



Murray Darling Association Inc.

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ABN: 64 636 490 493

463 High Street
P.O. Box 1268
Echuca, Vic 3564

3rd Floor, 553 Kiewa Street
P.O. Box 359
Albury, NSW 2640

Ordinary Meeting of the Board
10.30am – Tuesday 10th October – 1pm
Renmark Resort – Meeting Room

AGENDA - MEETING No. 369

1. ATTENDANCE

- 1.1 Present
- 1.2 Apologies
- 1.3 Declaration of Interests and Conflicts

2. PREVIOUS MINUTES

- 2.1 Meeting held 10.30am AEST Thursday 7th September 2017

3. BUSINESS ARISING

- 3.1 Ratification of resolution to note the Finance Report
- 3.2 Ratification of resolution to note the Annual Report

4. REPORTS

- 4.1 Region Reports
 - Region 1 Albury City Council
 - Region 2 Moira Shire Council
 - Region 3 Balranald Shire Council
 - Region 4 Broken Hill Shire Council
 - Region 5 Renmark Paringa Council
 - Region 6 Alexandrina Shire Council
 - Region 7 Walkerville Town Council
 - Region 8 Northern Areas Council
 - Region 9 Leeton Shire Council
 - Region 10
 - Region 11
 - Region 12 Balonne Shire Council
- 4.2 Chief Executive Officer's report
- 4.3 Finance Report

5. GENERAL BUSINESS

- 5.1 Basin Community Committee nomination
- 5.2 Planning Meeting 2018 – Building regional capacity
- 5.3 Location of 2019 AGM

6. CLOSE



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**Ordinary Meeting of the Board
Tuesday 10th October – 1pm
Renmark Resort – Meeting Room**

BRIEFING PAPER - MEETING No. 369

1. ATTENDANCE

- 1.1 Present
- 1.2 Apologies
- 1.3 Declaration of Interests and Conflicts

2. PREVIOUS MINUTES

- 2.1 Meeting held 10.30am AEST Thursday 7th September 2017

3. BUSINESS ARISING

- 3.1 Ratification of resolution to note the Financial Statements
Recommendation: That the board note the 2016/17 Financial Statements and Management Letter

- 3.2 Appointment of Auditor.

This resolution should be announced at the AGM. As a tier 2 association, it is not a requirement for the resolution to be **put** to the AGM.

Recommendation: That the board appoint MGR Accountants as auditor for the 2017/18 year.

- 3.3 Ratification of resolution to note the Annual Report
Recommendation: That the board note the 2016/17 Finance Report

4. REPORTS

- 4.1 Region Reports
 - Region 1 Albury City Council
 - Region 2 Moira Shire Council
 - Region 3 Balranald Shire Council
 - Region 4 Broken Hill Shire Council
 - Region 5 Renmark Paringa Council
 - Region 6 Alexandrina Shire Council
 - Region 7 Walkerville Town Council
 - Region 8 Northern Areas Council
 - Region 9 Leeton Shire Council
 - Region 10
 - Region 11
 - Region 12 Balonne Shire Council
- 4.2 Chief Executive Officer's report
Please accept the Annual Report here.

4.3 Finance Report

To be provided after End of Month

5. GENERAL BUSINESS

5.1 Basin Community Committee nomination

Following notification from the BOC of their decision that local government membership is not appropriate at BOC or Ministerial Council, nominations have been called for

Recommendation: That the MDA nominate the National President David Thurley to a position on the Basin Community Committee.

5.2 MDA Strategic and workplan planning workshop 2018 – Building regional capacity

Discuss location, date and objectives.

Review achievements and engagement against last year's workplan.

Review arrangements for region meetings, board meetings and AGM.

Recommendation: That the board of the MDA meet in Albury/Melbourne/Echuca/other on [date] to develop the focus and workplan for the year ahead.

5.3 Location of 2019 AGM

2019 will be the 75th anniversary year for the AGM – a celebratory milestone that brings with it a wealth of opportunity for raising the profile of the MDA, and increasing membership and engagement.

Region 12, under the chairmanship of Mayor Richard Marsh and the Balonne Shire Council have worked hard and made significant advances this year in raising the profile of Northern Basin communities at state and federal level among our southern connected basin counterparts. This work, and the councils of the northern Basin would be well supported by celebrating the MDA's 75th year in Toowoomba.

Discussions with the Mayor Paul Antonio, and previously also with CEO Brian Pidgeon have indicated that Toowoomba Regional Council would be pleased to host the event, and work with MDA and Region 12 in preparing for it.

Recommendation: That the 75th National Conference and AGM be held in Region 12, hosted by Toowoomba Regional Council.

6. CLOSE



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Ordinary Meeting of the Board #368
10.30am AEST Thursday 7th September 2017
Location: Desktop – GoTo Meeting

MINUTES – BOARD MEETING No. 368

1. ATTENDANCE

1.1 Present

| | | |
|--------------------------|---------------------------|------------------------|
| Cr David Thurley (Chair) | Albury City Council | Region 1 |
| Cr Leigh Byron | Balranald Shire Council | Region 3 |
| Cr Darriea Turley* | Broken Hill Council | Region 4 |
| Cr Peter Hunter | Renmark Paringa Council | Region 5 |
| Cr Barry Featherstone | Alexandrina Shire Council | Region 6 |
| Cr David Shetliffe | Adelaide Metro | Region 7 |
| Cr Paul Maytom | Leeton Shire Council | Region 9 |
| Pete George | Murray Darling Assoc | Treasurer |
| Emma Bradbury | Murray Darling Assoc | CEO |
| Angus Verley** | Murray Darling Assoc | Senior Officer |
| Annette Waters** | Murray Darling Assoc | Administration Trainee |

* Attendance via phone

** Non-board member – attendance by invitation

1.2 Apologies

| | | |
|----------------|------------------------|-----------|
| Cr P Mansfield | Moira Shire Council | Region 2 |
| Cr D Clarke | Northern Areas Council | Region 8 |
| Cr R Marsh | Balonne Shire | Region 12 |

Motion: That the apologies be accepted

L Byron/P Maytom Carried

1.3 Declaration of Interests and Conflicts

None declared

2. PREVIOUS MINUTES

2.1 That the minutes of Meeting 367 held Thursday 3rd August 2017, via GoTo Meeting be accepted.

P Maytom/D Shetliffe

Carried

3. BUSINESS ARISING

3.1 Case for representation on Minco or BOC

We continue to make a case for this representation at every opportunity, including in meetings with various stakeholders and in various written material such as media releases, submissions and policy documents.

We are eager to emphasise that local government has the technical capacity and local knowledge required to understand, balance, plan for, and serve the various and often competing needs and interests that exist within and across our local communities.

Noted

Carried

4. REPORTS

4.1 Region Reports

Region 1 Albury City Council
Presentation ... guest speaker Dr. Terry Hilton

Region 2 Moira Shire Council
Apology

Region 3 Balranald Shire Council

Region 4 Broken Hill Shire Council

Region 5 Renmark Paringa Council
R5 meeting has engaged all councils to provide issues papers for the regional profile reports.

Region 6 Alexandrina Shire Council

Region 7 Walkerville Town Council
Attached

Region 8 Northern Areas Council
Apology

Region 9 Leeton Shire Council
Cr Paul Maytom reported on Region 9s progress and the EWAGs positive and beneficial meeting. Cr P Maytom has recently been nominated to serve on Murrumbidgee Customer Advisory Group.

Region 10

Region 11

Region 12 Balonne Shire Council

Motion: That the region reports be accepted.

B Featherston/P Hunter

Carried

4.2 Chief Executive Officer report

Motion: That the CEO's report be accepted.

4.3 Finance and Treasurer report

Motion: That the Finance report be accepted.

D Shetliffe/L Byron

Carried

5. General Business

5.1 Allegations of non-compliance in the Northern Basin

Board discussed the MDA's response to the Four Corners report, noting that the Murray-Darling Basin Plan is an essential but complex plan, the implementation of which impacts different communities in different ways, and impacts different sectors within communities in different ways.

Motion:

That the MDA:

1. Maintains its support for the Basin Plan and the fair and equitable implementation of it.
2. Maintain its call for an independent judicial inquiry in response to allegations of non-compliance and possible corruption.
3. Accept any opportunity to participate in the MDBA review if it is offered.

P Hunter/D Shetliffe

Carried

5.2 National Carp Control Plan Stakeholder Engagement Strategy

The MDA is please to be involved In the NCCP Stakeholder Engagement Strategy.

5.3 MDA input into MDBA review of the Regional Engagement Officer program

Emma reported that there had been mixed results under the existing program, with inconsistent hosting arrangements contributing to the issues. Feedback to Dianne Flett during her review included a discussion on the importance of clear and equitable hosting arrangements.

Board members also reported mixed experiences with the REO program, with some having had positive experiences and others having had very little engagement or poor experiences. Members asked whether REOs were expected to meet key performance indicators.

Motion: That the Board authorises the CEO to engage in further discussions on practical measures to strengthen the REO program if invited to do so.

D Shetliffe/Barry Featherston

Carried

5.4 MDA Submission to the Victorian Parliament's Inquiry into Environmental Water

This submission was lodged on Wednesday, August 31. The submission recommends *inter alia* that the Victorian Government invest in greater consultation with local government to improve outcomes from environmental watering.

Motion: That the Board endorses the submission.

P Hunter/D Thurley

Carried

5.4 Request from Adrian Wells for the use of water owned by the MDA

The Board noted the report from the Murray Darling Wetlands Working Group outlining their current endeavours in relation to a number of projects, and their interest in liaising with the MDA to discuss management options for the MDA's water holdings. The Board encouraged further work to be done on a program design and detail be submitted to the MDA prior to any further consideration of the matter.

5.6 Fact Sheet for endorsing

The MDA is in process of preparing a Fact Sheet that would serve to demonstrate to councils why they should be members of the MDA. The Fact Sheet highlights the Basin-wide projects and initiatives that the MDA is involved in and needs to be informed by local government on.

Motion: That the Board accept the inclusion of the listed items on a flyer to be distributed by the MDA.

L Byron/D Shetliffe

Carried

5.7 CEO's annual performance review

Emma raised the need for the board to undertake the CEO's annual performance appraisal. The Board will appoint the chair, deputy chair and treasurer to undertake a performance review, and need to be in consultation with all members of the board.

Motion: That the Board appoint the chair, deputy chair and treasurer to form a subcommittee to undertake a performance review of the CEO in consultation with the members of the board.

B Featherston/ P Maytom

Carried

5.6 Murray River Erosion Management Plan between South Corowa and the Confluence with the Ovens River.

General discussion regarding the stakeholder consultation for this plan, which is being jointly prepared by Roads and Maritime Services and the Murray-Darling Basin Authority.

Motion: That the board note the report

P Maytom/D Shetliffe

Carried

5.9 Report from the MDBA Peak Bodies Representatives meeting in Canberra.

Emma and David took part in a Peak Bodies Representatives meeting hosted by the MDBA on August 31. The meeting was an opportunity to hear about where the Basin Plan is up to, and share MDA ideas and concerns about the Plan's implementation.

Motion: That the Board note the report.

D Thurley/B Featherston

Carried

5.10 Independent analysis of the Basin Plan.

MDA (Emma) met with Ernst Young as part of their peak bodies engagement in Canberra. General discussion regarding the Board's views on efficiency measures, water infrastructure projects, positive and negative impacts of the Basin Plan and what could be done to minimise these negative impacts.

Motion: That the Board note the report.

D Shetliffe/P Maytom

Carried

5.11 Discussion on how to recognise volunteers across the Basin at the National Conference

General discussion regarding how other councils throughout the Basin recognise their local volunteers. Board members encouraged to work in partnership offline.

5.12 National Conference registrations

The national conference is fast approaching, with less than 5 weeks to go. The MDA encourages all Board members to invite delegates within their regions along to the National Conference.

