



BOARD MEMBER  
&  
REGIONAL CHAIR  
RESOURCE KIT

## Table of Contents

Murray Darling Association .....	2
Introduction .....	2
Purpose .....	2
A New Beginning .....	2
Constitution 2016 .....	3
Strategic Plan 2016-19 .....	3
Annual Work Plan .....	4
Work Plan 2017 .....	5
Annual Reports .....	10
Murray-Darling Basin – our raison d'etre .....	10
Historical and Political Context .....	10
Hierarchy of legislation and instruments .....	11
Murray Darling Basin Authority .....	14
The Role of the Murray-Darling Basin Authority (MDBA) .....	14
Implementation of the Basin Plan - timeline .....	14
Memorandum of Understanding .....	15
Memberships and Financial Resources .....	15
Councils of the Basin .....	15
Membership Categories .....	20
1. Current Memberships .....	20
Policy and Process Resources .....	27
Board Member Resources .....	27
Board Member Position Description .....	27
Code of Conduct .....	31
Regional Chair Resources .....	33
Region Meeting Procedures .....	34
Meeting Schedules .....	34
National Conference and AGM .....	34
Motions .....	35
Guidelines for the Regional Plan .....	35
Region Meeting Pack .....	37
Agenda templates .....	37
Delegates Welcome Letter .....	37
Publications .....	37
Up and Doing by Adrian Wells .....	37

Sharing the Water - 100 years of River Murray Politics by Chris Guest.....	37
Digital Resources.....	37
MDA Online presence .....	37
MDA Home Page.....	37
Events Calendar .....	37
Region Pages .....	37
Facebook.....	37
Twitter.....	37

## Murray Darling Association

### Introduction

The Murray Darling Association (MDA) is a membership-based body representing local government and communities across the Murray Darling Basin. The Murray Darling Basin covers 14 percent of the land mass of Australia, and there are 167 local government organisations across the Basin whose communities derive their wellbeing from the resources of the Basin.

The Murray Darling Association initially formed in 1944, then called the Murray Valley Development League, with the objective of providing sufficient water supplies and hydro-electricity to support sustainable production in agriculture, business and industry across the basin. This organisation was instrumental in securing support for the Snowy River Diversion and its associated hydro-electricity scheme.

In 1986 the MDA changed our name to better reflect the service we provide through the representation of the interests of local government and communities across the entire Basin. Today, with the implementation of the Basin Plan impacting every community across the basin, the purpose of the MDA has never had greater relevance.

### Purpose

Our purpose is to provide effective representation of local government and the communities we represent at state and federal level in the management of Basin resources.

Every function and activity of the MDA should support this objective. We are committed to do this by

- Sharing accurate and reliable information
- Facilitating informed and constructive debate
- Seeking to influence government policy

### A New Beginning

Since its foundation in 1944, the MDA has boasted an enviable passion and commitment of our members, and an essential priority of purpose.

As with any organisation, the need for clear direction and good governance is a constant imperative.

The definitive history *Up and Doing: A brief history of the Murray Valley Development League and the Murray Darling Association from 1944 to 2014* by Adrian Wells notes that the question of whether to disband or fight-on has been considered by the Board of the MDA on more than one occasion, from as far back as 1952.

And so it was in 2013. Lacking direction and battling confusion over voting rights at consecutive AGMs; a decline in memberships; increase in expectations; financial uncertainty; compliance gaps; and high turnover at Board level, a turning point emerged for the MDA.

At this cross-road, the Board considered the challenges and the options before it.

On this occasion, as before, the Board, our members, and stakeholders across all levels of government have been resolute: Our purpose is essential, the Association must endure. The resilience of the MDA is equal to the communities we represent.

Some tough decisions, hard work, and dogged determination later, the Board resolved unanimously to take the steps necessary to develop and deliver an effective and essential strategy.

The result is a lean, focused, and dynamic organisation, which is valued and respected for its proud history, hard work, and commitment. We stand firm to represent local government for the benefit of the communities of the Murray-Darling Basin.

A new era begins for the MDA.

### [Constitution 2016](#)

The constitution of an incorporated Association provides the structure for how the Association operates. The Murray Darling Association is an Association incorporated in NSW, and as such is bound to have a constitution that

- a) complies with the provisions set down in that jurisdiction, and
- b) complies with contemporary governance requirements consistent with our local government constituency, and
- c) meets the needs and expectations of our members, and most importantly
- d) serves the purpose of the organisation.

Recognising the risk posed to the organisation in not having a constitution that met those objectives, the Board of the MDA resolved in 2014 to undertake an extensive review and update of the existing rules of the Association, resulting in the adoption of the [Constitution 2016](#).

### [Strategic Plan 2016-19](#)

The Murray Darling Association Strategic Plan 2016-19 provides a clear, cohesive and concise statement of the actions which will enable the MDA to fulfil our purpose and to represent our members on issues of local and basin-wide significance.

The Plan is a collection of the transformative actions that provide a platform for genuine local government and community participation in the decisions that impact our communities on Basin-related issues.

### [Strategic Plan 2016-19](#)

## Annual Work Plan

Our Annual Work Plan identifies the key agreed elements and activities required to deliver our Purpose, and the actions around these that will provide the greatest value and effect. It also provides a common point of reference for the Board members, their councils and the MDA CEO to undertake activities and endeavours that collectively maximise our effect.

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.

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

Regardless, the 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.



of our Basin resources.

Work Plan 2017

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## 2017 WORKPLAN

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### **Our Purpose**

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

*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 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 the 2017 Work Plan, 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 we must be considered in our activities; do the right things and do them well.

