

AUSTRALIAN MARINE SCIENCES ASSOCIATION INC.



AMSA Governance Plan 2018-2022

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1. PURPOSE AND INTENT OF THE FIVE YEAR GOVERNANCE PLAN

The intent of the Governance Plan is to primarily documents why things are done as they are and provides a basis from which they can be improved. It is intended to sit along-side the AMSA Strategic Plan and can be modified as the governance and day to day running of the Association need to shift to accommodate initiatives outlined in the Strategic Plan. The governance is, to a degree, a living document that can be modified and improved to meet with changing circumstances. The plan will be reviewed using the following timetable.

- Ongoing consideration of the Plan will be at the council planning sessions (November meetings) to ensure the Society's activities are consistent with our planning and to ensure any new initiatives proposed are within the scope of the framework. Note that this can be an active and ongoing process throughout the year if required.
- A detailed review and update of the AMSA Five Year Governance Plan will be required by mid 2021 in preparation for the Council to build for the next iteration of the plan, taking the new five year framework to the AGM in 2022.
- Annual drafting of the budget will occur during a planning session at the November Council meeting, with finalisation of budget and plans during the next February/March meeting for implementing from April 1.

In general, AMSA is in a healthy position although there has been a decline in membership over the past few years. We have an enthusiastic Council with a good balance of new members bringing fresh ideas to meetings and longer term members with a collective corporate memory on why things are done as they are, what has worked in the past, and what did not work as well as was hoped. There are active branches around Australia which provide many options for members to interact locally and also provide a core of volunteers for the organisation of annual conferences.

2. AMSA'S OBJECTIVES

Under the Constitution, the objects of the Australian Marine Sciences Association are to:

- a) promote, develop and assist in the study of all branches of marine science in Australia;*
- b) provide for the exchange of information and ideas between those concerned with marine science by means of publications, meetings, symposia and such other methods as may be considered appropriate.*

3. BACKGROUND ON AMSA

A brief history of AMSA

AMSA began as, and still is, a learned association promoting marine science in Australia. In August 1962, 43 marine scientists met to canvas the idea of forming an association of Australian marine scientists. An interim committee was established, leading to the first two-day meeting of the Australian Marine Sciences Association at the CSIRO Marine Laboratories in Cronulla, NSW on 18 May 1963. Although not all were able to participate in the first conference, AMSA had 130 Foundation members. The successful Cronulla conference set the pattern for the annual conferences that have been held since then. Details of AMSA's early history are on our [website](#), and were prepared by Dr Jim Thomson in 1984 and Prof Lynnath Beckley in 2013.

In the five decades since that first meeting in Cronulla, AMSA has grown to be the major professional association for marine scientists from all disciplines in Australia. AMSA was

incorporated as an Association in the Australian Capital Territory in 1980, and registered as a Registrable Australian Body in 2015 to recognise our activities in all States. A revised constitution was adopted in 2014 to align with provisions of current law and Model Rules and better reflect the way AMSA operates.

AMSA membership

Although annual membership figures are not available for every year back to 1963, some trends have emerged. Our membership grew consistently from 1963 (130) to the early 1980s (747 in 1982) when it started to plateau. In the last decade the membership figures have ranged from an estimated low of 422 in May 2004 to 1024 in July 2102 with an average of about 670. Due to inconsistent payment dates for member subscriptions, membership numbers rise and fall within the given year with between February and May the most reliable time to take a consistent estimate. The Professional membership numbers at 31st March annually are used to pay the Science and Technology Australia (STA) subscription. Approximately two thirds of our membership comprises professional members (from academia, government and industry) and 3 of every 10 members are students. The remaining are Corporate and Honorary members. Professional members are generally members for considerably more than a couple of years. Growth in membership for AMSA is most likely to come from student members becoming active professional members.

The Branches

The Branches (“constituent bodies”) are essential to the functioning of the Association. We currently have eight branches (Queensland, NSW, Victoria, Tasmania, South Australia, Western Australia, Northern Territory and Australian Capital Territory). Branches are active and continue to engage AMSA members at a local level, while contributing to national AMSA through regular reports in the *Bulletin* and on the AMSA website.

Annual conference

The annual conference has continued to be a key part of AMSA activities and one of the highlights of the annual marine sciences calendar. The number of participants and length of the meeting has grown over the years, but the basic goal has remained the same. The conference provides an opportunity for delegates from around Australia to get together to learn about the latest marine science research, and to benefit from the interaction with colleagues from Australia and overseas. AMSA has always valued and encouraged the involvement of students in the conferences, as these young people will become the AMSA members and marine scientists of the future.