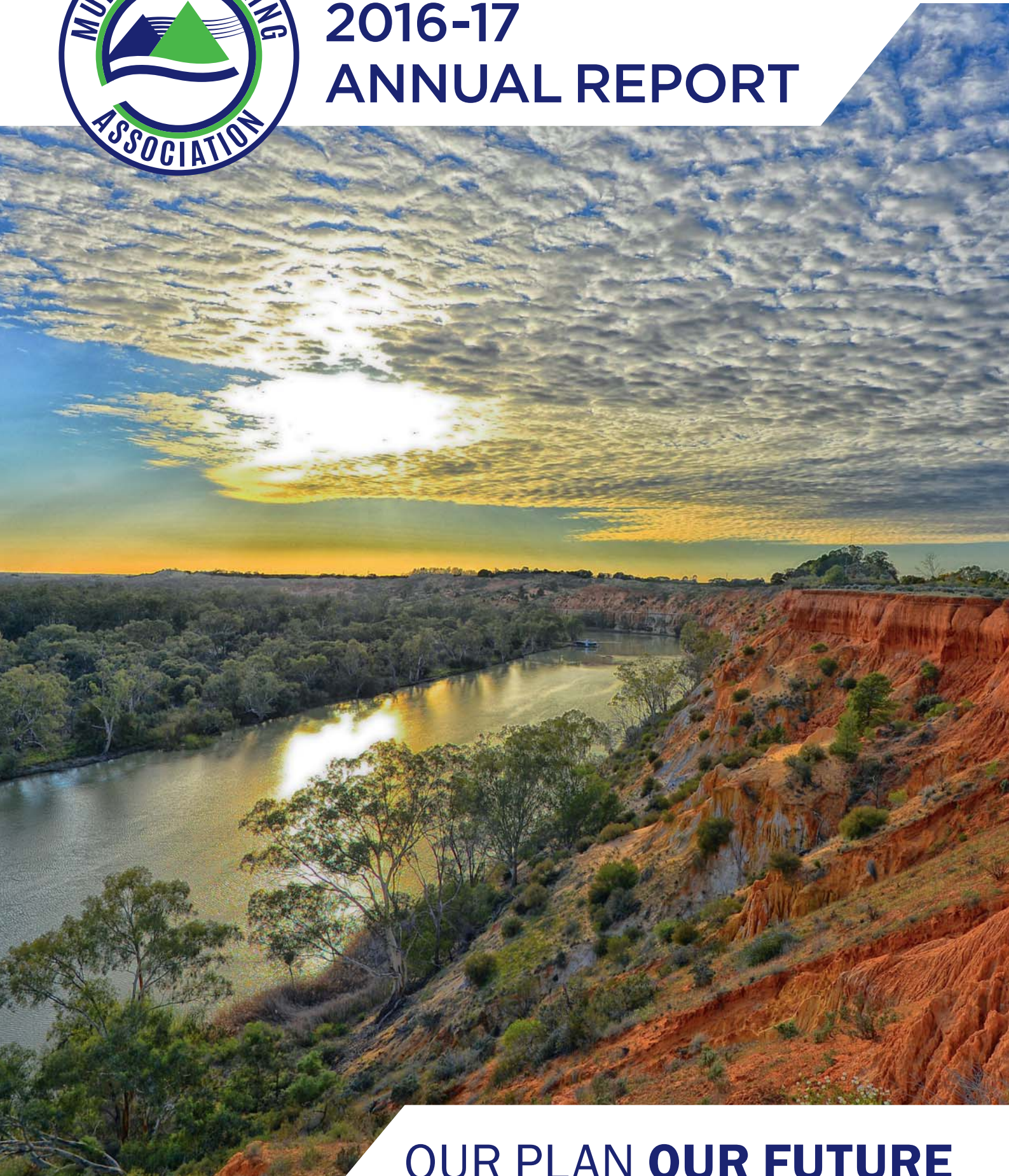
5 NEXT MEETING

10th October 1.00pm Renmark, SA - (in person)

6 CLOSE 11.56 am



2016-17 ANNUAL REPORT



OUR PLAN OUR FUTURE



73rd annual report of the Murray Darling Association Inc: 2016-17

Incorporated under the Association's Incorporation Act 1984 NSW
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**Renmark
Paringa
Council**



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OUR PLAN OUR FUTURE.

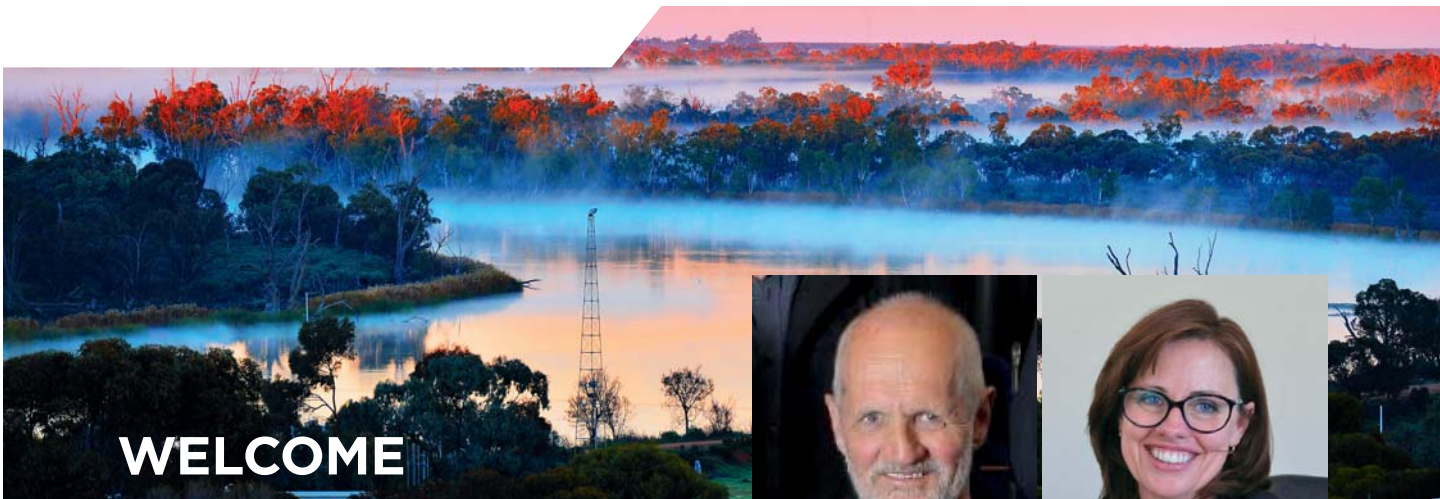
The key role of local government is to plan for the future of our local communities ensuring that our resources are managed in a responsible, and sustainable way. And there are no more important resources than those shared among the councils and communities of the Murray-Darling Basin.

We recognise that the future of our communities is in our hands. Local government, the members of the MDA and the Basin community must plan and work together with our state and federal colleagues, developing strategies, making decision, and delivering projects that provide for a strong and healthy future.

Snowy 2.0, The Basin Plan, SDL adjustments, efficiency measures and supply projects. These are all strategies, decisions and projects that must meet the needs and the expectations of our nation now and into the future. To ensure the success of these projects, local government must take an active role in the planning and sharing local knowledge.

As the third level of government in Australia and the one most directly connected and engaged with the people we represent, local government has a key role in informing **OUR PLAN OUR FUTURE.**





WELCOME



The past year has been extraordinarily busy and productive for the Murray Darling Association.

Our purpose remains staunchly focused on providing effective representation for local government and communities at state and federal level in the management of Basin resources by sharing information, facilitating debate and influencing government policy.

We believe it makes sense for those most affected to contribute to the formation of policy before it is irreversibly locked-in.

Local government has the technical capacity and local knowledge required to ensure the best outcomes for our Basin communities.

Our proudest traditions are steeped in planning for the futures we want for our local communities while serving the communities we have fostered. It is up to all of us to engage in the policy directions that serve us best.

The MDA is as strong and dynamic as it has ever been in its 73 year history.

We represent engaged and informed member councils, our board members apply rigorous principles of management and governance, and our stakeholders value the disciplined representation of the association.

The MDA is increasingly seen by state and federal governments and agencies as the voice of local government in the Basin.

In June we met with key MDBA and CEWO figures, along with politicians including Deputy Prime Minister Barnaby Joyce and Opposition Leader Bill Shorten to advance the case for local government to be consulted in decisions affecting Basin communities.

We again have an important role to play in the year ahead, as the Basin Plan enters another crucial phase with the delivery of the Sustainable Diversion Limit Adjustment Mechanism Projects and development of the Water Resource Plans.

On these matters and numerous others, the voice of local government needs to be informed, organised and articulate.

We recognise that the authority of our voice rests in the scale of our membership.

With membership approaching 100 of the 167 councils in the Basin, we recognise the need to focus on engaging all Basin councils in the year ahead, and we encourage you to invite your fellow councils to participate.

We would like to take this opportunity to thank our board members for their tireless work in guiding and driving the organisation forward.

We also thank our member councils and private members for their enduring support of the organisation.

Cr David Thurley
National President

Emma Bradbury
Chief Executive Officer

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WHERE WE STAND

The Murray Darling Association has long been the go-to organisation for state and federal government agencies seeking input from local government and local communities on issues affecting the Basin.

This has been more evident than ever during the past 12 months. The MDA has provided input to several important reviews.

The MDA sits on several peak bodies reference groups, including the MDBA's Basin-wide Compliance Review.

The MDA has contributed to reviews of the MDBA Regional Engagement Officer Program and the Commonwealth Environmental Water Office and the 2017 independent analysis of Basin Plan water efficiency measures.

Local knowledge is also informing the National Carp Control Plan, with the MDA

partnering with the Fisheries Research and Development Corporation on stakeholder engagement.

These roles demonstrate that the voice of local government is being heard at the highest levels on a broad range of important Basin-wide issues.

MDA's success as an organisation was displayed in the lead-up to Easter 2017, when we successfully called on the MDBA to maintain the height of the Murray River during the peak holiday period, avoiding the loss of millions of dollars in tourism revenue for local communities.

In the year ahead the MDA will continue to build on our high standing with state and federal governments and agencies, achieving meaningful results for local government and the communities we serve.

ROLE OF THE REGIONS

The 12 regions of the MDA sit at the heart of the organisation's strength and ability to provide effective representation of local government on a whole-of-Basin scale.

Not only do the regions provide the platform upon which local knowledge and experience is built into a powerful instrument to inform state and federal policy, they are also the basis for forming the board, through which local knowledge is shared to build a whole-of-Basin perspective.

The board is, of course, like any council, responsible for the good governance and strategic direction of the organisation.

During the past 12 months there has been significant change at board level of the MDA, with six new members endorsed in April, meaning there has been almost complete turnover since 2013.

Again, this is not unlike the changes that can and often do occur at any given council election.

This renewal has presented its challenges, with members having worked hard to familiarise themselves with the role and to make positive contributions.

But it also presents exciting opportunities, with new ideas, skills perspectives and priorities emerging, and a renewed sense of common purpose for the MDA.

Under the constitution adopted in 2016, chairing councils must fully commit to the role, providing resources and a whole-of-council commitment to be eligible to nominate.

In turn, chairing councils provide a regional voice and profile, representing their councils and regions in advocacy, meetings and information sharing forums on the state and national stage.

