr Patrick <b>HAIRE</b>	Former commodity trader, NSW Grains Board	29 November 2000, Sydney
Mr George <b>HAMMOND</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo



<i>Witness</i>	<i>Position &amp; Organisation</i>	<i>Hearing Date</i>
Mr David <b>HANCOCK</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo
Mr Nigel <b>HART</b>	Chief Executive Officer, Grain Growers Assoc. Ltd	1 November 2000, Sydney
Mr Peter <b>HEDGE</b>	Investigating Accountant, PricewaterhouseCoopers	29 November 2000, Sydney
Mr Don <b>HUBBARD</b>	Former Chairman, NSW Grains Board	16 November 2000, Sydney
Mr Peter <b>JEFFRIES</b>	Former General Manager, Marketing, NSW Grains Board	29 November 2000, Sydney
Mr Michael <b>KEOGH</b>	Policy Director, NSW Farmers' Association	1 November 2000, Sydney
Mr Jack <b>KHEIR</b>	Director of Audit, Audit Office of NSW	30 November 2000, Sydney
Mr Reginald <b>KIDD</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo
Mr Graham <b>LAWRENCE</b>	Former Managing Director and Chief Operating Officer, NSW Grains Board	30 November 2000, Sydney
Mr Geoffrey <b>LOCK</b>	General Manager, Corporate Banking Group, C'wlth Bank of Australia	30 November 2000, Sydney
Mr Ian <b>MACINTOSH</b>	Former General Manager, Marketing, NSW Grains Board	29 November 2000, Sydney
Mr Frederick <b>MORSE</b>	Grain Grower, Gulargambone	13 November 2000, Dubbo
Mr Jonathon <b>McKEOWN</b>	Chief Executive, NSW Farmers' Association	1 November 2000, Sydney & 16 November 2000, Sydney
Mr Graham <b>PEART</b>	Former Deputy Chairman of the NSW Grains Board	13 November 2000, Dubbo
Mr Athol <b>ROBERTS</b> , OAM	Former Chairman, NSW Grains Board	13 November 2000, Dubbo



<i>Witness</i>	<i>Position &amp; Organisation</i>	<i>Hearing Date</i>
Mr David <b>RINGLAND</b>	Grain Grower, Narromine	13 November 2000, Dubbo
Mr Robert <b>SENDT</b>	Auditor General of NSW	30 November 2000, Sydney
Dr Kevin <b>SHERIDAN, AO</b>	Director General, NSW Department of Agriculture	16 November 2000, Sydney
Mr James <b>WATSON</b>	Grain Grower, Parkes	13 November 2000, Dubbo
Mr Trevor <b>WETMORE</b>	Internal Audit Partner, PricewaterhouseCoopers	30 November 2000, Sydney
Mr Daniel <b>WHEELER</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo
Mr William <b>WHEELER</b>	Grain Grower, Dubbo	13 November 2000, Dubbo
Mr Alexander <b>WHITE</b>	Rural Marketing and Supply Association (RMSA)	13 November 2000, Dubbo
Mr Lee <b>WHITE</b>	Assistant Auditor General, Audit Office of NSW	30 November 2000, Sydney
Mr Gerard <b>WOODS</b>	Former commodity trader, NSW Grains Board	29 November 2000, Sydney





## Appendix Four

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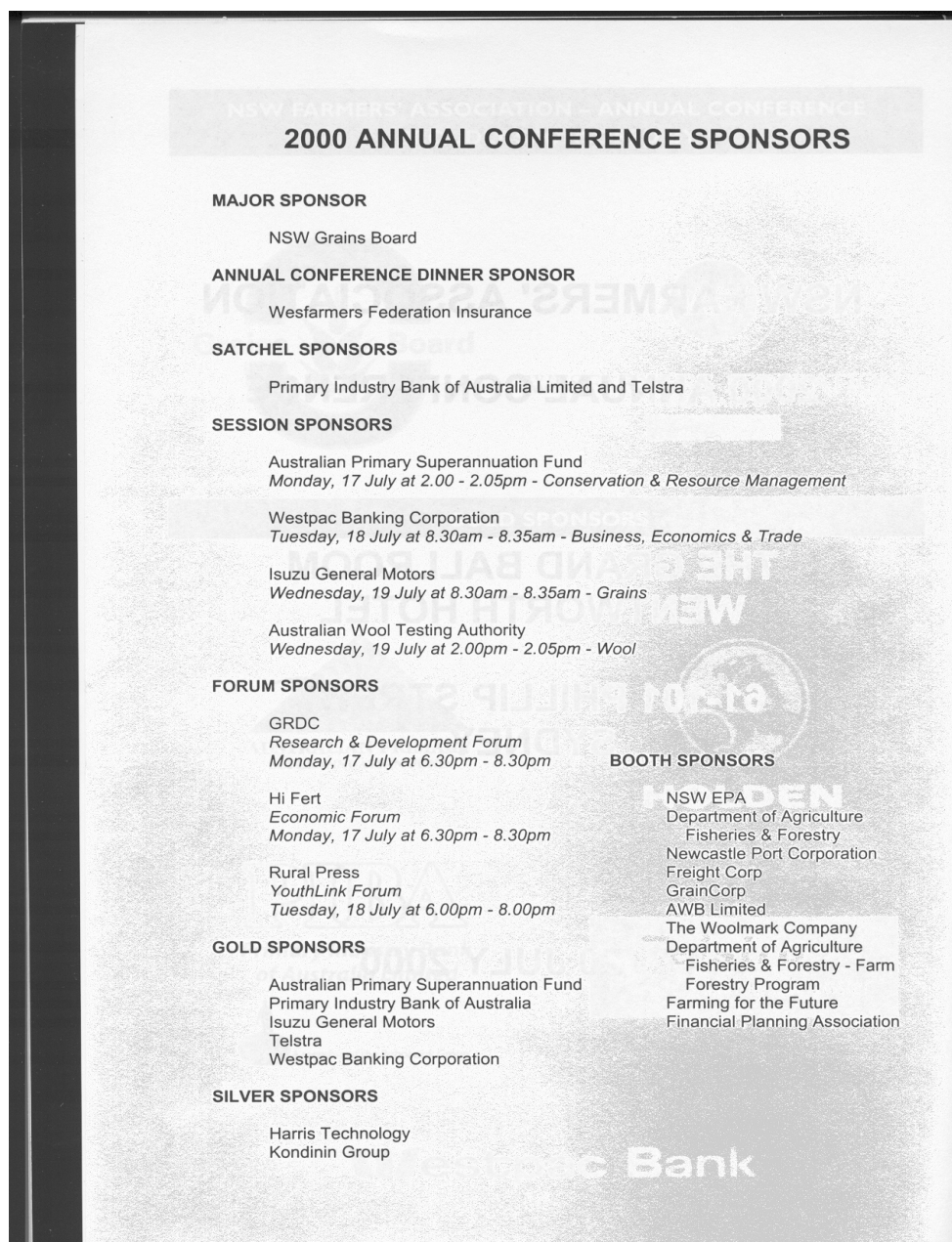
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Standards Australia, *Risk Management AS/NZS 4360:1999*



## Appendix Five

### Sponsors of the NSW Farmers' Association 2000 Annual Conference



Source: NSW Farmers' Association 2000 Annual Conference Agenda