The Bulletin

A major AMSA activity has been the dissemination of the *Australian Marine Science Bulletin*, which has been an important means of communication for members. The Bulletin was first printed as the AMSA Newsletter edited by Dr Jim Thomson appearing in January 1963. Since 2004, the Bulletin has been published three times annually and is available in colour hardcopy and as a downloadable pdf on the AMSA website. Since 2013, the Bulletin has been also produced in an online electronic format. We also have Libraries that subscribe to our Bulletins.

4. OUR CURRENT GOVERNANCE

AMSA operates almost entirely through the voluntary efforts of its members, who are committed to the progress of marine sciences in Australia. Under our constitution, the AMSA

Council is the primary, nationwide body guiding the activities of AMSA. Beyond the constitution, there are currently no formal rules regarding the operating relationship between state Branches and national Council. There are active Branches in the states, with members working to forward the ideals of AMSA on a voluntary basis. Although not a constitutional requirement, the AMSA Council strives to have at least one representative of each Branch and/or state.

AMSA Council - Elected Representatives

The AMSA Constitution allows for the election of 'officers' and 'ordinary councillors' to the Council.

- 1) *Council consists of:*
 - (a) *the Office-bearers of the Association; and*
 - (b) *up to ten Ordinary Councillors;*
each of whom:
 - (a) *except in regard to section 15(4) must not hold more than one Council position; and*
 - (b) *except for the office of Immediate Past President, must be elected at each Annual General Meeting under section 13 or appointed in accordance with section 15(4); and*
 - (c) *must be an individual who is a Financial Member, but not an individual who is a representative of a Corporate Member.*
- (2) *The Office-bearers of the Association are:*
 - (a) *President; and*
 - (b) *Vice-President; and*
 - (c) *Immediate Past President; and*
 - (d) *Treasurer;*
 - (e) *Secretary; and*
 - (f) *Communication Officer*

Clause 167(6) of the Constitution states that the President, Secretary, and one other Councillor (usually Treasurer or Vice President) may form an 'Executive Sub-Committee'. The remaining officers (Vice-President, immediate Past-President, Treasurer and Communications Officer) and 10 ordinary councillors complete the Council. Aside from the position of Immediate Past President (two year term), all members of AMSA Council are elected at an annual conference. If re-elected, the President can serve for only two terms, then becomes Immediate Past President for the term of the next President. An Annual General Meeting (AGM) is held each year during the annual conference. All elections take place at the AGM.

At the 2007 conference, AMSA created the position of Inaugural Patron of AMSA. The AMSA Patron is a titular role with no formal link to the Council or constitution. However, it has an important advisory role enabling Council to take advantage of the Patron's experience to further develop AMSA. In 2007, AMSA members (via the Annual General Meeting) appointed Professor Joe Baker to the position, to draw on his considerable wisdom and networks, and publicly acknowledge the tremendous lifetime contribution he has made to the advancement of marine science in Australia and to AMSA.

The Ordinary Councillors act formally as a link between Council and the Branches to which they belong, and ensure that information on Branch activities is transmitted to Council and the Bulletin Editor. This role does not change the ability of a Branch to bring matters directly to Council.

In many ways, one of the most crucial positions in AMSA has been the role of Treasurer. Although not formally written this way in the Constitution, the Treasurer has historically also acted as membership manager. In the 1990s, it became apparent that both roles could not be done by one person working voluntarily. Since that time, Council has authorised part-time, paid, administrative assistance. While technology has changed the role of Treasurer and membership manager, the extra tasks have expanded to include much of the administration of AMSA. These other administrative tasks have been done extremely effectively in recent years by a fee for service contractor working one to two days per week.

All incorporated associations in ACT must have a Public Officer. As AMSA is incorporated in ACT, a Public Officer who must reside in the ACT, is appointed annually. The Public Officer acts as the contact between the association and the Office of Regulatory Services (ORS). The objective of the ORS is to register, licence and ensure compliance of activities against relevant legislation. The Public Officer is the person the ORS will contact to notify AMSA of legislative requirements and changes to legislation or procedures. An annual return to ORS is a requirement and is prepared by the Treasurer and lodged by the Public Officer.

AMSA Branch committees

During the period of this Governance Plan AMSA Council will work with state branch committees to document and develop the way the branches operate.