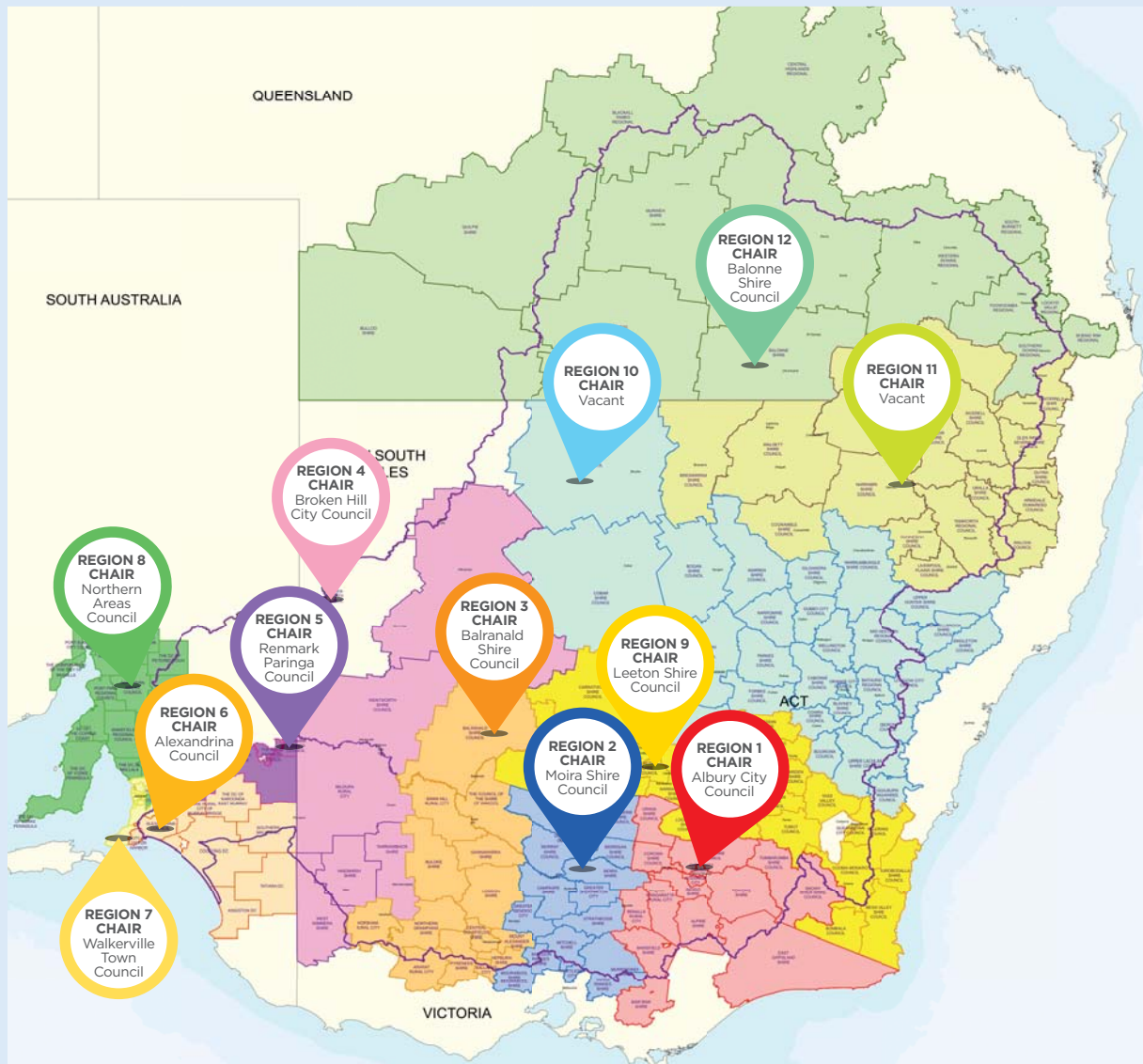
Chairing councils are also tasked with encouraging the membership of all other councils in their region, urging them to share their wealth of experience and technical expertise in managing water resources.

Excitingly, all regions with the exception of northern NSW are represented at board level, and are empowered to represent the interests of all member councils.

By continuing to maintain a strong board, by building on the commitment of chairing councils and by growing membership across the Basin, the MDA can be better placed than at any time in its 73 year history to provide effective representation for local government and communities in the management of Basin water resources at the state and federal level.



REGIONS OF THE MURRAY DARLING ASSOCIATION



Region 4 representatives, from left: Cr Tim Elstone, Gerard Jose, Emma Bradbury, Cr Glenn Milne, Peter Kozlowski, Jason Modica, Darriea Turley, Jane MacAllister and Melisa Hederics.



REGIONAL LEADERSHIP THROUGH THE MDA

Cr Darriea Turley is the Mayor of Broken Hill City Council, which is the chairing council for region 4 of the Murray Darling Association.

Darling Association.

As the elected representative for the chairing council, Cr Turley serves as the chair of region 4 and has the distinction of being the only female on the MDA board.

A passionate and well-informed local government representative, Cr Turley has extensive knowledge of water policy and is experienced in managing the direct impact on her local and neighbouring communities.

Cr Turley's appointment to the board in April this year followed extensive consultation within her council, culminating in a firm commitment by Broken Hill City Council to take on a leadership role within the region, and in the MDA.

Cr Turley is supported in the role by Broken Hill City Council General Manager James Roncon, with council staff also involved in the preparation of meetings, reports and briefings.

The whole-of-council commitment ensures the member councils of region 4, covering the northern reaches of the Darling River through the Menindee Lakes and down to Mildura, are well represented and that their



views and issues can inform and contribute to policy development at the state and federal level.

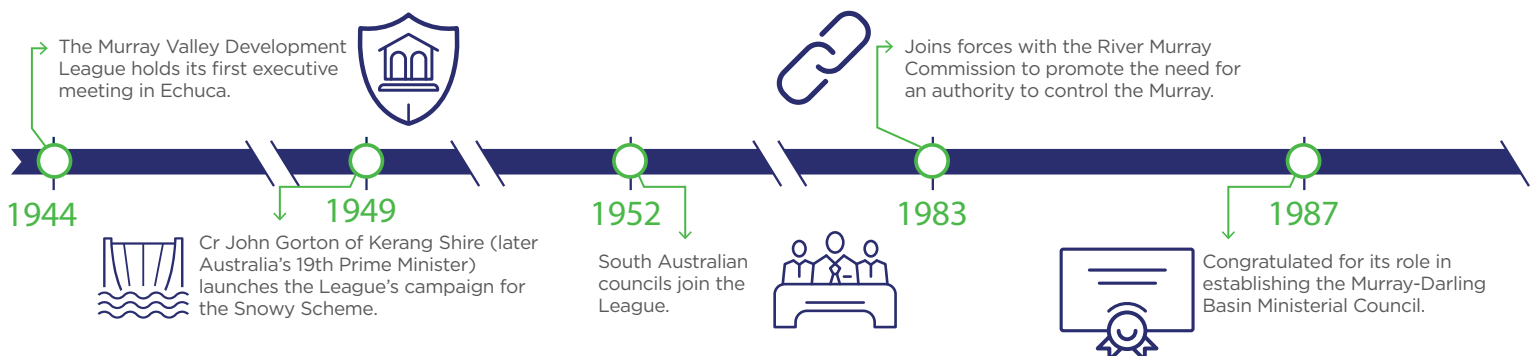
As a result of hard work by Cr Turley and her council, region 4 is a productive and engaged region, motivated to provide effective representation and to achieve tangible results for its communities.

Of particular interest, are projects including the Wentworth to Broken Hill pipeline and the Sustainable Diversion Limit Adjustment Mechanism Project proposed for the Menindee Lakes.

With a united voice, the region has called for a moratorium on the pipeline while investigations are undertaken into water compliance matters in the Northern Basin.

The region is also seeking more information from the state government and the MDBA about the Menindee Supply Measures Package and what it will mean for the Lakes and the Lower Darling.

The region is also committed to developing a shared understanding of the issues that affect other regions and has recently initiated an exchange visit between the councils of region 4 on the Darling and region 6 on the Coorong, to occur later in 2017.





BUILDING GOVERNANCE PERFORMANCE: THE RIGHT SKILLS MIX

In 2014, the MDA embarked on an extraordinary process to overhaul its constitution and update its board structure. With significant change to the board, it was important to focus on governance as a team activity, and ensure the right mix of skills on the board.

Experienced accountant Peter George of M+S Group has been appointed the Murray Darling Association's first skills-based treasurer, marking a new era in financial administration for the organisation.

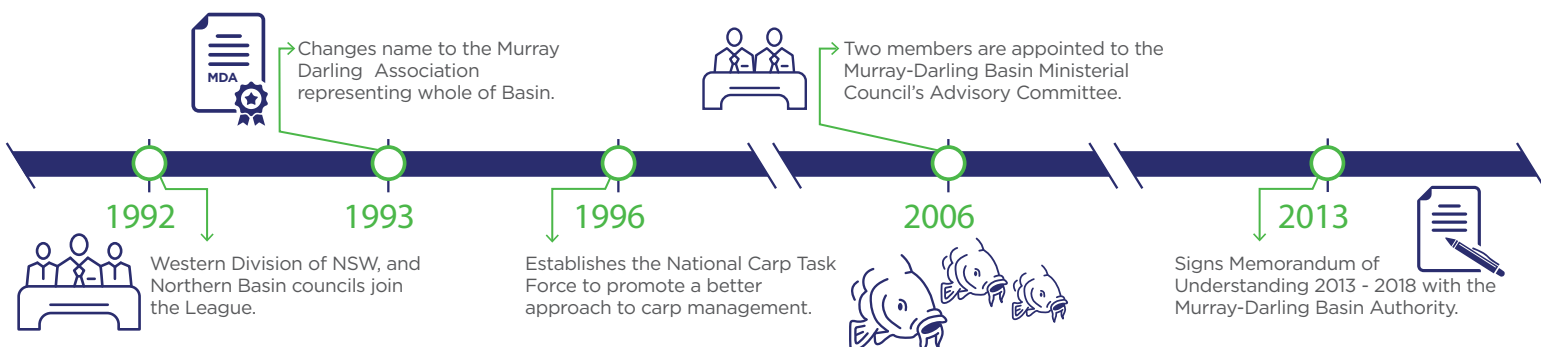
Mr George's appointment to the MDA Board as a skills-based treasurer is allowed under Part 4 s8(3) of the 2016 Constitution, and sees the association's continuing commitment to sound governance, with the composition of the board viewed as a strategic asset to the association.

Peter is Senior Accountant and Partner of M+S Group Accounting Pty Ltd, the largest accounting firm in rural Victoria.

He brings a wealth of energy and experience, and a commitment to the principles and purpose of the MDA.

Peter's contribution at board level will be key to the development of a strong and sustainable financial strategy for the association.

As with so much of the incredibly valuable professional and technical expertise that is contributed to the MDA, Peter's time and skills are generously provided for the benefit of our Basin communities.



A NEW ERA

The appointment of a skills-based treasurer comes at an ideal time for the MDA, as we continue our journey towards a more robust and sustainable financial model.

Membership fees to the MDA are extremely modest, especially when compared with the cost of membership to other regional and state peak bodies.

But through member councils' economies of scale, and drawing on the expertise that already exists within local government, the MDA can achieve high-level efficacy and profile for its members.

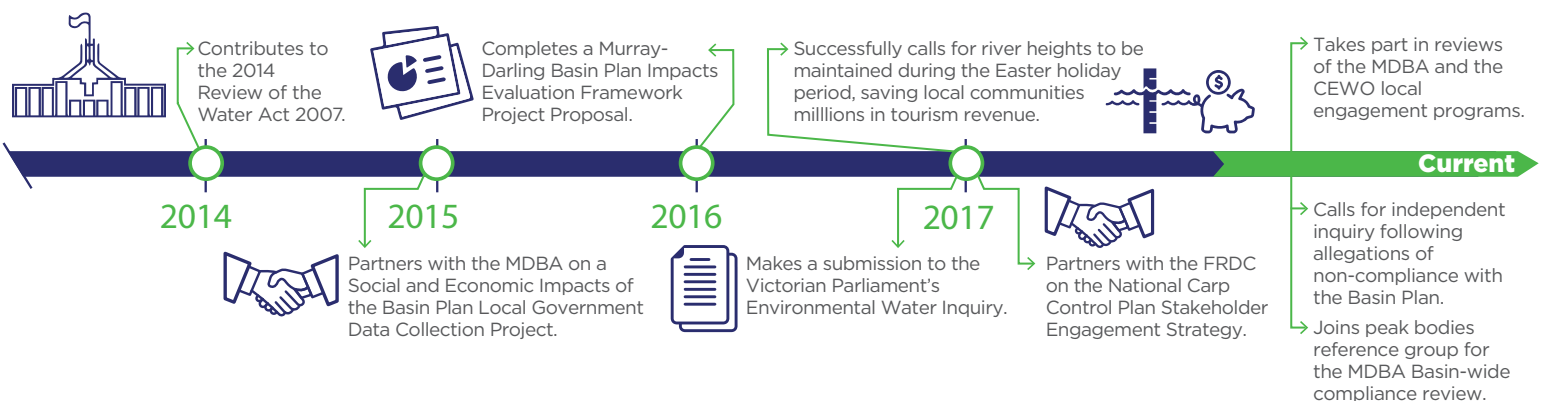
Currently an exceptionally lean and focused organisation that puts every dollar to good use, the MDA and its member councils recognise that as capacity and expectations of the MDA grows, so must its revenue base.