The Work Plan 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	Work Plan Activities	Measures	Responsibility
<b>Strategic Goal: to be a valued source of accurate, concise, valid, timely information</b> <ul style="list-style-type: none"> <li>Develop effective communication systems: at Board level; from communities to policymakers; and across the regions.</li> </ul>	<ol style="list-style-type: none"> <li>Identify and adopt an efficient, low-cost system for Board and cross-region communication</li> <li>Provide regular updates to inform members of issues or that arise or exist in different parts of the Basin</li> <li>Develop an efficient content management strategy</li> </ol>	<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>
<b>Goal: to facilitate informed and constructive debate</b> <b>Goal: to influence the policies of government</b> <ul style="list-style-type: none"> <li>Ensure effective regional council meetings are held regularly</li> <li>Identify the key politicians, department heads, agency heads and other people who influence Basin policy and create a robust working network</li> <li>Establish the new regional boundaries</li> </ul>	<ol style="list-style-type: none"> <li>Develop a suite of tools and templates which provide a good basis upon which regions can base their meetings.</li> <li>Conduct quarterly meetings across all regions.</li> <li>Undertake meetings and form good working relationships with the key people and agencies at state and</li> </ol>	<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	Work Plan 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><b>Goal: to be a strong, viable, self-sustaining organisation</b></p> <ul style="list-style-type: none"> <li>Each Board member has a clear understanding of the role of the Association and his/her role on the Board</li> <li>Our financial base is sufficient to do our work.</li> </ul>	<p>1. Directors have easy access to and develop a sound understanding of: the Constitution; the Strategic Plan; the Work Plan</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 Work Plan 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	Work Plan 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>

## [Work Plan 2017](#)

### Annual Reports

The MDA's annual report is a comprehensive overview of our activities throughout the preceding year. The reports are intended to give members and stakeholders current information on the activities and financial performance of the Association. There are four distinct goals of our annual report

- a) to promote and market the activities and achievements of the MDA,
- b) to provide an audited public record of our financial performance and goals,
- c) to inform our members and stakeholders, and
- d) to meet regulatory requirements.

[Annual Report 2016](#)

[Annual Report 2015](#)

[Annual Report 2014](#)

## Murray-Darling Basin – our raison d'etre

### Historical and Political Context

A (very) brief historical and political context to the management of the Murray River waters, and the evolution of the Basin Plan 2012

The 1914 water sharing agreement was put in place between the Australian and state governments, taking effect in 1915. It was designed to enable the waters of the Murray River to be allocated in a way aimed to secure supply for dry periods, and ensure a reliable navigability of the Murray through to the shipping ports and markets in South Australia. It was the result of over 25 years of often heated and always parochial negotiation between the three southern states. That agreement was called the River Murray Waters Agreement.

In 1987 the Murray Darling Basin Commission Agreement replaced the River Murray Waters Agreement, and encompassed the whole Basin, not just the River Murray. By that time the states, and the Nation had a far better understanding of the hydrology, the inflows, the sources, and the natural requirements of the system. The importance of ensuring the sustainability of the resource as a whole was recognised. 'Conservation' no longer meant holding as much water back for irrigation as possible, and making sure not a single drop was 'wasted' by flowing to the mouth 'for no reason', as it had in earlier times.

The new agreement established the Basin States Ministerial Council. Unsurprisingly, none of the state-based parochialism had diminished, and any agreement between the states was still hard fought.

In 1992, Queensland became party to the agreement.

In 2004 the National Water Initiative pulled together a national approach to the way Australia manages, plans for, prices and trades water. Then in 2007, the *Water Act 2007 (Cth)* established the first whole-of-basin plan, The Basin Plan which became law in 2012. Part of that process saw the

Murray Darling Basin Authority take over the functions of the old Murray Darling Basin Commission, becoming the first time a single agency was responsible for water resource planning across the Murray Darling Basin.

I am not clear on the actual carve up of the extraction rights, but I do know that under the Australian Constitution, the states retained responsibility and control of water for conservation and irrigation, (s98) while the Cth retained responsibility for navigation (s100). S100 is the part of the Constitution that gives the Cth an active role in the management of the whole of system. That, and the funding they contribute for investment in works and measures across the states when the states can't agree on who benefits and who pays, or they can't afford it. 😊

The water resource plans are state-based instruments, and outline how a particular area of the Murray–Darling Basin's water resources will be managed to be consistent with the Murray–Darling Basin Plan.

It sets out the rules and arrangements relating to issues such as annual limits on water take, environmental water, managing water during extreme events and strategies to achieve water quality standards and manage risks.

There are 36 water resource plan areas across the Basin. These include groundwater areas and surface water areas. The Basin states are responsible for the water resource plans (which is why there is one for each for NSW and QLD for the Border Rivers Catchment). The Plans draw on the states' existing water management arrangements to meet the water resource requirements set out in the Basin Plan.

Water resource plans are a legislated means of aligning Basin-wide and state-based water resource management to provide sustainable limits for the water resources of the Murray–Darling Basin. That's why they are so complex, and you can see why I generally have a great deal of sympathy for the Basin State Water Ministers – and try to have local government contribute as constructively as possible. Not only do they (the States) need to develop their water resource plans in alignment with the Basin Plan, they have to consider town water, general consumption and their state-based population needs outside the Basin and outside the Basin Plan, incl mining, NRM, population growth, climate change legislation and more.

Under the Basin Plan all water resource plans must be accredited by mid-2019. Local government should have a key role in informing these Plans.

As you can see from the bit of a history above, the Southern Connected Basin (ie: the riparian districts of southern NSW, Victoria and South Australia) and the Northern Basin (northern NSW and southern Queensland) have a lot in common, all now being party to the Plan. But they also have some vast differences in history, culture, geography, hydrology, industry, trade and Basin involvement and engagement.