5. WHY BELONG TO AMSA?

AMSA offers a wide range of benefits for members. AMSA is a learned association dedicated to communication amongst professionals working in all fields of marine science, and dissemination of knowledge about the marine environment to the wider public. AMSA takes particular pride in supporting the next generation of marine scientists in Australia, while also providing a strong network to facilitate collaboration and exchange of information for the professional marine science community. AMSA encompasses all research areas of marine sciences, including oceanography, ecology, fisheries sciences and socio-economic studies, thereby facilitating integration and positioning AMSA members for interdisciplinary collaboration that extends across regions, biomes and study fields.

Benefits for all members

Annual conference

AMSA provides numerous opportunities for the transfer of knowledge and members can share the latest results in marine sciences through the annual AMSA conferences. AMSA members will thus always be abreast of new developments in marine science and technology.

Bulletin and E-news subscriptions

As a mechanism for information dissemination, all members receive a subscription to the AMSA Bulletin, a publication that has chronicled activities and developments in marine science for over 50 years. In addition, AMSA members receive a weekly electronic AMSA E-news with the latest AMSA news, jobs, funding and conference opportunities.

Professional development

Training courses or thematic workshops, for example, on taxonomic skills, scientific writing, or latest technologies, are regularly offered to AMSA members in association with annual conferences or as state branch activities.

Networking

Collaboration is an increasingly important aspect of scientific research. The network of marine scientists established between AMSA members facilitates the development of

multidisciplinary research opportunities and collaboration. This can, for example, increase chances for success in grant applications.

Input to national policies and initiatives

AMSA represents Australia's marine science community in the debate and revision of Government policies pertinent to marine sciences, such as scientific diving, marine research infrastructure and facilities, general marine policy (for example on Marine Protected Areas, biodiversity, biosecurity, or in relation to fisheries), and skills shortages. AMSA provides a collective voice for Australia's marine science community and links into discussions in Canberra through its membership of the National Marine Science Committee (NMSC) and Science and Technology Australia (STA). Every year, some AMSA members participate as AMSA representatives at the annual "Science Meets Parliament" organised by STA.

Social benefits

AMSA is also dedicated to strengthening social networks among marine scientists who share common interests. Many long-term friendships have evolved during the annual conference and workshops, which include opportunities to have some fun.

Particular benefits for the next generation of marine scientists

Mentoring

AMSA provides many opportunities for mentoring of students by experienced marine scientists. This can occur at workshops, conferences and student nights, and through activities organised by state branches, including student workshops with invited researchers who are leaders in their fields.

Information about opportunities

Job announcements and scholarship opportunities (Honours, Masters, PhD and Post-doc) are regularly announced via AMSA E-news to all members, giving AMSA members early notice of vacancies in different research fields.

Voluntary work and work experience

Via announcements on AMSA E-news or through state branch activities, numerous opportunities exist for students or young professional members to volunteer and gain work experience, thus advancing their skills and networking with the marine science community.

Prizes and awards

AMSA offers numerous awards and prizes to honour outstanding research presentations (oral or poster) by post-graduate students. AMSA also offers the prestigious annual AMSA Allen travel award to attend an international conference. In addition, state branches may offer other awards.

Realisation of benefits

The benefits outlined above are generated by means of the Bulletin, annual conferences (which rotate between states), workshops, AMSA E-news, AMSA website, social media and personal communications between members. State branches organise further activities to engage members. Ongoing change in society requires constant adaptation. As part of this process, AMSA Council is currently exploring further avenues to improve member benefits.

6. COMMITMENTS

AMSA has several core objectives which focus on delivering high quality services for our members, playing an important role as a learned association in connecting marine scientists, positioning AMSA and maintaining our ongoing financial viability as a scientific organisation. To achieve our objectives we will pursue the following four commitments. AMSA considers that these as important steps to delivering benefits to members.

Commitment 1 – AMSA delivers high quality services

Commitment 2 – AMSA is well run and financially secure

Commitment 3 – AMSA is well positioned

Commitment 4 – AMSA is well connected

7. ACTION PLAN

Actions for Commitment 1 – AMSA delivers high quality services

- AMSA will continue to function as a learned scientific society encompassing members from a diversity of disciplines.
- AMSA will strive to maintain a membership of 1000+ and communicate the benefits of joining AMSA to “thought and lab leaders”.
- AMSA will encourage the Branches to run active programs for members and hold marine science events at least once per quarter.
- AMSA will ensure that the conference is run each year and a joint conference with NZMSS is held every four years. State branches will be responsible for running conferences under the direction of AMSA Council. There will be forward planning and venues will be spread around the country. It is expected that conferences will not run at a loss and will follow the guidance in the “*How to run an AMSA conference*” document.
- The AMSA website will be maintained to provide general information as well as enable members to renew their membership or new members to join. Each state branch is to regularly update their branch page on the AMSA website.
- The Bulletin will continue to be published three times a year, preferably with a specific theme for each issue. State branches should nominate a specific member to submit information for the Bulletin. In view of the high costs of printing and posting the Bulletin, members will be encouraged to receive the Bulletin in electronic format.
- AMSA E-news will be distributed each week and the moderator of AMSA E-news will be a member of Council.
- Social media will continue to be used to engage members.