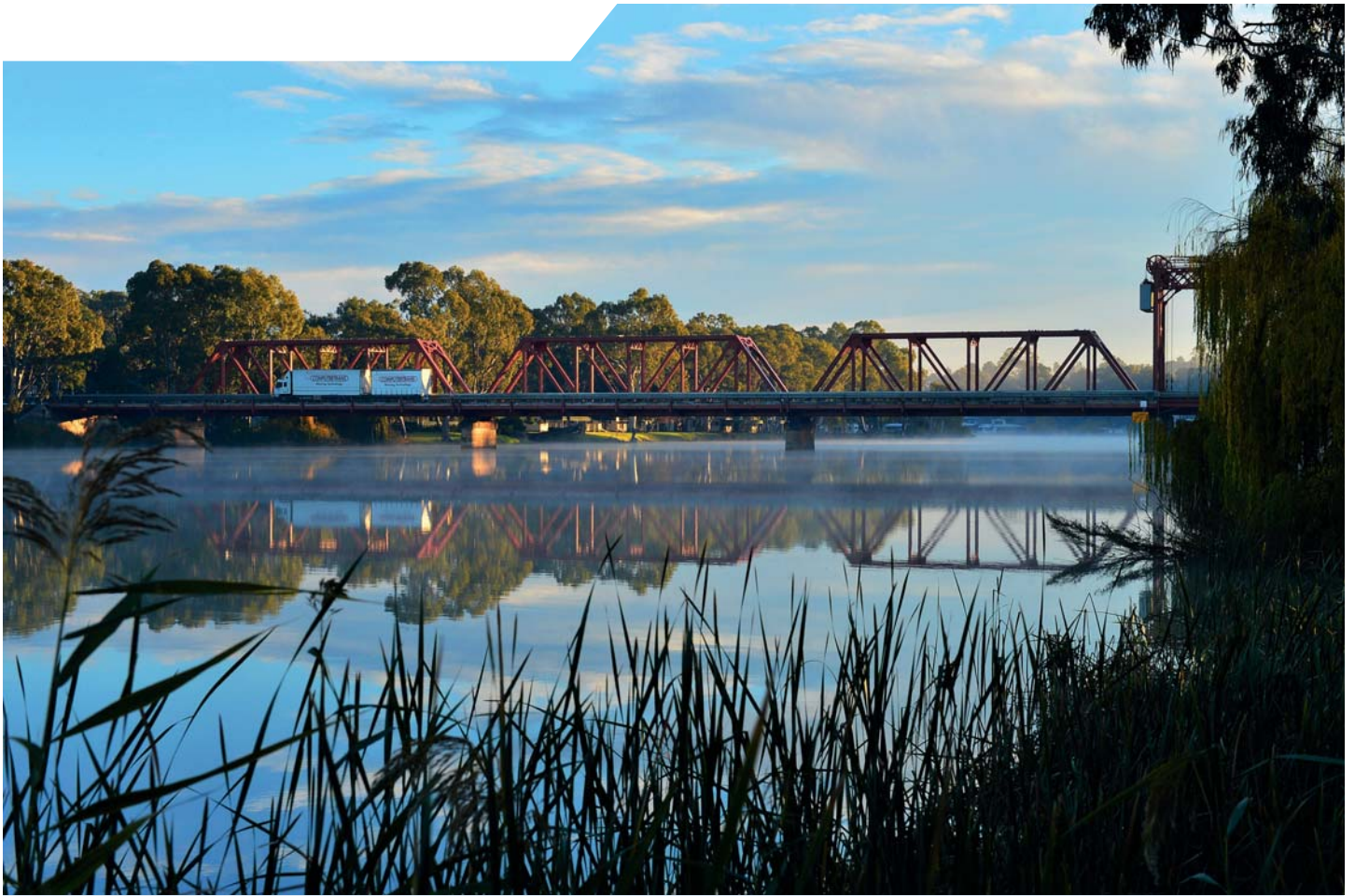
The board and members of the MDA will continue to work on developing a financial strategy that will ensure the association's long-term performance and financial sustainability.



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SHARING THE VISION OF A HEALTHY MURRAY-DARLING BASIN

Through the prism of local government, we all aspire to support economic growth and development; healthy, happy, vibrant people; and a sustainable natural and built environment.

How we achieve that aspiration will vary from council to council, region to region, state to state.

We recognise that our regions represent the interests, issues and circumstances of a wide array of communities across a vast tract of the Australian continent.

The councils of the MDA work together to better understand the unique issues that define, challenge and shape our regions.

In the year ahead, our regions will continue this work to develop regional strategic plans and advocacy priorities that will help inform policy and achieve shared solutions.

One voice representing local government and communities on basin-related issues

Why should your council join?



A powerful voice.

Be part of a collective voice advocating for councils and communities in the Basin.



Ensure your voice is heard.

Inform water policy at regional, state and federal level.



Support existing alliances.

To advocate on regional priorities.



Informed decision making.

Ensure your expertise and knowledge plays a part in the decisions affecting you.



Shape the future.

Be a part of creating the future we want for our Basin communities.

“If the MDA didn’t exist, we’d have to invent it.”

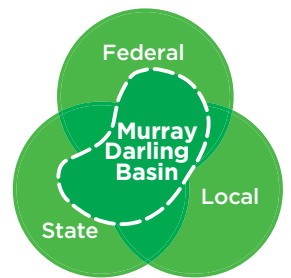
Hon Craig Knowles,
Chairman Murray-Darling Basin Authority (2011-2015), Forbes 2014



Working together with 3 levels of Government to deliver the Basin Plan.

MDA is the only peak body that provides a ‘parliament’ of local government on Basin related issues. MDA works with:

- Local Government NSW • Local Government SA • Local Government Qld
- Municipal Association of Victoria • Australian Local Government Association



“History is made by those who show up.”

Benjamin Disraeli
(British PM 1868-1880)



How can my council inform public policy?

Your council has direct influence.

- Regions meet quarterly.
- Region chairs meet monthly sharing knowledge for a whole of Basin perspective.
- Annual national conference.
- Peak representation at state and federal parliamentary and agency levels.
- 2-way information sharing.
- Secure council centric voting entitlements

Strength in numbers.

Peak body for local government across the Murray Darling Basin.

COUNCILS OF THE MURRAY-DARLING BASIN

REGION ONE Chair Albury City Council, Cr David Thurley

| | | |
|----------------------|------------------------------|-------------------------------|
| Albury City Council | Baw Baw Shire Council | Snowy Valleys Council |
| Federation Council | Benalla Rural City Council | Snowy Monaro Regional Council |
| Indigo Shire Council | East Gippsland Shire Council | Wangaratta Rural City Council |
| Towong Shire Council | Greater Hume Shire Council | Wodonga City Council |
| Alpine Shire Council | Mansfield Shire Council | |

REGION TWO Chair Moira Shire Council, Cr Peter Mansfield

| | | |
|------------------------|---------------------------------|----------------------------|
| Berrigan Shire Council | Greater Bendigo City Council | Strathbogie Shire Council |
| Campaspe Shire Council | Greater Shepparton City Council | Whittlesea City Council |
| Murray River Council | Macedon Ranges Shire Council | Yarra Ranges Shire Council |
| Moira Shire Council | Mitchell Shire Council | |
| Edward River Council | Murrindindi Shire Council | |

REGION THREE Chair Balranald Shire Council, Cr Leigh Byron

| | | |
|---------------------------|----------------------------------|-------------------------------|
| Gannawarra Shire Council | Buloke Shire Council | Mount Alexander Shire Council |
| Loddon Shire Council | Central Goldfields Shire Council | Northern Grampians Shire |
| Ararat Rural City Council | Hepburn Shire Council | Pyrenees Shire Council |
| Ballarat City Council | Horsham Rural City Council | Swan Hill Rural City Council |
| Balranald Shire Council | Moorabool Shire Council | |

REGION FOUR Chair Broken Hill City Council, Cr Darriea Turley

| | | |
|----------------------------|----------------------------|----------------------------|
| Broken Hill City Council | Wentworth Shire Council | Yarriambiack Shire Council |
| Central Darling Shire | Hindmarsh Shire Council | |
| Mildura Rural City Council | West Wimmera Shire Council | |

REGION FIVE Chair Renmark Paringa Council, Cr Peter Hunter

| | | |
|----------------------------|-----------------------|------------------------------|
| District Council of Loxton | Mid Murray Council | District Council of Karoonda |
| Waikerie | Berri Barmera Council | East Murray |
| Renmark Paringa Council | | |

REGION SIX Chair Alexandrina Council, Cr Barry Featherston

| | | |
|--------------------------|---------------------------------|----------------------------------|
| Alexandrina Council | The Rural City of Murray Bridge | Southern Mallee District Council |
| Coorong District Council | City of Victor Harbour | |
| Tatiara District Council | Kingston District Council | |

REGION SEVEN Chair Town of Walkerville, Cr David Shetliffe

| | | |
|--------------------------------------|-------------------------------|--------------------------------------|
| Campbelltown City Council | Adelaide City Council | City of Tea Tree Gully |
| City of Burnside | City of Charles Sturt | City of Unley |
| City of Holdfast Bay | City of Marion | District Council of Yankalilla |
| City of Norwood Payneham & St Peters | City of Mitcham | The District Council of Mount Barker |
| City of Playford | City of Onkaparinga | Town of Gawler |
| City of West Torrens | City of Port Adelaide Enfield | |
| Town of Walkerville | City of Prospect | |
| | City of Salisbury | |

REGION EIGHT Chair Northern Areas Council, Cr Denis Clark

| | | |
|---------------------------------------|--|--------------------------------------|
| District Council of Barunga West | The Barossa Council | Wakefield Regional Council |
| District Council of Orroroo/Carrieton | The District Council of Mallala | Adelaide Hills Council |
| District Council of Yorke Peninsula | The District Council of Mount Remarkable | Northern Areas Council |
| Light Regional Council | The District Council of Peterborough | Clare and Gilbert Valleys Council |
| Port Pirie Regional Council | The Regional Council of Goyder | District Council of the Copper Coast |
| | Whyalla City Council | Port Augusta City Council |

REGION NINE Chair Leeton Shire Council, Mayor Paul Maytom

| | | |
|---------------------------------------|---|--------------------------------------|
| Griffith City Council | Wagga Wagga City Council | Queanbeyan-Palerang Regional Council |
| Hay Shire Council | Australian Capital Territory Government | Temora Shire Council |
| Leeton Shire Council | Bega Valley Shire Council | Weddin Shire Council |
| Lockhart Shire Council | Coolamon Shire Council | Yass Valley Council |
| Murrumbidgee Shire Council | Eurobodalla Shire Council | Hilltops Shire Council |
| Narrandera Shire Council | Carrathool Shire Council | |
| Cootamundra-Gundagai Regional Council | Junee Shire Council | |

REGION TEN Vacant

| | | |
|---------------------------|------------------------------|---------------------------------|
| Bourke Shire Council | Cabonne Council | Orange City Council |
| Forbes Shire Council | City of Lithgow Council | Parkes Shire Council |
| Lachlan Shire Council | Cobar Shire Council | Singleton Shire Council |
| Narromine Shire Council | Cowra Shire Council | Upper Hunter Shire Council |
| Warren Shire Council | Gilgandra Shire Council | Upper Lachlan Shire Council |
| Bathurst Regional Council | Goulburn Mulwaree Council | Warrumbungle Shire Council |
| Bogan Shire Council | Mid-Western Regional Council | Wellington Shire |
| Bland Shire Council | Muswellbrook Shire Council | Western Plains Regional Council |
| Blayney Shire Council | Oberon Council | |

REGION ELEVEN Vacant

| | | |
|----------------------------|---------------------------|---------------------------|
| Brewarrina Shire Council | Glen Innes Severn Council | Tamworth Regional Council |
| Coonamble Shire Council | Gunnedah Shire Council | Tenterfield Shire Council |
| Gwydir Shire Council | Guyra Shire Council | Uralla Shire Council |
| Moree Plains Shire Council | Inverell Shire Council | Walcha Council |
| Walgett Shire Council | Liverpool Plains Shire | |
| Armidale Dumaresq Council | Narrabri Shire Council | |

REGION TWELVE Chair Balonne Shire Council, Cr Richard Marsh

| | | |
|---------------------------------|------------------------------------|--------------------------------|
| Paroo Shire Council | Bulloo Shire Council | Murweh Shire Council |
| Southern Downs Regional Council | Central Highlands Regional Council | Quilpie Shire Council |
| Toowoomba Regional Council | Goondiwindi Regional Council | Scenic Rim Regional Council |
| Balonne Shire Council | Lockyer Valley Regional Council | South Burnett Regional Council |
| Blackall Tambo Regional Council | Maranoa Regional Council | Western Downs Regional Council |