## Hierarchy of legislation and instruments

The [Water Act 2007](#)<sup>1</sup> is an Act to make provision for the management of the water resources of the Murray-Darling Basin, and to make provision for other matters of national interest in relation to water and water information, and for related purposes.

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<sup>1</sup> [http://www.austlii.edu.au/au/legis/cth/consol\\_act/wa200783/](http://www.austlii.edu.au/au/legis/cth/consol_act/wa200783/)

Part 1A of the Act gives rise to [Murray-Darling Basin Agreement](#).

The Agreement is entered into by the Commonwealth Government of Australia, the State of New South Wales, the State of Victoria, the State of Queensland, the State of South Australia, and the Australian Capital Territory.

The purpose of the Agreement is to promote and co-ordinate effective planning and management for the equitable, efficient and sustainable use of the water and other natural resources of the Murray-Darling Basin, including by implementing arrangements agreed between the Contracting Governments to give effect to the Basin Plan, the Water Act and State water entitlements.<sup>2</sup>

Part 2 of the Water Act 2007 provides for the management of Basin water resources via the [Basin Plan 2012](#).

The purpose of the Basin Plan is to provide for the integrated management of the Basin water Resources in a way that promotes the objects of the Water Act, in particular providing for *inter alia*

(d) the use and management of the Basin water resources in a way that optimises economic, social, and

(f) requirements that a water resource plan for a water resource plan area must meet if it is to be accredited or adopted under Division 2.<sup>3</sup>

#### State water entitlements

The general principle of water sharing for the River Murray system is that New South Wales and Victoria each receive 50 per cent of the flow upstream of Albury (ie. inflows to Hume, Dartmouth and from the Kiewa River) and 50 per cent of inflows to Menindee Lakes.

From state shares held in storage and tributary inflows assigned to each state of origin, New South Wales and Victoria provide South Australia with its entitlement, which varies from month to month as stipulated in the Murray–Darling Basin Agreement.

In 2011, approval was given for South Australia to store its share of water resources for the purposes of meeting its critical human water needs and private carryover in major storages.

When sharing the storages in the River Murray system, the states acknowledge the principal that the volume of water held in storage must not exceed half the capacity of the reservoir in which it is stored, otherwise it is deemed to have been 'spilt' within the reservoir to the other state (ie. spilt water is added to one state's storage account and deducted from the 'spilling' state's account).<sup>4</sup>

The Murray-Darling Basin Authority is responsible for sharing the waters of the River Murray system between the states, as part of the Murray–Darling Basin Agreement.

To achieve this, the total amount of water in the system (total system water) including stored and inflow volumes, and system losses must be tracked or 'accounted' for. This water is then shared

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<sup>2</sup> [http://www.austlii.edu.au/au/legis/cth/consol\\_act/wa200783/sch1.html](http://www.austlii.edu.au/au/legis/cth/consol_act/wa200783/sch1.html)

<sup>3</sup> <https://www.legislation.gov.au/Details/F2017C00078>

<sup>4</sup> <https://www.mdba.gov.au/river-information/water-sharing>

between New South Wales, Victoria and South Australia in accordance with the rules of the Agreement.

The MDBA is also responsible to direct system operations to physically deliver and manage the flows of water.

The calculation of state shares of water includes the shares (volumes) that each state holds in major storages at the end of the month. The calculation includes volume stored and the remaining 'airspace' or volume left in storage for each state.

In 2013 the Parties to the Murray-Darling Basin Agreement entered into the [Intergovernmental Agreement on Implementing Water Reform in the Murray Darling Basin 2013](#).

The Agreement is a further undertaking by the Commonwealth and the participating Murray-Darling Basin (Basin) State Governments, to build upon existing achievements by implementing in good faith the next tranche of water reforms to further improve the health of the Basin and secure a future for its communities.

The objective of the Agreement is to ensure that the Commonwealth-led Basin water reforms, including the Basin Plan, are implemented in a cost-effective manner to support the national interest of improving river and wetland health, putting water use on a sustainable footing, enhancing irrigation productivity, providing water for critical human needs, and providing farmers and communities with more confidence to plan for a future with less water.<sup>5</sup>

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<sup>5</sup> <https://www.coag.gov.au/sites/default/files/agreements/Intergovernmental-Agreement-on-Implementing-Water-Reform-in-the-Murray-Darling-Basin-June-2013-signed.pdf>

# Murray Darling Basin Authority

## The Role of the Murray-Darling Basin Authority (MDBA)

The Murray–Darling Basin Authority (MDBA) was established as an independent expertise-based statutory agency following the enactment of the [Water Act 2007](#).

For the first time in the Basin's history, one Basin-wide institution is responsible for planning the Basin's water resources, with all planning decisions required to be made in the interest of the Basin as a whole.

The primary roles of the MDBA include:

- 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
- supporting, encouraging and conducting research and investigations about the Basin's water resources and dependent ecosystems
- advising the Australian Government Minister for Water Resources on the accreditation of state [water resource plans](#)
- providing water rights information to facilitate [water trading](#) across the Basin
- [engaging](#) and [educating](#) the Australian community about the Basin's water resources.<sup>6</sup>

The current [governance arrangements of the MDBA](#) were preceded by almost a century of different forms of collaborative management with Basin states — in the first instance NSW, Victoria and South Australia and more recently joined by Queensland and the ACT.

## Implementation of the Basin Plan - timeline

The Basin Plan is being implemented over the 12 years from 2012 - 2024 to allow time for Basin states, communities and the Australian Government to work together to manage the changes required for a healthy working Basin. As at 2017, we are five years into that process.