Actions for Commitment 2 - AMSA is well run and financially secure

- Actions for this commitment must adhere to the AMSA Constitution, ensure that there is appropriate representation from the states on Council, and be transparent.
- AMSA will aim to avoid deficit budgets, maintain adequate financial reserves (as insurance), undertake annual auditing of both AMSA National and State Branches for presentation at the AGM and publish a synthesis in the Bulletin.
- AMSA will operate according to an annual budget and spending will concentrate on budgeted items using the principle that AMSA money is used for AMSA activities.
- AMSA will send annual subscription renewal notices to members and the AMSA President will personally contact members that fail to pay their dues following repeated notification using the “Did you mean to resign from AMSA?” letter.
- Accurate minutes of all Council meetings and the AGM will be taken and published in the Bulletin.
- With respect to reducing costs of Council meetings, use of teleconferencing or internet software will be continued. Council meetings will be held at venues that incur low costs and minimise travel by Councillors.

- At the annual conference, a joint meeting will be held between National Council members and Branch committees.
- State branches are requested to run their AGMs to fit in with the annual audit and provide their AGM minutes and annual financial statements to the Secretary and Treasurer, respectively.
- AMSA will maintain Position Statements on marine matters of national importance. All public submissions should be communicated to National Council and require approval by the President before submission.
- AMSA will develop a calendar of national/branch activities and conferences to be posted on the website

Actions for Commitment 3 – AMSA is well positioned

- On behalf of the membership, the AMSA President will maintain and exercise our independence to speak publically about marine science.
- AMSA will host a national conference and branch events, publish communications, encourage students, honour colleagues, make submissions, develop position statements and provide representation on high level committees.
- AMSA supports open networks to encourage multidisciplinary science and explore ways to continue our position as a peak body by appropriate affiliations with national and international organisations.

Actions for commitment 4 – AMSA is well connected

- AMSA will maintain diversity in membership and ensure adequate Branch representation on National Council.
- AMSA will undertake advocacy at the Branch level for state-based marine matters and, for federal matters, advocacy will be undertaken by the National Council.
- AMSA will continue to be a member of Science and Technology Australia (STA) and the National Marine Science Committee (NMSC), and also engage in deliberations pertaining to scientific diving, marine protected areas, biodiversity beyond national jurisdictions, International Indian Ocean Expedition 2015-2020 and other issues as the Council sees fit.
- AMSA is represented at the NMSC through the President or another designated Council member and AMSA informs its members of developments with the implementation of the National Marine Science Plan.
- The AMSA Treasurer maintains the annual STA subscriptions. AMSA provides input to the Aquatic cluster representative for the STA Board meetings held three times a year. AMSA will maintain representation at the annual Science meets Parliament event organised by STA. STA outcomes are distributed to members via regular reports in the AMSA Bulletin.
- AMSA will encourage Early Career Researchers to take leadership roles in state Branches to learn skills in how to work on committees, advocacy, host events and manage funds.

APPENDIX 1 - COUNCIL OPERATING MANUAL INFORMATION AND DECISIONS SUPPORTING AMSA'S COMMITMENTS

Deliver high quality services for members

We provide high quality services to members to support and improve marine science in Australia and to create a vibrant and active, membership-driven association.

Branches

Branches are the real strengths of AMSA (and are “constituent bodies” as per part 6 of the constitution). They are formed by members in a local area, usually a State. AMSA Council supports branches, including providing start-up funds when a new branch wishes to form, providing membership lists to the local organisers, etc. Branches are bound by the AMSA constitution (including the need for governance, allocation and administration of funds, and rules on public statements or submissions).