LIFE MEMBERS

| | |
|--------------------------|------------------|
| Mr Graham Camac | Meningie SA |
| Mr Max Moor | Barmah NSW |
| Ms Pauline Frost | Adelaide SA |
| Mr Phillip Moore | Melbourne Vic |
| Mr Don Oberin | Echuca Vic |
| Mr Les Hill | Berri SA |
| Mr Brian J Grogan | OAM Mildura Vic |
| Mr Ken Rogers | Dubbo City NSW |
| Dr Terry Hillman AM | Lavington NSW |
| Mr Phillip Potter | Narooma NSW |
| Mr Jim Hullick OAM | Adelaide SA |
| Mr Wulf Reichler | Brewarrina NSW |
| Mr Jack James Larkin OAM | Spring Gully Qld |
| Mr J Bede Mecham | Wagga Wagga NSW |
| Mr Kevin Pell OAM | Nathalia Vic |
| Mr Bill Gorman | Mulwala NSW |

PRESIDENTS

| | | |
|------------------------|------------------------------|-----------|
| DG Padman | Albury City Council | 1944-5 |
| JG Strangman | District Council of Waikerie | 1952-56 |
| Henry Lester Smith OBE | Gannawarra Shire Council | 1956-60 |
| E Verco Whyte | Wentworth Shire Council | 1960-65 |
| Robert S Rankin OBE | Shire of Campaspe | 1965-68 |
| Tom E Pearsall | Albury City Council | 1968-71 |
| Paul Gerard Schmidt | District Council of Mannum | 1971-74 |
| Jim W Gemmell | Moira Shire Council | 1974-77 |
| Jack J Larkin OAM | Swan Hill Shire | 1977-82 |
| Don K Oberin | Shire of Campaspe | 1982-86 |
| Jim M Hullick OAM | Adelaide City Council | 1986-89 |
| Graham C Camac | Coorong District Council | 1989-92 |
| Max Moor | Moira Shire Council | 1992-98 |
| Ray Trestrail | Albury City Council | 1998-2000 |
| Brian Sharp OAM | Shire of Murray | 2000-03 |
| Brian J Grogan OAM | Mildura Rural Council | 2003-06 |
| Bill Gorman | Corowa Shire Council | 2006-09 |
| Ken Rogers | Dubbo City Council | 2009-13 |
| Cr Greg Toll | Shire of Campaspe | 2013-15 |
| Cr David Thurley | Albury City Council | 2015- |

ANNUAL GENERAL MEETINGS

| | | |
|-----------|------|------------------|
| 1 | 1945 | Albury NSW |
| 2 | 1946 | Shepparton Vic |
| 3 | 1947 | Murray Bridge SA |
| 4 | 1948 | Swan Hill Vic |
| 5 | 1949 | Wentworth NSW |
| 6 | 1950 | Berri SA |
| 7 | 1951 | Corowa NSW |
| 8 | 1952 | Victor Harbor |
| 9 | 1953 | Albury NSW |
| 10 | 1954 | Mildura Vic |
| 11 | 1955 | Kerang Vic |
| 12 | 1956 | Melbourne Vic |
| 13 | 1957 | Barmera SA |
| 14 | 1958 | Deniliquin NSW |
| 15 | 1959 | Mt Beauty Vic |
| 16 | 1960 | Renmark SA |
| 17 | 1961 | Swan Hill Vic |
| 18 | 1962 | Albury NSW |
| 19 | 1963 | Victor Harbor SA |
| 20 | 1964 | Mildura Vic |
| 21 | 1965 | Yarrowonga Vic |
| 22 | 1966 | Adelaide SA |
| 23 | 1967 | Shepparton Vic |
| 24 | 1968 | Deniliquin NSW |
| 25 | 1969 | Waikerie SA |

| | | |
|-----------|------|------------------|
| 26 | 1970 | Mildura Vic |
| 27 | 1971 | Kerang Vic |
| 28 | 1972 | Murray Bridge SA |
| 29 | 1973 | Echuca Vic |
| 30 | 1974 | Corowa NSW |
| 31 | 1975 | Loxton SA |
| 32 | 1976 | Wodonga Vic |
| 33 | 1977 | Camberwell Vic |
| 34 | 1978 | Swan Hill Vic |
| 35 | 1979 | Berri SA |
| 36 | 1980 | Deniliquin NSW |
| 37 | 1981 | Wentworth NSW |
| 38 | 1982 | Murray Bridge SA |
| 39 | 1983 | Echuca Vic |
| 40 | 1984 | Adelaide SA |
| 41 | 1985 | Jerilderie |
| 42 | 1986 | Mildura Vic |
| 43 | 1987 | Albury NSW |
| 44 | 1988 | Renmark SA |
| 45 | 1989 | Barham NSW |
| 46 | 1990 | Murray Bridge SA |
| 47 | 1991 | Cobram Vic |
| 48 | 1992 | Whyalla SA |
| 49 | 1993 | Wentworth NSW |
| 50 | 1994 | Yarrowonga Vic |

| | | |
|-----------|------|-----------------|
| 51 | 1995 | Broken Hill NSW |
| 52 | 1996 | Barmera SA |
| 53 | 1997 | Swan Hill Vic |
| 54 | 1998 | Strathalbyn SA |
| 55 | 1999 | Moama NSW |
| 56 | 2000 | Brewarrina NSW |
| 57 | 2001 | Buronga NSW |
| 58 | 2002 | Whyalla SA |
| 59 | 2003 | Corowa NSW |
| 60 | 2004 | Renmark SA |
| 61 | 2005 | Dubbo NSW |
| 62 | 2006 | Barham NSW |
| 63 | 2007 | Bourke NSW |
| 64 | 2008 | Leeton NSW |
| 65 | 2009 | Elizabeth SA |
| 66 | 2010 | Beechworth Vic |
| 67 | 2011 | Dalby Qld |
| 68 | 2012 | Mildura Vic |
| 69 | 2013 | Goolwa SA |
| 70 | 2014 | Tumut NSW |
| 71 | 2015 | Berrigan NSW |
| 72 | 2016 | Dubbo NSW |
| 73 | 2017 | Renmark SA |

MURRAY DARLING ASSOCIATION INCORPORATED COMMITTEE'S REPORT FOR THE YEAR ENDED 30 JUNE 2017

Your Committee members submit the financial report of Murray Darling Association Inc. for the financial year ended 30 June 2017.

COMMITTEE MEMBERS

The names of committee members throughout the year and at the date of this report are:

| Position | Council | Name | Commenced |
|--------------------|-------------------------------|----------------------|----------------|
| National President | Albury City Council | Cr David Thurley | |
| Vice President | Alexandrina Shire Council | Cr Barry Featherston | |
| Treasurer | M&S Accounting | Peter George | 21 April 2017 |
| Chair Region 1 | Albury City Council | Cr David Thurley | |
| Chair Region 2 | Moira Shire Council | Cr Peter Mansfield | 21 April 2017 |
| Chair Region 3 | Balranald Shire Council | Cr Leigh Byron | |
| Chair Region 4 | Broken Hill City Council | Cr Darriea Turley | 21 April 2017 |
| Chair Region 5 | Renmark Paringa Council | Cr Peter Hunter | 21 April 2017 |
| Chair Region 6 | Alexandrina Shire Council | Cr Barry Featherston | |
| Chair Region 7 | Walkerville Town Council | Cr David Shetliffe | 21 April 2017 |
| Chair Region 8 | Northern Areas Council | Cr Denis Clark | 21 April 2017 |
| Chair Region 9 | Leeton Shire Council | Cr Paul Maytom | |
| Chair Region 10 | Vacant | Vacant | |
| Chair Region 11 | Vacant | Vacant | |
| Chair Region 12 | Balonne Shire Council | Cr Richard Marsh | 21 April 2017 |
| | | | Retired |
| Treasurer | Port Adelaide Enfield Council | Cr Peter Jamieson | February 2017 |
| Chair Region 2 | Deniliquin Council | Des Bilske | January 2017 |
| Chair Region 5 | Mid-Murray Council | Cr Kevin Myers | September 2016 |

PUBLIC OFFICER

Emma Bradbury Public Officer

PRINCIPAL ACTIVITIES

The principal activities of the association during the financial year were:

To provide effective representation of local government and communities of the Murray Darling Basin at state and federal level in the management of Basin Resources by providing information, facilitating informed debate, and seeking to influence government policy.

SIGNIFICANT CHANGES

No significant change in the nature of these activities occurred during the financial year.

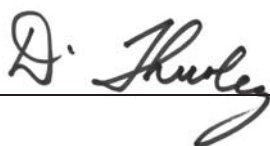
OPERATING RESULT

The surplus / (loss) after providing for income tax for the financial year amounted to \$20,453 - [2016 (\$16,055)]

GOING CONCERN

This financial report has been prepared on a going concern basis which contemplates continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business. The ability of the association to continue to operate as a going concern is dependent upon the ability of the association to generate sufficient cashflows from operations to meet its liabilities. The members of the association believe that the going concern assumption is appropriate.

Signed in accordance with a resolution of the Members of the Committee on:



Cr David Thurley - National President



Peter George - Treasurer

Dated: 22nd September 2017

MURRAY DARLING ASSOCIATION INCORPORATED

INCOME AND EXPENDITURE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2017

| | Note | 2017 \$ | 2016 \$ |
|---|------|----------------|-----------------|
| INCOME | | | |
| Conference Income | | 37,954 | 42,987 |
| Income - Memberships | 2 | 199,057 | 194,680 |
| Income - Projects | | 4,323 | 7,731 |
| Income From Fundraising Events | | 27 | 9,334 |
| Interest Income | 3 | 685 | 1,732 |
| Other Income | 4 | 5,738 | 7,179 |
| Total Income | | 247,784 | 263,643 |
| EXPENDITURE | | | |
| Depreciation | | | |
| Depreciation - Low Value Pool | | 448 | 225 |
| Depreciation - Motor Vehicle | | 5,560 | 7,414 |
| Depreciation - Office Equipment | | 883 | 566 |
| Total Depreciation | | 6,891 | 8,205 |
| Motor Vehicles | | | |
| Motor Vehicle Insurance | | 804 | 1,149 |
| Fuel Expenses | | 3,489 | 2,721 |
| Motor Vehicle Maintenance | | 1,442 | 518 |
| Motor Vehicle Registration | | 643 | 600 |
| Total Motor Vehicles | | 6,378 | 4,989 |
| Advertising & Marketing | | 5,743 | 9,807 |
| Bank Fees | | 408 | 528 |
| Borrowing Expenses | | 469 | 629 |
| Business Insurance | | 934 | 1,210 |
| Computer Expenses | | 3,201 | 4,550 |
| Conference Expenses | | 14,638 | 21,959 |
| Consultancy Fees | | - | 3,819 |
| Entertainment (Meal) | | - | 1,039 |
| Fringe Benefits Tax | | 151 | 2,356 |
| General Repairs & Maintenance | | 109 | 209 |
| Interest Expense | | 1,838 | 2,422 |
| Legal Costs | | - | 560 |
| Licences and Subscriptions | | 187 | 105 |
| Low Cost Asset (write off) | | - | 513 |
| MDF Project Direct Expenses | | 1,060 | - |
| Meeting Expense | | 1,201 | 4,376 |
| Other Payroll Expenses | 5 | 9,152 | (23,093) |
| Postage | | 1,056 | 1,300 |
| Premises Rent - Albury | | 706 | 4,762 |
| Premises Rent - Echuca | | 15,000 | 15,000 |
| Printing | | 1,519 | 4,375 |
| Pro Indemnity Insurance | | 818 | 818 |
| Professional Fees | 6 | 11,073 | 13,636 |
| Public Liability Insurance | | 659 | 659 |
| Staff Amenities | | 126 | 230 |
| Staff Training Expenses | | 500 | 1,377 |
| Stationery | | 443 | 2,443 |
| Superannuation | | 10,727 | 10,412 |
| Telephone Expenses | | 4,823 | 7,792 |
| Travel & Accom. Expenses | | 8,854 | 6,614 |
| Uniforms | | 286 | 73 |
| Wages & Salaries Expenses | | 116,983 | 161,183 |
| Water Expenses | | 750 | 716 |
| Work Cover Premiums | | 648 | 4,128 |
| Total Expenditure | | 227,331 | 279,698 |
| NET OPERATING PROFIT / (LOSS) FOR THE YEAR | | 20,453 | (16,055) |

The accompanying notes form part of these financial statements.