Continued involvement from local government and Basin communities during implementation is essential to provide input and feedback to inform and assist the MDBA to adapt their approach to the implementation and ensure the Basin can continue to support communities, the environment and industry.<sup>7</sup>

2017 was a critical year in the [Basin Plan's implementation timeline](#), with the commencement of the constraints projects, the interim evaluation of the Basin Plan, and the determination of the adjustment of sustainable diversion limit all scheduled for this year.

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<sup>6</sup> <https://www.mdba.gov.au/about-us>

<sup>7</sup> <https://www.mdba.gov.au/basin-plan/basin-plan-timeline>

## Memorandum of Understanding

In December 2013, the Murray Darling Basin Authority and the Murray Darling Association entered into a [Memorandum of Understanding](#) establishing a strategic alliance to maximise our collective energies, engagement and influence for the overall benefit of the Murray- Darling Basin and the communities dependent on the basin's resources, via the implementation of the Basin Plan.

The MoU recognises that local government issues within the Murray-Darling Basin should be given due consideration in the implementation of basin policies and programs, and the agreement is scheduled to be reviewed five years from the date of signing.<sup>8</sup>

## Memberships and Financial Resources

### Councils of the Basin

The MDA has 12 Regions across the basin, covering four states & ACT. Regions are associated by councils in communities of interest. State borders are not defining boundaries.

The Board resolved in 2017 to undertake a review the regional boundaries in 2018 to ensure the regional groupings remain relevant.

The 12 regions of the Murray Darling LGA are currently associated as detailed below.

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#### Region 1 – Snowy River Region

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Albury City Council	Indigo Shire Council
Alpine Shire Council	Mansfield Shire Council
Baw Baw Shire Council	Snowy Monaro (Snowy River)
Benalla Rural City Council	Snowy Valleys Council
East Gippsland Shire Council	Towong Shire Council
Federation Council	Wangaratta Rural City
Greater Hume Shire Council	Wodonga City Council

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#### Region 2 – Goulburn Murray

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Berrigan Shire Council	Moira Shire Council
Campaspe Shire	Murray River Council
City of Greater Bendigo	Murrindindi Shire Council
Edward River Council	Strathbogie Shire Council

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<sup>8</sup> [http://www.mda.asn.au/source/ckfinder/files/MOU%20-%20Signed%20MDBA%20and%20MDA%20-%2012\\_12\\_2013.pdf](http://www.mda.asn.au/source/ckfinder/files/MOU%20-%20Signed%20MDBA%20and%20MDA%20-%2012_12_2013.pdf)



Greater Shepparton City Council

Macedon Ranges Shire Council

Mitchell Shire Council

Whittlesea City Council

Yarra Ranges Shire

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**Region 3 – Central West**

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Ararat Rural City Council

Ballarat City Council

Balranald Shire Council

Buloke Shire Council

Central Goldfields Shire Council

Gannawarra Shire Council

Grampians Shire Council, Northern

Hepburn Shire Council

Horsham Rural City Council

Loddon Shire Council

Moorabool Shire Council

Mount Alexander Shire Council

Pyrenees Shire Council

Swan Hill Rural City Council

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**Region 4 – The Darling**

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Broken Hill City Council

Central Darling Shire Council

Hindmarsh Shire Council

Mildura Rural City Council

Wentworth Shire Council

Yarriambiack Shire Council

West Wimmera Shire Council

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**Region 5 – SA Riverlands**

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Berri Barmera Council

Karoonda East Murray District Council

Loxton Waikerie District Council

Mid Murray Council

Renmark Paringa Council

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**Region 6 – The Coorong**

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Alexandrina Council

Southern Mallee District Council

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Coorong District Council  
Kingston District Council  
Murray Bridge Rural City

Tatiara District Council  
Victor Harbor City

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**Region 7 – Adelaide Metro**

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

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**Region 8 – SA Regional**

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Adelaide Hills Council	Mount Remarkable District Council
Barossa Council	Orroroo Carrieton District Council
Barunga West District Council	Peterborough District Council
Clare & Gilbert valleys Council	Port Augusta City Council
Copper Coast District Council	Port Pirie Regional Council
Goyder Regional Council	Wakefield Regional Council
Light Regional Council	Whyalla City Council
Mallala District Council	Yorke Peninsula District Council

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**Region 9 – The Murrumbidgee**

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Carrathool Shire Council	Lockhart Shire Council
Coolamon Shire Council	Murrumbidgee Council
Cootamundra-Gundagai Regional Council	Narrandera Shire Council
Griffith City Council	Queanbeyan-Palerang Regional Council
Hay Shire Council	Temora Shire Council
Hilltops Shire Council	Wagga Wagga City Council
Junee Shire Council	Weddin Shire Council
Leeton Shire Council	Yass Valley Council

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**Region 10 – Greater NSW**

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

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**Region 11 – NSW Northern Basin**

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

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**Region 12 – QLD Northern Basin**

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

## Membership Categories

### 1. Current Memberships

#### Current membership status 2016/17 by Region

Region	Councils	Member	Non-member
1	Albury City Council	6,600.00	
1	Alpine Shire Council		3,267.27
1	Baw Baw Shire Council		6,000.00
1	Benalla Rural City Council		3,752.92
1	East Gippsland Shire Council		6,000.00
1	Federation Council	3,716.52	
1	Greater Hume Shire Council	3,160.21	
1	Indigo Shire Council		4,173.95
1	Mansfield Shire Council		2,170.57
1	Snowy Monaro (Snowy River)		2,064.70
1	Snowy Valleys Council	4,488.50	
1	Towong Shire Council		1,725.90
1	Wangaratta Rural City		6,000.00
1	Wodonga City Council	6,600.00	
14	<b>Totals</b>	24,565.23	35,155.31

Region	Councils	Member	Non-member
2	Berrigan Shire Council	2,614.81	
2	Campaspe Shire		6,000.00
2	City of Greater Bendigo		6,000.00
2	Edward River Council	2,819.91	
2	Greater Shepparton City Council	6,600.00	
2	Macedon Ranges Shire Council		6,000.00
2	Mitchell Shire Council		
2	Moir Shire Council	6,600.00	
2	Murray River Council	3,541.67	
2	Murrindindi Shire Council		3,590.95
2	Strathbogie Shire Council		2,608.65
2	Whittlesea City Council		6,000.00

2	Yarra Ranges Shire		6,000.00
13	<b>Totals</b>	22,176.39	36,199.60

Region	Councils	Member	Non-member
3	Ararat Rural City Council		3,075.32
3	Ballarat City Council		6,000.00
3	Balranald Shire Council	747.47	
3	Buloke Shire Council		1,755.60
3	Central Goldfields Shire Council		3,436.40
3	Gannawarra Shire Council	3,468.76	
3	Grampians Shire Council, Northern		3,257.37
3	Hepburn Shire Council		3,950.92
3	Horsham Rural City Council		5,301.72
3	Loddon Shire Council	2,406.99	
3	Moorabool Shire Council		6,000.00
3	Mount Alexander Shire Council		4,837.53
3	Pyrenees Shire Council		1,833.98
3	Swan Hill Rural City Council	6,600.00	
14	<b>Totals</b>	13,223.22	39,448.84

Region	Councils	Member	Non-member
4	Broken Hill City Council	5,994.95	
4	Central Darling Shire Council	602.27	
4	Hindmarsh Shire Council		1,594.45
4	Mildura Rural City Council	6,600.00	
4	Wentworth Shire Council	2,153.80	
4	Yarriambiack Shire Council		1,949.20
4	West Wimmera Shire Council		1,169.03
7	<b>Totals</b>	15,351.02	4,712.68

Region	Councils	Member	Non-member
5	Berri Barmera Council	3,201.35	
5	Karoonda East Murray District Council	312.48	
5	Loxton Waikerie District Council	3,510.21	

5	Mid Murray Council	2,461.14	
5	Renmark Paringa Council	3,019.56	
5	<b>Totals</b>	<b>12,504.74</b>	

Region	Councils	Member	Non-member
6	Alexandrina Council	6,600.00	
6	Coorong District Council	1,671.31	
6	Kingston District Council		626.72
6	Murray Bridge Rural City	5,054.17	
6	Southern Mallee District Council		577.50
6	Tatiara District Council	1,990.45	
6	Victor Harbor City		3,806.27
7	<b>Totals</b>	<b>15,315.93</b>	<b>5,010.49</b>

Region	Councils	Member	Non-member
7	Adelaide City Council	2,450.80	
7	Burnside City	3,300.00	
7	Campbelltown City Council	3,300.00	
7	Charles Sturt City		3,000.00
7	Gawler Town		3,000.00
7	Holdfast Bay City	3,300.00	
7	Marion City		3,000.00
7	Mitcham City	3,300.00	
7	Mount Barker District Council		3,000.00
7	Northern Areas Council	535.26	
7	Norwood Payneham & St Peters City	2,812.81	
7	Onkaparinga City	3,300.00	
7	Playford City	3,300.00	
7	Port Adelaide Enfield City	3,300.00	
7	Prospect City		3,000.00
7	Salisbury City		3,000.00

7	Tea Tree Gully City	6,600.00	
7	Unley City		3,000.00
7	Walkerville Town	813.78	
7	West Torrens City	3,300.00	3,000.00
7	Yankalilla District Council		1,209.17
21	<b>Totals</b>	39,612.65	25,209.17

Region	Councils	Member	Non-member
8	Adelaide Hills Council	2,195.05	
8	Barossa Council	2,310.00	
8	Barunga West District Council	270.16	
8	Clare & Gilbert valleys Council		2,405.97
8	Copper Coast District Council		3,560.97
8	Goyder Regional Council	457.82	
8	Light Regional Council	1,516.13	
8	Mallala District Council		2,294.32
8	Mount Remarkable District Council		790.07
8	Orroroo Carrieton District Council		240.62
8	Peterborough District Council	449.52	
8	Port Augusta City Council		3,845.87
8	Port Pirie Regional Council		4,766.57
8	Wakefield Regional Council		1,832.05
8	Whyalla City Council		6,000.00
8	Yorke Peninsula District Council		3,031.60
16	<b>Totals</b>	7,198.68	28,768.04

Region	Councils	Member	Non-member
9	Carrathool Shire Council		711.42
9	Coolamon Shire Council		1,127.22
9	Cootamundra-Gundagai Regional Council		2,016.85
9	Griffith City Council	6,600.00	
9	Hay Shire Council	1,013.07	
9	Hilltops Shire Council		
9	Junee Shire Council		1,616.45



9	Leeton Shire Council	3,608.52	
9	Lockhart Shire Council	1,003.70	
9	Murrumbidgee Council	1,279.87	
9	Narrandera Shire Council	1,785.36	
9	Queanbeyan-Palerang Regional Council		6,000.00
9	Temora Shire Council	1,747.24	
9	Wagga Wagga City Council	6,600.00	
9	Weddin Shire Council		1,007.87
9	Yass Valley Council		4,130.50
16	<b>Totals</b>	23,637.76	16,610.31