MURRAY DARLING ASSOCIATION INCORPORATED

ASSETS AND LIABILITIES STATEMENT

AS AT 30 JUNE 2017

| Account | Note | 2017 \$ | 2016 \$ |
|---------------------------------------|------|----------------|----------------|
| ASSETS | | | |
| CURRENT ASSETS | | | |
| Cash on Hand | 7 | 118,304 | 89,602 |
| Accounts Receivable and other Debtors | 8 | 5,644 | 4,987 |
| Other Current Assets | 9 | 500 | 212 |
| TOTAL CURRENT ASSETS | | 124,448 | 94,801 |
| NON-CURRENT ASSETS | | | |
| Financial Assets | 10 | 169,100 | 166,600 |
| Property, plant and equipment | 11 | 25,178 | 30,746 |
| TOTAL NON-CURRENT ASSETS | | 194,278 | 197,346 |
| TOTAL ASSETS | | 318,726 | 292,147 |
| LIABILITIES | | | |
| CURRENT LIABILITIES | | | |
| Accounts payable and other payables | 12 | 6,757 | 32,286 |
| Borrowings | 13 | 3,308 | 3,308 |
| Provisions | 14 | 13,855 | 6,193 |
| Other | 15 | 72,262 | 44,241 |
| TOTAL CURRENT LIABILITIES | | 96,182 | 86,028 |
| NON-CURRENT LIABILITIES | | | |
| Non-Current Liabilities | | | |
| Borrowings | 13 | 3,895 | 10,423 |
| TOTAL NON-CURRENT LIABILITIES | | 3,895 | 10,423 |
| TOTAL LIABILITIES | | 100,077 | 96,451 |
| NET ASSETS | | 218,649 | 195,696 |
| MEMBER'S FUNDS | | | |
| Capital Reserve | | | |
| Reserves | | 64,172 | 61,673 |
| Retained Earnings | | 154,477 | 134,023 |
| TOTAL MEMBER'S FUNDS | | 218,649 | 195,696 |

The accompanying notes form part of these financial statements.

MURRAY DARLING ASSOCIATION INCORPORATED

MOVEMENTS IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2017

| | Retained Earnings \$ | Asset Revaluation Reserve \$ | Total \$ |
|-----------------------------------|----------------------------|---------------------------------------|----------------|
| BALANCE AT 1 JULY 2015 | 150,078 | 39,123 | 189,201 |
| COMPREHENSIVE INCOME | | | |
| Profit (Loss) for the Year | (16,055) | - | (16,055) |
| TOTAL COMPREHENSIVE INCOME | (16,055) | - | (16,055) |
| OTHER | | | |
| REVALUATIONS | | 22,550 | 22,550 |
| TOTAL OTHER | | 22,550 | 22,550 |
| BALANCE AT 30 JUNE 2016 | 134,023 | 61,673 | 195,696 |
| BALANCE AT 1 JULY 2016 | 134,023 | 61,673 | 195,696 |
| COMPREHENSIVE INCOME | | | |
| Profit (Loss) for the Year | 20,453 | | 20,453 |
| TOTAL COMPREHENSIVE INCOME | 20,453 | - | 20,453 |
| OTHER REVALUATIONS | 2,500 | | 2,500 |
| TOTAL OTHER | | 2,500 | 2,500 |
| BALANCE AT 30 JUNE 2017 | 154,476 | 64,173 | 218,649 |

The accompanying notes form part of these financial statements.

MURRAY DARLING ASSOCIATION INCORPORATED

STATEMENT OF CASH FLOWS

AS AT 30 JUNE 2017

| | Note | 2017 \$ | 2016 \$ |
|---|------------|----------------|------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Other Receipts | | 312,221 | 293,198 |
| Interest Received | | 685 | 1,732 |
| Payments to Suppliers and Employees | | (278,191) | (418,221) |
| Interest Paid | | (1,838) | (629) |
| NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES | 20b | 32,877 | (123,920) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Purchases of Property, plant and equipment | | 2,823 | (2,997) |
| NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES | | 2,823 | (2,997) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Borrowing Repayments | | (6,998) | (4,308) |
| NET CASH PROVIDED BY (USED IN) FROM FINANCING ACTIVITIES | | (6,998) | (4,308) |
| Net increase/(decrease) in cash held | | 28,702 | (131,225) |
| Cash on Hand at beginning of the Financial Year | | 89,602 | 220,827 |
| Cash on Hand at End of Financial Year | 20a | 118,304 | 89,602 |

The accompanying notes form part of these financial statements.

MURRAY DARLING ASSOCIATION INCORPORATED

NOTES OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a special purpose financial report that has been prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act (NSW) 2009 and the Associations Incorporation Regulation (NSW) 2010. The Board has determined that the not-for-profit Association is not a reporting entity.

The financial report covers Murray Darling Association Inc. as an individual entity. Murray Darling Association Inc. is a not-for-profit association incorporated in New South Wales under the Associations Incorporation Act (NSW) 2009 and the Associations Incorporation Regulation (NSW) 2010.

The financial report has been prepared on a going concern and accruals basis, and is based on historic costs and does not take into account changing money values, or except where specifically stated, current valuations of non-current assets. The financial statements are presented in Australian dollars, which is also the Association's functional currency.

The following significant accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of these financial statements.

INCOME TAX

No provision for income tax has been raised as the Association is exempt from income tax pursuant to Division 50, section 50-10 of the Income Tax Assessment Act 1997.

PROPERTY, PLANT AND EQUIPMENT (PPE)

Fixed Assets are carried at cost less, where applicable, any accumulated depreciation. The depreciable amount of all Fixed Assets is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

The carrying amount of plant and equipment is reviewed annually by the committee to ensure it is not in excess of the recoverable amount. The recoverable amount is assessed on the basis of expected net cash flows that will be received from the asset's employment and subsequent disposal. The expected net cash flows have been discounted to present values in determining recoverable amounts.

Depreciation

The depreciable amount of all fixed assets is depreciated on a diminishing-value basis over the asset's useful life to the Association commencing from the time the asset is held ready for use. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

ACCOUNTS RECEIVABLE AND OTHER DEBTORS

Contractual receivables include accrued interest and other minor receivables. They are recognised at fair value.

EMPLOYEE BENEFITS

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the nominal amounts expected to be paid when the liability is settled, plus any related on-costs. Both annual leave and long service leave are recognised within the provisions liability.

NOTES CONTINUED

Short-term employee benefits

Provision is made for the association's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The association's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the re-measurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss as a part of employee benefits expense.

The association's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the association does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

PROVISIONS

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting period.

CASH ON HAND

Cash includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

REVENUE AND OTHER INCOME

Membership, Grants, Project, Activities & Interest revenue are recognised when received.

Donations and bequests are recognised in accordance with Accounting Standard AASB 1004 Contributions, which occurs when all of the following three conditions are satisfied: -

- (a) the entity gains control of the contribution or the right to receive the contribution; and
- (b) it is probable that the economic benefits comprising the contribution will flow to the entity; and
- (c) the amount of the contribution can be measured reliably.

All revenue is stated net of the amount of goods and services tax.

NOTES CONTINUED

MURRAY DARLING FOUNDATION

The Murray Darling Foundation was established by the Murray Darling Association Inc. As a “Gift Fund” to receive tax deductible donations. The principal activity of the Foundation is to support the objectives of the Murray Darling Association Inc. The Foundation may receive gifts of money or property which are eligible tax deductible donations under item 6.1.1 of sub-section 30-55(1) of the Income Tax Assessment Act 1997. The Foundation is not currently operational. The Board resolved to suspend its activities pending a review of its purpose and the formation of a new committee.

LEASES

Leases of PPE, where substantially all the risks and benefits incidental to the ownership of the asset (but not the legal ownership) are transferred to the association, are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for that period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

FINANCIAL ASSETS

Investments in financial assets are initially recognised at cost, which includes transaction costs, and are subsequently measured at fair value, which is equivalent to their market bid price at the end of the reporting period. Movements in fair value are recognised through an equity reserve.

ACCOUNTS PAYABLE AND OTHER PAYABLES

Contractual payables arise when the association becomes obliged to make future payments in respect of the purchase of goods and services. They are initially recognised at fair value, and then subsequently carried at amortised cost.

NOTES CONTINUED

| | 2017 \$ | 2016 \$ |
|---|------------|------------|
| 2. MEMBERSHIPS | | |
| Memberships | 199,057 | 194,680 |
| 3. INTEREST INCOME | | |
| Interest Received | 685 | 1,732 |
| 4. OTHER INCOME | | |
| Proceeds from Insurance Policies | - | 1,048 |
| Sundry Income | 5,594 | 6,066 |
| Expense Reimbursement | 144 | 65 |
| | 5,738 | 7,179 |
| 5. EMPLOYEE ENTITLEMENTS | | |
| Annual Leave | 9,152 | (8,171) |
| Long Service Leave | - | (14,922) |
| | 9,152 | (23,093) |
| 6. PROFESSIONAL FEES | | |
| Accounting Fees | 1,950 | 1,950 |
| Audit Fees | 9,123 | 11,686 |
| | 11,073 | 13,636 |
| 7. CASH ON HAND | | |
| Petty Cash | - | 200 |
| Cash At Bank | 118,304 | 89,402 |
| | 118,304 | 89,602 |
| 8. ACCOUNTS RECEIVABLE AND OTHER DEBTORS | | |
| Trade Debtors | 1,532 | - |
| Goods and Services Tax | 4,112 | 4,987 |
| | 5,644 | 4,987 |
| 9. OTHER CURRENT ASSETS | | |
| Accrued Income | - | 212 |
| Prepayments | 500 | - |
| | 500 | 212 |

NOTES CONTINUED

| | | 2017 \$ | 2016 \$ |
|--|-----|----------------|----------------|
| 10. FINANCIAL ASSETS | | | |
| Available for sale financial assets | (a) | 169,100 | 166,600 |
| | | <u>169,100</u> | <u>166,600</u> |
| (a) Available for sale financial assets: | | | |
| Investments: | | | |
| High Security Water Shares | | 169,100 | 166,600 |
| 11. PROPERTY, PLANT AND EQUIPMENT | | | |
| Motor Vehicles | | 34,718 | 34,718 |
| Less Accumulated Depreciation | | (18,037) | (12,478) |
| | | <u>16,681</u> | <u>22,240</u> |
| | | | |
| Office Furniture and Equipment | | 4,798 | 7,622 |
| Less Accumulated Depreciation | | (2,048) | (5,311) |
| | | <u>2,750</u> | <u>2,311</u> |
| | | | |
| Low Value Pool | | 1,761 | 1,761 |
| Less Accumulated Depreciation | | (1,014) | (566) |
| | | <u>747</u> | <u>1,195</u> |
| | | | |
| Artwork | | 5,000 | 5,000 |
| | | | |
| Total Property, Plant and Equipment | | <u>25,178</u> | <u>30,746</u> |
| 12. ACCOUNTS PAYABLE AND OTHER PAYABLES | | | |
| Sundry Creditors | | - | 3,390 |
| Trade Creditors | | 845 | 5,929 |
| Other Creditors | | - | 21,543 |
| Tax Payable | | 5,912 | 1,424 |
| | | <u>6,757</u> | <u>32,286</u> |
| 13. BORROWINGS | | | |
| Current | | | |
| Hire Purchase Liability | | 3,998 | 3,998 |
| Less Unexpired Hire Purchase Liability | | (690) | (690) |
| | | <u>3,308</u> | <u>3,308</u> |
| Non-Current | | | |
| Debenture Loans | | 1,500 | 4,500 |
| Hire Purchase Liability | | 2,690 | 5,997 |
| Less Unexpired Hire Purchase Liability | | (295) | (74) |
| | | <u>3,895</u> | <u>10,423</u> |
| | | <u>7,203</u> | <u>13,731</u> |

NOTES CONTINUED

| | 2017 \$ | 2016 \$ |
|--|------------|------------|
| 14. PROVISIONS | | |
| Current | | |
| Provision for Annual Leave | 10,911 | 4,198 |
| Provision for Long Service Leave | - | - |
| Superannuation Liability | 2,944 | 1,995 |
| | 13,855 | 6,193 |
| Provision for Annual Leave | | |
| Opening Balance 1 July 2016 | 4,198 | |
| Additional Provisions Raised | 9,152 | |
| Amounts Taken | (2,439) | |
| Balance at 30 June 2017 | 10,911 | |
| Provision for Long Service Leave | | |
| Opening Balance 1 July 2016 | - | |
| Additional Provisions Raised | - | |
| Amounts Taken | - | |
| Balance at 30 June 2017 | - | |
| Total Provisions | | |
| Opening Balance 1 July 2016 | 4,198 | |
| Additional Provisions Raised | 9,152 | |
| Amounts Taken | (2,439) | |
| Superannuation Liability | 2,944 | |
| Balance at 30 June 2017 | 13,855 | |
| 15. OTHER LIABILITIES | | |
| Accrued Charges | 7,826 | 8,231 |
| Income in Advance | 64,436 | 36,010 |
| | 72,262 | 44,241 |
| 16. RESERVES | | |
| Asset Revaluation Reserve | | |
| The asset revaluation reserve records revaluations of non-current assets. Under certain circumstances dividends can be declared from this reserve. | | |
| 17. CAPITAL COMMITMENTS | | |
| There are no commitments as at 30 June 2017 (2016: \$Nil) | | |
| 18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS | | |
| There are no Contingent Liabilities at 30 June 2017 (2016: \$Nil). There are no Contingent Assets at 30 June 2017 (2016: \$Nil). | | |

NOTES CONTINUED

19. EVENTS AFTER THE REPORTING PERIOD

Since 30 June 2017, there have been no events that would materially affect the Financial Statements at Balance Date.