<b>Region</b>	<b>Councils</b>	<b>Member</b>	<b>Non-member</b>
10	Bathurst Regional Council		6,000.00
10	Bland Shire Council		1,612.87
10	Blayney Shire Council		1,920.87
10	Bogan Shire Council		797.50
10	Bourke Shire Council	931.39	
10	Cabonne Shire Council		3,525.77
10	Cobar Shire Council	1,566.35	
10	Cowra Shire Council		3,340.42
10	Forbes Shire Council	2,948.77	
10	Goulburn Mulwaree Council		6,000.00
10	Lachlan Shire Council	2,070.31	
10	Lithgow City		5,544.00
10	Mid Western Regional Council	6,600.00	
10	Muswellbrook Shire Council		4,342.52
10	Narromine Shire Council	1,991.96	
10	Oberon Council		1,386.00
10	Orange City		6,000.00
10	Parkes Shire Council		4,012.80
10	Singleton Council		6,000.00
10	Upper Hunter Shire Council		3,782.35
10	Upper Lachlan Shire Council		1,978.07
10	Warren Shire Council	860.61	
10	Warrumbungle Shire Council		2,636.70

10	Western Plains Regional Council (Dubbo)	6,600.00	
24	<b>Totals</b>	23,569.39	58,879.87

Region	Councils	Member	Non-member
11	Armidale Regional Council		
11	Brewarrina Shire Council	577.78	
11	Coonamble Shire Council	1,304.99	
11	Glen Innes Severn Council		2,380.40
11	Goondiwindi Regional Council		2,922.70
11	Gunnedah Shire Council	1,659.08	
11	Gwydir Shire Council	1,641.06	
11	Inverell Shire Council		4,420.62
11	Liverpool Plains Shire Council	1,028.50	
11	Moree Plains Shire Council	4,363.56	
11	Narrabri Shire Council		3,554.37
11	Tamworth Regional Council		6,000.00
11	Tenterfield Shire Council		1,873.02
11	Uralla Shire Council		1,659.35
11	Walcha Council		830.77
11	Walgett Shire Council	2,188.58	
16	<b>Totals</b>	12,763.55	23,641.23

Region	Councils	Member	Non-member
12	Balonne Shire Council	649.00	
12	Blackall-Tambo Regional Council		605.00
12	Bulloo Shire Council		110.82
12	Central Highlands Regional Council		6,000.00
12	Lockyer Valley Regional Council		6,000.00
12	Maranoa Regional Council		3,595.90
12	Murweh Shire Council		1,270.22
12	Paroo Shire Council	572.33	
12	Quilpie Shire Council		268.40
12	Scenic Rim Regional Council		6,000.00
12	South Burnett Regional Council		6,000.00
12	Southern Downs Regional Council		6,000.00

12	Toowoomba Regional Council	6,600.00	
12	Western Downs Regional Council		6,000.00
<hr/>			
14	<b>Totals</b>	7,821.33	41,850.34
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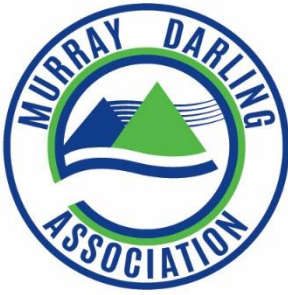
#### **Individuals**

Bagley, Bill	75.00
Bennett, Jack	75.00
Campbell, Gen	75.00
Gooden, Mark & Robyn	75.00
Johnson, Jenny	75.00
Lensink, Michelle	75.00
Loeser, Keith	75.00
MacKenzie, Geoff	75.00
Mann, Ian & Robbie	75.00
McCormack, Michael	75.00
Pattison, Ken	75.00
Pederick, Adrian	75.00
Smith, Peter	75.00
Tuckwell, Frank	75.00
Van der Meer, Barbara	75.00
Wells, Adrian	75.00
Western Research Institute	75.00
	1,275.00

## Policy and Process Resources

Board Member Resources

Board Member Position Description



# Board Member Duty Statement

## Introduction

The Murray Darling Association Inc is a not for profit organisation incorporated under the *Associations Incorporation Act 1984 NSW*. (Registered No: Y 40317-47)

The Constitution of the Murray Darling Association sets out that the Board of Management is comprised of the Chairs of the Regions.

The Chair of the Region is an elected position. As such, a Chair of the Region is a Board Member by extension, with all the duties and obligations that implies.

It is important that any council nominating a delegate to stand as the chair of the Region is aware of what the position requires.

This policy seeks to ensure that member councils and delegates holding positions on the MDA Board of Management are aware of their respective duties and obligations.

## Position

Board Members of the Murray Darling Association have a number of different roles that must incorporate the interests of the organisation as a legal entity, the whole of basin community, and the interests of the members and other stakeholders in their Region.

Board Members play a vital leadership role in creating and implementing their Association's vision, strategic direction and values.

## **BOARD MEMBER ACCOUNTABILITY AND REPRESENTATION**

Board Members are accountable to the council and the Region they represent; to the whole of Basin community; and to the Murray Darling Association .

As Board Members, where the focus is necessarily on governing in the best interests of the entire Murray Darling Association , Board Members are accountable in multiple ways. These include acting in their roles as directors, policy makers, strategists and financial overseers

Board Members as Regional Chairs also have to represent their Regions on a wide range of issues. In doing so, Board members must obey the law, including the principle of natural justice, and their obligations to their councils as councilors and elected representatives of their immediate community.

Board Members may often have to deal with a range of requests, perspectives and sometimes competing priorities on basin related outcomes - which they need to find ways to deal with, preferably in collaboration with the MDA Board and the executive.

All these types of accountability are equally important and need to be accommodated.

## DUTY STATEMENT

The Board Member will

- support the Murray Darling Association 's purpose
- act in accordance with the Constitution of the MDA
- adhere to the Board Members' Code of Conduct
- commit to the Vision and the Values to the Board, the Regions and the ordinary members at all times.
- undertake the duties and responsibilities set out in this duty statement

## DUTIES

- Determine the financial strategy and allocation of resources via the annual budget
- Develop a strategic plan for the Murray Darling Association in pursuit of and a sustainable future for the organisation, seeking social, economic and environmental benefits for the whole of Basin community
- Facilitate community participation
- Facilitate and conduct four regional meetings per year in accordance with the MDA Constitution
- Support and promote the purpose of the organization across the Region
- Report to the Board on matters of Regional significance
- Understand and manage the different roles as Regional Chair, and Board member
- Liaise and coordinate with other levels of government, non-government, community groups, the private sector and other members
- If elected by the Board to a specific role then please refer to that Duty Statement for further details
- Represent the interests of your Region, local councils and community stakeholders.
- Properly inform and liaise with the member council of whom you are a delegate.
- Conduct regular Region meetings
- Adhere to all other requirements set down in the Constitution of the Murray Darling Association
- The term of office is one year from the Region AGM.

## PERSONAL ATTRIBUTES

The following personal attributes will contribute to the effective performance of a high-functioning Board of Management.

Board Members will

- Prepare for meetings by reading agendas, reports and briefing content
- Actively participate and contribute to discussions in a constructive manner
- Make decisions based on accurate information
- Faithfully represent the position of the council or LGA they represent
- Carefully consider arguments and opinions before making judgement
- Present clear and logical arguments
- Strive for continuous improvement
- Take advantage of new and emerging opportunities
- Identify and exploit opportunities for training and self-development
- Remain member focused, acknowledging and representing the views and vision of members
- Comply at all times with the Board Member's Code of Conduct

## GOVERNANCE

The following attributes will contribute to ensure compliance with the principals of good governance.

Board Members will

- Demonstrate understanding of, and commitment to, the primary purpose of the organisation
- Contribute to the development and implementation of a sound strategic plan
- Strive to identify emerging issues that will impact the organisation
- Read Board papers prior to meetings and obtain good information to actively participate in discussion and effective decision-making
- Plan for organisational sustainability and financial viability
- Attract and develop new members with relevant and diverse skills and experience
- Support induction; undertake Board reviews and participate in Board meetings and training
- Work together with fellow Board members to prioritise the Board's work
- Focus on outcomes and address issues that impact on the organisational sustainability
- Ensure solvency of the organisation and that the organisation is protected against fraud and theft
- Contribute to the development and ongoing implementation of the MDA's risk management framework
- Regularly attend meetings, and ensure constructive contribution, and provide relevant and succinct contributions that assist the meeting to efficiently work through the agenda
- Build and maintain relationships that will ensure decisions are informed by community's /members' best interests
- Promote the MDA through various networks; and support effective communication initiatives
- Ensure Board independence
- Act in the best interests of the organisation
- Identify and declare any conflicts of interest
- Ensure that the requirements and obligations of the Constitution are met

- Maintain confidentiality about decision-making and ensure that information is not misused

This Board Member Duty Statement was adopted by the Board of the Murray Darling Association

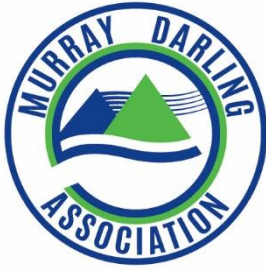
Date 01<sup>st</sup> May 2015

Meeting No. 346

Review date 01<sup>st</sup> May 2017

Code of Conduct





# Board Members Code of Conduct

In all our operations and relationships we value honesty, integrity and collaborative communication based in mutual respect and regard for our organisation, the environment and the communities we serve.

## Personal behaviour

It is expected that Board members will:

- act ethically, with honesty and integrity, in the best interests of the Murray Darling Association at all times
- take individual responsibility to contribute actively to all aspects of the Board's role according to the Board member duty statement
- attend a minimum of 75 per cent of Board meetings
- make decisions fairly, impartially and promptly, considering all available information, legislation, policies and procedures
- treat colleagues with respect, courtesy, honesty and fairness, and have proper regard for their interests, rights, safety and welfare
- not harass, bully or discriminate against colleagues, members of the public and/or employees
- contribute to a harmonious, safe and productive Board environment/culture through professional workplace relationships
- not make improper use of their position as Board members to gain advantage for themselves or for any other person.

## Communication and official information

It is expected that Board members will:

- channel all communication between Board and staff on business matters through the Chairperson and the CEO/Manager
- not disclose official information or documents acquired through membership of the Board, other than as required by law or where agreed by decision of the Board
- not make any unauthorised public statements regarding the business of the Murray Darling Association
- support, adhere to and not contradict the formal decisions of the Board made in its meetings
- respect the confidentiality and privacy of all information as it pertains to individuals.

## Conflicts of interest

It is expected that Board members will:

- disclose any personal or business interests which may give rise to actual or perceived conflicts of interest
- ensure personal or financial interests do not conflict with their ability to perform official duties in an impartial manner
- not allow personal or financial interests, or the interests of any associated person, to conflict with the interests of Murray Darling Association
- manage and declare any conflict between their personal and public duty
- where conflicts of interest do arise, ensure they are managed in the public interest.

## Use of public resources

It is expected that Board members will:

- act in a financially responsible manner, applying due diligence to the scrutiny of financial reports, audit reports and other financial material that comes before the Board
- ensure the efficient use of publicly-funded resources, including office facilities and equipment, vehicles, cab charge vouchers, corporate credit cards.

In addition, Board members commit to:

- taking responsibility for reporting improper conduct or misconduct which has been, or may be occurring in the workplace, reporting the details to the relevant people or agency
- taking responsibility for contributing in a constructive, courteous and positive way to enhance good governance and the reputation of the Board of Murray Darling Association .