20. CASH FLOW INFORMATION

| | 2017 \$ | 2016 \$ |
|--|----------------|------------------|
| (a) Reconciliation of Cash | | |
| Cash on Hand at the end of the financial year as included in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows: | | |
| Cash | - | 200 |
| Cash at Bank | 118,304 | 89,402 |
| | <u>118,304</u> | <u>89,602</u> |
| (b) Reconciliation of cash flows from operating activities with net current year profit | | |
| Current year profit after income tax | 20,454 | (16,055) |
| Cash flows excluded from current year profit: | | |
| Depreciation Expense | 6,891 | 8,205 |
| Impairment Loss / (Gain) on Fixed Assets | 5,323 | - |
| Changes in assets and liabilities: | | |
| (Increase) / Decrease in Receivables | 657 | 4,633 |
| (Increase) / Decrease in Prepayments | (500) | - |
| Increase / (Decrease) in Payables | (4,666) | (84,917) |
| Increase / (Decrease) in Provisions | 4,718 | (35,786) |
| Net cash provided by (used in) operating activities | <u>32,877</u> | <u>(123,920)</u> |

MURRAY DARLING ASSOCIATION INCORPORATED

STATEMENT BY MEMBERS OF THE COMMITTEE

FOR THE YEAR ENDED 30 JUNE 2017

The committee has determined that the association is not a reporting entity and that this special purpose report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In accordance with a resolution of the committee of Murray Darling Association Inc. the members of the committee declare that the financial statements as set out on pages 15 to 26:

- 1 present a true and fair view of the financial position of Murray Darling Association Inc. as at 30 June 2017 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Act (NSW) 2009 and Associations Incorporation Regulation (NSW) 2010; and
- 2 at the date of this statement there are reasonable grounds to believe that Murray Darling Association Inc. will be able to pay its debts as and when they fall due.

This statement is signed for and on behalf of the committee by:



Cr David Thurley - National President



Peter George - Treasurer

Dated: 22nd September 2017

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
MURRAY DARLING ASSOCIATION INC**

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report, of Murray Darling Association Inc, which comprises the balance sheet as at 30 June 2017, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies, other explanatory notes and the statement by members of the committee.

Committee's Responsibility for the Financial Report

The committee of the Murray Darling Association Inc are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report, is appropriate to meet the requirements of the Associations Incorporation Act (NSW) 2009 and are appropriate to meet the needs of the members. The committee's responsibility also includes establishing and maintaining internal controls to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

Head Office

Other Offices

Partners

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee's financial reporting under the Associations Incorporation Reform Act 2012. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the financial report of Murray Darling Association Inc is in accordance with the Associations Incorporation Act (NSW) 2009, including:

- a. giving a true and fair view of the association's financial position as at 30 June 2017 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
- b. complying with Australian Accounting Standards to the extent described in Note 1 and complying with the Associations Incorporation Act (NSW) 2009.



Warren Pollock
MGR ACCOUNTANTS
mgr@mgr.com.au

22 September 2017

The Murray Darling Association thanks our valued partners, and sponsors of the 73rd National Conference.



**Renmark
Paringa
Council**



**AUSTRALIAN INSTITUTE
of COMPANY DIRECTORS**



OUR PLAN OUR FUTURE





Australian Government



Basin Community Committee

Information for interested applicants

Expressions of interest are sought by the Murray-Darling Basin Authority for appointments to the Basin Community Committee from mid-2018.

People may nominate themselves or be nominated by an organisation or another person.

Overview of the Murray–Darling Basin Authority

The Murray–Darling Basin Authority (MDBA) establishes and monitors the sustainable and integrated management of the water resources of the Murray–Darling Basin. We do this in a way that best aims to address the social, economic and environmental needs of the Basin and its communities.

We work in collaboration with other Australian Government agencies, Basin state governments, local governments, regional bodies, industry groups, landholders, environmental organisations, interest groups, scientists and research organisations.

Our vision

To achieve a healthy working basin through the integrated management of water resources for the long-term benefit of the Australian community.

The primary roles of the MDBA are:

- preparing, implementing and reviewing an integrated plan for the sustainable use of the Basin's water resources
- operating the River Murray system and efficiently delivering water to users on behalf of partner governments
- measuring, monitoring and recording the quality and quantity of the Basin's water resources and the condition of associated rivers, wetlands and floodplains
- supporting, encouraging and conducting research and investigations about the Basin's water resources and dependent ecosystems
- disseminating information about the Basin's water resources and dependent ecosystems
- engaging and educating the Australian community about the Basin's water resources.

The *Water Act 2007* establishes the MDBA as a statutory authority. The Act also sets out the role of the MDBA in developing a Basin Plan and performing functions under the Murray–Darling Basin Agreement 2008, in particular the management of River Murray Operations.

The Basin Plan was developed as required by the *Water Act 2007* and is a significant step in the ongoing process of managing the Basin’s water for the benefit of all its users and the environment. The Basin Plan is a coordinated approach to water management across the Murray–Darling Basin's four states (New South Wales, Queensland, South Australia, and Victoria) and the Australian Capital Territory.

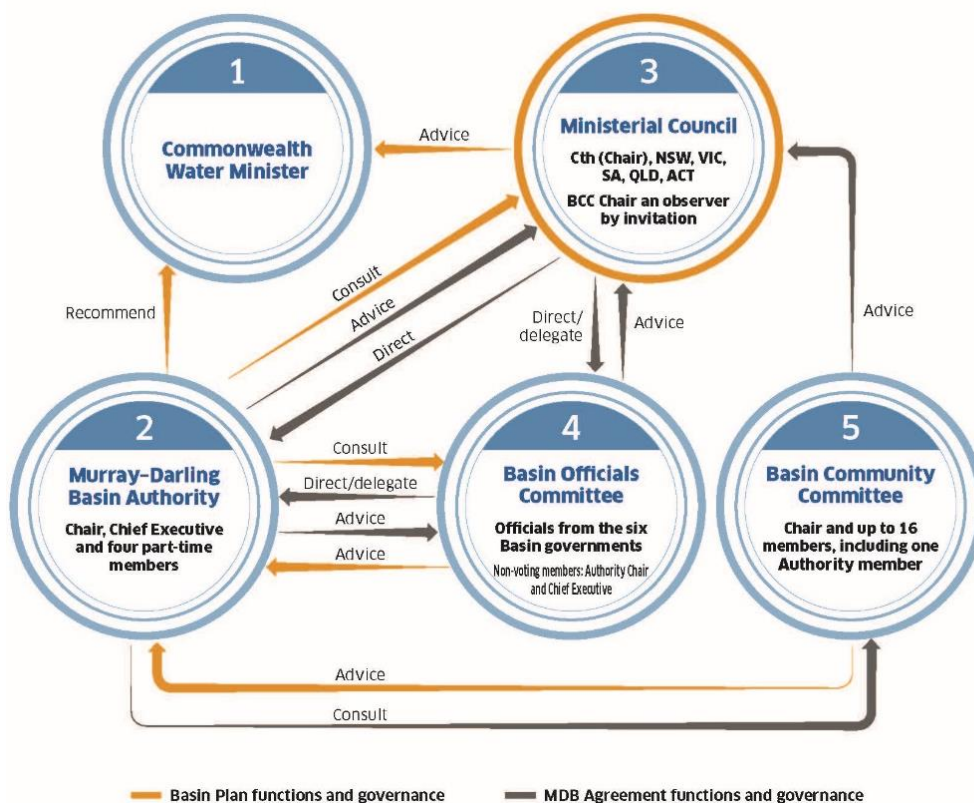
At its heart, the Basin Plan determines the amount of water that can be extracted, or taken, annually from the Basin for consumptive use (such as urban, industrial and agricultural uses). However, the Basin Plan is much more comprehensive than just determining a limit on water use. The plan contains specific strategies and frameworks to facilitate:

- good quality water is delivered to people, businesses and the environment
- environmental water is used effectively
- state governments are committed to the plan
- communities always have access to drinking water
- water trade is efficient and fair
- implementation of the plan is monitored and evaluated.

The MDBA’s website www.mdba.gov.au can provide you with more information on the organisation and the context in which it is undertaking its work.

Water resource governance

The governance arrangements covering the water resources of the Basin have been developed to meet the changing economic, environmental and societal needs of the Basin communities (illustrated below).



CORE FUNCTIONS

- 1 The decision maker on the Basin Plan and chairs Ministerial Council
- 2 Responsible for developing, implementing, evaluating and reviewing the Basin Plan
Manages the River Murray system on behalf of joint governments
- 3 Policy and decision-making roles on state water shares and funding of joint programs as per MDB Agreement
- 4 Makes decisions consistent with the delegations from the Ministerial Council and advises on the Basin Plan
- 5 Provides advice to the Authority and Ministerial Council on Basin community issues

The Basin Community Committee – role and membership

The Basin Community Committee is established under the *Water Act* to provide a community perspective for the MDBA and the Murray–Darling Basin Ministerial Council on a wide range of water resource, environmental, cultural, and social and economic matters.

The Basin Community Committee members are selected on the basis of their expertise or interest in community, water use, environmental water management, Indigenous and/or local government matters.

The Basin Community Committee members are important local contacts - who report on emerging community concerns and issues around Basin Plan implementation and water resource management.

The role as set out in the *Water Act* is to advise on:

- engaging the community in the preparation of each iteration of the Basin Plan, and its implementation
- community matters relating to the Basin water resources
- matters referred to the committee by the MDBA.

The Basin Community Committee provides significant advice and guidance during the establishment phase of the Basin Plan. The next committee will be the third iteration of the Basin Community Committee and given the changes in maturity of the Basin Plan and the changing role of the MDBA from 2019, the role of the Basin Community Committee will also evolve. It is expected that the committee members will work in collaboration with the MDBA and other Basin governments to shape the areas of focus.

The Basin Community Committee can have up to 16 members. The current Basin Community Committee has 11 members.

Minimum membership requirements are:

- one Authority member
- two Indigenous people with expertise in matters related to their culture and Basin water resource, and
- eight members need to be water users or representatives of one or more water users. Water users are defined as those:
 - engaged in irrigated agriculture
 - engaged in environmental water management
 - who use water for industrial purposes
 - who use stock and domestic water, or
 - engaged in interception activities with a significant impact on water resources.

The Basin Community Committee is required to provide advice to the Ministerial Council on its functions under the Murray–Darling Basin Agreement. The Ministerial Council may invite the Chair of the committee to attend any meetings of the Ministerial Council as an observer.

To assist in its advisory role the Basin Community Committee is required to form irrigation, environmental water and Indigenous water subcommittees. The Basin Community Committee operates these committees to better inform any advice to the MDBA and Ministerial Council.