This Code of Conduct was adopted by the Board of the Murray Darling Association

Date                    1<sup>st</sup> of May 2015

Meeting No.        346

Review date        1<sup>st</sup> of May 2016

## Regional Chair Resources

The Constitution of the MDA provides that the Chair of the Region must demonstrate both the initial and ongoing capacity to provide secretariat support for the activities of the Region; and must ensure minutes and other necessary records of Region Executive and Region Meetings are taken, kept and provided regularly to the MDA Board.

It is important to note that the Chair of a Region must be a member, and that membership is held by a council, not by the delegate. Therefore, it is the member council that holds the chair, and they are represented by an appropriate representative delegated by the member council.

Delegation of the council's representative is the responsibility of the member council, as is the execution of the duties associated with the Chair.

For this reason, Chairing councils, as part of their eligibility to chair the region, are required to provide the delegate with adequate support to carry out the role.

The following information and resources are designed to assist with the function of conducting Region Meetings.

### Region Meeting Procedures

The facilitation and conduct of the region meetings is an essential role of the Region Chair. Region meetings are an essential element in serving every element of the purpose of the MDA. They are the means by which the MDA attains its imprimatur; they stimulate ideas, share local knowledge, facilitate informed debate, and provide the two-way conduit for information between local, state and federal government and other responsible agencies.

Region meetings are required to be held no less than 4 times, and may be held across various locations within the region to encourage attendance and support.

Meetings are usually held at council chambers or other municipal meeting place. Protocols are properly observed, with the Mayor of the hosting location invited to provide a welcome address etc.

Tea and coffee, or light refreshments are usually provided by the hosting council.

The meeting agenda is prepared and distributed by the Chair, in consultation with the MDA Executive.

### Meeting Schedules

Meetings calendar 2017 – It is the ideas generated and the minutes/resolutions of the region meetings that provide the imprimatur for the MDA to develop our strategic and action plans; carry forward our advocacy priorities; and deliver on our purpose.

Region meetings must be well run and attended, with chairs and committees ensuring that member councils are aware of and engaged in the meetings.

Meeting schedules are published on the MDA website. Any region that has not provided its 2017 meeting schedule to the MDA for publication on the website should do so immediately.

### National Conference and AGM

The National Conference annual general meeting (AGM) is a cornerstone event in the organisation's calendar. The National Conference provides the opportunity for members from across the Basin to come together to share ideas and attain a better understanding of the issues affecting their own and other regions, and to engage with partners and stakeholders on a national level.

The purpose of an AGM is to give members a report on the MDA's activities and finances for the previous year, to consider motions that will set the direction for the organisation for the year ahead.

The National Conference and AGM is also the event that put the professionalism, capacity and direction of the Murray Darling Association and our members on very public display.

The conduct of the AGM, and the motions presented to it should always be of the highest possible standard.

### Motions

Motions to the National Conference and AGM should be prepared and submitted for inclusion on the agenda with these guidelines in mind:

- The motion must contain a clear statement of principle and action, and its full substance must be contained in the motion.
- Motions should start with “that”, for example, *“That the Murray Darling Association supports xyz.”*
- Be specific in the motion about the action and the timeframe.
- Motions should be accompanied by an explanatory note, background brief which supports and explains the proposed motion
- If a motion conflicts with legislation then the motion can be ruled out of order, and will reflect poorly upon your council, your region, the MDA and local government.
- Motions to the region must be consistent with the position of the council, either by policy or by resolution, of the proposing delegate.
- Motions to the National Conference must be approved by resolution recorded in the minutes of the proposing region.
- It is recommended that motions should be developed with the support of council officers who have professional expertise in this area.
- Motions should be submitted to the executive not less than 45 days in advance of the AGM to allow for review by the Board.

### Guidelines for the Regional Plan

Local government across the Basin shares the vision of a healthy Murray Darling Basin. We all aspire to support the opportunity for economic growth and development, health, happy, vibrant people, and a sustainable natural and built environment.

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

At the 2016 National Conference and AGM the membership of the MDA resolved that The Murray Darling Association

- a) notes an undertaking by the 12 regions of the Basin to develop Regional Strategies reports to address local issues as noted at item 2.6 of the Murray Darling Association Strategic Plan 2016-19,
- b) will, through its region meetings support the contribution of informed content to

identify and define regional issues.

This resolution commits the MDA to a significant and very important body of work. It will require active co-ordination by the Region Chairs and their chairing councils, quality input from member councils, and substantial work in sculpting the final draft, consulting with members and producing the final document. It will also provide an opportunity for Chairs to engage with and attract non-member councils.

It will be important that there is an element of consistency of format across the regions in the final product.

The following framework or contents is proposed as a starting point. The content framework will need to reflect the purpose of the document

### **Regional Plan Framework**

What is this Document About

A bit about our Region #

- Boundaries
- Local government areas in the region
- Regional Profile
- Member Councils

Our Partners and Stakeholders

The Basin Plan – Impacts to date

- Positive
- Adverse

The Role of Local Government

Current Issues impacting our region

- Strengths
- Opportunities

Themes

- Healthy Local Communities
- A Prosperous Region
- Connected Communities
- A Healthy Natural Environment

Targeted Advocacy Campaigns

- .
- .
- .

Beyond the Basin Plan...

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Region Meeting Pack

Agenda templates

Delegates Welcome Letter

## Publications

[Up and Doing by Adrian Wells](#)

[Sharing the Water - 100 years of River Murray Politics by Chris Guest](#)

## Digital Resources

[MDA Online presence](#)

[MDA Home Page](#)

[Events Calendar](#)

[Region Pages](#)

[Facebook](#)

[Twitter](#)