The Basin Community Committee – operations

- Members of the Basin Community Committee are appointed on a part-time basis for a period of up to three years from mid-2018. Members can serve for more than one term.
- In the past eight years, the Basin Community Committee has met for two days every three to four months. Basin Community Committee members also participate in occasional teleconferences and in engagement activities within their region during the year. At each meeting committee members provide a report.
- Each Basin Community Committee member is also member of a sub-committee. Currently, these sub-committees meet in conjunction with the broader Basin Community Committee meeting.
- Meetings tend to be face-to-face in Canberra or in a regional area within the Basin. Some meetings are by teleconference or video conference. There is some flexibility regarding how often the committee meets.
- Individual members are also approached for feedback on issues and opportunities in relation to their region, industry or expertise.
- Members can also be supported to participate in events or activities which helps them to understand Basin water resources or that enable them contribute to improved water policy and management. Members must provide reports on these events or activities.
- As a guide, interested people should consider membership will involve between 10 to 20 days per year. The Chair's role involves more time.
- Basin Community Committee members receive sitting fees for their contribution. These are set out by the Remuneration Tribunal Determination 2016/17. The 2017-18 sitting fee is \$824 per day and \$1,098 per day for the Chair. Travel expenses for official business are as per the Remuneration Tribunal's Determination 2016/07 (as amended) Official Travel for Office Holders.
- Each member signs an agreement which includes a code of conduct, conflict of interest and confidentiality arrangements.

Expression of Interest

The MDBA is inviting expressions of interest for membership of the Basin Community Committee. Applications open 25 September and close 3 November 2017.

The new committee is expected to be announced in April-May 2018 and the first meeting is planned for July 2018.

Eligibility

To be eligible for appointment the person must:

- be over the age of 18 years old
- be an Australian citizen
- live in the Murray-Darling Basin
- have expertise or interest in one or more of the following:
 - community, Indigenous or local government matters relevant to Basin water resources
 - irrigated agriculture, and/or
 - environmental water management.

Existing Basin Community Committee members are eligible to reapply.

Application Process

Interested people, or parties wishing to nominate suitable people for a role on the Basin Community Committee, need to:

- 1. Complete the applicant information form**
- 2. Address the following questions:**
 - Outline the key challenges in effective water resource management in the Murray–Darling Basin over the next five years (up to 250 words)
 - What experience and skills would you [the nominated person] bring to the Basin Community Committee? (up to 250 words)
 - Over the next three years what should the key contribution of the Basin Community Committee be? (up to 250 words)
- 3. Provide a 1-2 page CV or background statement**
- 4. Provide two referees who can provide an insight into the nominated person**

Online applications are preferred through www.mdba.gov.au. Hard copy nominations can be sent, postmarked on or before 3 November 2017, to:

Basin Community Committee Coordinator
Partnerships & Engagement Team
Murray–Darling Basin Authority
GPO Box 1801
Canberra ACT 2601

Selection Process

- All expressions of interest will be reviewed to check candidates are eligible.
- A short listing process will occur with input from Basin governments. Referees may be contacted as part of this short listing.
- The short listed candidates will be provided to the Murray-Darling Basin Ministerial Council for consideration. All Basin Community Committee members must be nominated by the Murray-Darling Basin Ministerial Council.
- The Murray-Darling Basin Ministerial Council shortlist will be provide to the MDBA's six member Authority for final selection. Referees may be contacted to provide information to help with the selection.
- It is expected that the MDBA will announce the new Basin Community Committee in April-May 2018 and the first meeting is planned for July 2018.

Further information

The MDBA's website provides more information about the organisation, implementation of the Basin Plan and key focus areas.

For more information please call our engagement team who have a hands-on role working with the Basin Community Committee:

Phone: 1800 230 067

Email: engagement@mdba.gov.au



2017 WORKPLAN

Our Purpose

To provide effective representation of local government and communities at state and federal levels in the management of our Basin resources.

MDA Strategic Plan 2016-19

Introduction

It is clear, from recent events, that local government has a key role to play in the future of the Murray Darling Basin regardless of the activities of other stakeholders. As the peak representative body for local government across the Basin, the MDA is responsible for ensuring that our actions always deliver value to our members by ensuring a strong alignment with our Purpose.

As such, our Purpose must provide the bedrock for our activities, and those activities are identified and agreed in the following workplan for the year ahead.

Our Strategic Plan provides the framework for this 2017 Workplan, which must ensure a 'clear line of sight' from the Strategic Plan to our operational activities.

Further, the actions and activates identified in this workplan must align with the CEO's (and indeed the Board's) performance indicators and will be used as a measure of their performance in the role.

To capitalise on our political strength, and thereby provide value to our members by delivering on our Purpose, the Board and Chief Executive Officer must build on the following key attributes to ensure they are clearly understood by all stakeholders. It is these attributes that give us the imprimatur to speak with authority about Basin matters:

Goal: to be a valued source of accurate, concise, valid, timely information

- We are knowledgeable about the Basin's history and current issues;
- We have a clear Vision for its future, and can describe what that would look like;
- We have strong communication links between our communities and key policymakers;

Goal: to facilitate informed and constructive debate

Goal: to influence the policies of government

- We have effective networks across all levels of governments and their agencies, who respect us and our activities;
- We look for solutions and can present our case robustly if needed.

Goal: to be a strong, viable, self-sustaining organisation

- We will maintain strong corporate governance
- We will build and maintain our membership

Limiting factors

Our reality is that we have a limited income base which, in turn, restricts what we can do, and how many we can employ to do it.

Regardless, we must ensure that Murray Darling Association is, and is seen to be a key Basin partner. To do this with limited resources means that we must be considered in our activities; do the right things and do them well.

The Workplan must identify the crucial elements to deliver our Purpose, and the actions around these that will provide the greatest value and effect. If we are restricted in what we can do, let's ensure that each activity adds to a firm foundation and structure for the following year's work.

Key Strategic Activities for 2017

| Strategic Objective and supporting theme | Workplan Activities | Measures | Responsibility |
|--|---|---|--|
| <p>Strategic Goal: to be a valued source of accurate, concise, valid, timely information</p> <ul style="list-style-type: none"> Develop effective communication systems: at Board level; from communities to policymakers; and across the regions. | <ol style="list-style-type: none"> Identify and adopt an efficient, low-cost system for Board and cross-region communication Provide regular updates to inform members of issues or that arise or exist in different parts of the Basin Develop an efficient content management strategy | <p>Seamless video conferencing in place for Board meetings</p> <p>Quarterly region reports distributed after each meeting</p> <p>Regular content updates online</p> | <p>CEO/NP</p> <p>Region Chairs/CEO</p> <p>TBA</p> |
| <p>Goal: to facilitate informed and constructive debate</p> <p>Goal: to influence the policies of government</p> <ul style="list-style-type: none"> Ensure that effective regional council meetings are held regularly Identify the key politicians, department heads, agency heads and other people who influence Basin policy and create a robust working network Establish the new regional boundaries | <ol style="list-style-type: none"> Develop a suite of tools and templates which provide a good basis upon which regions can base their meetings. Conduct quarterly meetings across all regions. Undertake meetings and form good working relationships with the key people and agencies at state and | <p>Regional Chair kit in place and being used by region secretariats</p> <p>Regions are compliant with the Constitution.</p> <p>Regions are developing regional identities and priorities.</p> <p>Regional Chairs establish effective regional, state-based, networks</p> | <p>CEO / Region Chairs</p> <p>Region Chairs/CEO</p> <p>Region Chairs/CEO</p> |

| Strategic Objective and supporting theme | Workplan Activities | Measures | Responsibility |
|---|--|--|--|
| | | | |
| | <p>federal levels who need to be in our network.</p> <p>4. Update the Regional Issues map</p> <p>5. Each region has a standing item on its agenda for the Regional Issues map including some discussion of the Regional Boundary review</p> | <p>Networks are expanded and effective.</p> <p>Regions adopt Regional Strategy</p> <p>Review and adopt updated Regional Boundaries by Feb 2018</p> | <p>National President/CEO</p> <p>Region Chairs</p> <p>Regional Chairs/CEO</p> |
| <p>Goal: to be a strong, viable, self-sustaining organisation</p> <ul style="list-style-type: none"> • Each Board member has a clear understanding of the role of the Association and his/her role on the Board • Our financial base is sufficient to do our work. | <p>1. Directors have easy access to and develop a sound understanding of: the Constitution; the Strategic Plan; the Workplan</p> <p>2. Budget agendas support implementation of the Workplan</p> <p>3. Agree the Terms of Reference and initial workplan for a specialist Finance Subcommittee</p> <p>4. Meet the 2016/17 budget expectations</p> <p>5. Successfully complete the 2016/17 financial audit</p> <p>6. Prepare and approve the 2017/18 budget</p> | <p>Murray Darling Association holds a current induction on file for each Chair and council</p> <p>An effective Board Agenda is in place</p> <p>Resolution of the Board at Meeting 363</p> <p>Adoption of the workplan at Meeting 364</p> <p>Budget met</p> <p>Audit certificate gained</p> <p>A balanced budget is developed and adopted</p> | <p>CEO/Board Members</p> <p>National President/CEO</p> <p>CEO/Board</p> <p>CEO/Board</p> <p>CEO</p> <p>CEO/Board</p> |

| Strategic Objective and supporting theme | Workplan Activities | Measures | Responsibility |
|--|--|--|---|
| | | | |
| | <p>7. The role, if any, for the Foundation is determined</p> <p>8. Increase membership</p> <p>9. Develop capacity within Chairing councils</p> | <p>Board discussion and decision</p> <p>Membership income is sufficient to meet operating expenses</p> <p>Regional Chairs take an active role in developing their regional local government networks.</p> <p>Secretariat support is strong and consistent across the regions.</p> <p>Meeting agendas and minutes are developed and distributes in a timely and efficient manner.</p> <p>Officers provide reports and briefing papers on matters for consideration.</p> | <p>Board</p> <p>CEO/Board/Regional Chairs</p> <p>Region Chairs</p> <p>Region Chairs</p> <p>Region Chairs/Council</p> <p>Region Chairs/Council</p> |

Schedule of Region & Board Meetings 2017

| | | | | |
|-------------------------|--|---|------------|------------|
| Region 1 | Fourth Friday in Feb, May, Aug and Nov | | | |
| Albury City | 24/02/2017 | 26/05/2017 | 25/08/2017 | 24/11/2017 |
| Region 2 | First Thursday June, Sept, Dec – to be confirmed by the chair | | | |
| To be announced | 29/03/2017 | 1/06/2017 | 07/09/2017 | 07/12/2017 |
| Region 3 | Monday – Jan, May, Aug, Nov | | | |
| Balranald Shire | 23/01/2017 | 15/05/2017 | 21/08/2017 | 20/11/2017 |
| Region 4 | Propose day before council briefing | | | |
| Broken Hill City | Vacant | 21/06/2017 | 23/08/2017 | 22/11/2017 |
| Region 5 | Adopted in Minutes 10/04/2017 Also AGM 06/03/2017 | | | |
| Renmark Paringa | 10/04/2017 | 10/07/2017 | 11/09/2017 | ??/12/2017 |
| Region 6 | 3rd Friday, every second month | | | |
| Alexandrina | 17/02/2017 | 28/04/2017 | 16/06/2017 | 18/08/2017 |
| Region 7 | David to confirm/propose | | | |
| Walkerville | 17/03/2017 AGM | ?? | ?? | ?? |
| Region 8 | Will coincide with Legatus – dates to be confirmed. | | | |
| Northern Areas | | | | |
| Region 9 | Third Thursday Feb/May/Aug/Nov | | | |
| Leeton Shire | 16/03/2017 | 18/05/2017 | 17/08/2017 | 16/11/2017 |
| Region 10 | | | | |
| Vacant | | | | |
| Region 11 | | | | |
| Vacant | | | | |
| Region 12 | Richard/Julie to confirm/propose | | | |
| Balonne Shire | 15/05/2017 | ?? | ?? | ?? |
| MDA Board | Constitution 2016: min 8 per year – at least 2 must be face to face | | | |
| | 15/02/2017 | 363 – Adelaide Face to face | | |
| | 21/04/2017 | 364 – Desktop – GoTo Meeting | | |
| | 02/06/2017 | 365 – Albury Face to face | | |
| | 07/07/2017 | 366 - Desktop – GoTo Meeting | | |
| | 04/08/2017 | 367 - Desktop – GoTo Meeting | | |
| | 01/09/2017 | 368 - Desktop – GoTo Meeting | | |
| | 10/10/2017 | 369 – Renmark prior to Nat Con AGM Face to face | | |
| | 03/11/2017 | 370 - Desktop – GoTo Meeting | | |
| MDA Board 2018 | First Friday in the month at 10.30am AEST – every month except January and July. Face to face meetings will be held in Feb for the annual planning workshop, and Sept/Oct to coincide with the National Conference and AGM. Variations by determination of the Chair. June may also be Face to face in Canberra – to coincide with ALGA | | | |