Annual Conference

Where possible, the annual conference is held every July during the week in which all of the Australian universities are free of organised classes (AVCC Common Week). The conference is organised by a local branch of AMSA and full details are in the “*How to run an AMSA conference*” document which has been developed and is updated each year after the conference. The update is based on input from the recent conference organisers and finalised by Council. In recent years, some conferences have been held in conjunction with other societies, and have included major themed sessions where speakers are brought in from interstate or overseas. Memoranda of Understanding will be signed when sharing a conference with other societies. AMSA seeks to advance opportunities for exposure of Australia’s scientific achievements to the wider scientific community, increase opportunities to seed collaboration, and promote AMSA as a learned association. This framework supports the requirement for decisions on conference locations at least two years in advance. AMSA currently has locations organised until 2020. Locations for 2021 and 2022 are not yet confirmed but based on historical rotation order would be as indicated.

2018	South Australia
2019	Western Australia
2020	New South Wales
2021	Tasmania*
2022	Queensland*

* Locations not confirmed.

Bulletin

The AMSA Bulletin is one of the primary means of communication between AMSA members. Amongst other things, it covers current issues in Australian marine sciences, informs members about Council activities, and contains published position papers. It is currently published online three times a year.

AMSA website

The AMSA website (www.amsa.asn.au) presents a broad face to the general public and provides specific services to members (e.g., the ability to renew memberships, recommend new members, council meeting minutes, position papers and conference information). The website was originally developed in the 1990s. It has become an access point for medium term static organisational information (e.g., names of councillors, AMSA position papers, organisational history, etc) and much dynamic information (e.g., conference organisation, etc). It is our electronic archive for decisions, past conferences, historical documents and provides

the interface for our membership management database. The website has had a major attention in the 2014-2016 period and is now reliably delivering services to members.

Annual Awards & Prizes

AMSA has a strong set of well-established awards and prizes with clear brands and a long history.

The **Jubilee Prize** is the major award for an exceptional career in marine scientific research. It was established in 1988 at the Silver Jubilee conference in Sydney. The inaugural recipient was Dr Shirley Jeffries. She has been followed by a very distinguished list of Australian marine scientists (see website). Nominations are called for every year (by end of February) through announcements made by the AMSA Secretary, and a decision is made by a panel consisting of the AMSA President, Vice-President, and Immediate Past President. There is no requirement for an award to be given every year.

From 2009, AMSA began offering the **Technical Award**. It recognizes outstanding achievements in the field of technical support to marine science in Australia. This prize serves to emphasize the valuable contribution to marine science made by those who provide the technical and logistical support services which make much research possible. It is judged by the same panel as the Jubilee Award and there is also no requirement for an annual award.

Believing that the future of Australian marine science lies with post-graduate students, AMSA actively encourages student participation in conferences and there are several student prizes:

- The **AMSA Allen Travel Award** for students is in memory of Kay Radway Allen and Rosa Allen who were both active on Council for many years. Kay was President and a long term Council member. Although not a marine scientist, Rosa was Treasurer for 17 years. The purpose of the Allen Award is to offer an annual prize for a student to attend a conference. Historically the award was to travel to an international conference however in 2018 the focus was shifted to fully funding the student attend the AMSA conference. The selection committee is composed of three Council members and nominations are called for annually.
- The **Ron Kenny Award** is AMSA's premier student prize at the annual conference, given for the best oral and poster presentations. It recognises the work for AMSA over many years by Associate Professor Ron Kenny of James Cook University. Ron began editing the Bulletin in 1978 with Dr Norm Milward and in 1980 he became the sole editor.
- The **Peter Holloway Prize** was established to recognise the outstanding career in physical oceanography of Peter Holloway. It is presented for the best student presentation at the conference on a topic related to oceanography.
- The **Ernest Hodgkin Prize** is presented by the National Trust of Australia (WA) in honour of Ernest Hodgkin's pioneering work with interdisciplinary approach to estuarine studies in West Australia. The prize is presented for the best student presentation on research that will facilitate a greater understanding of estuarine processes and management.
- There are several other prizes which are sponsored for specific purposes by various organisations. The purposes and amounts of each award change from year to year depending on the organisations offering the prizes. These prizes have often started through the work of a dedicated member or via an approach offering a prize. The AMSA Conference handbook includes latest information on the prizes.

Well-run and financially secure

Outside of creating the role of Patron, AMSA had not reviewed its governance arrangements for many years. From 2012, it worked towards revising the constitution and aligning it with

the Model Rules. After approval of the new constitution at the 2014 AGM, AMSA is well placed for the next few years.

As a part of good governance, Council has articulated what is expected of the roles on Council (see Appendix 2 for details). After lengthy Council discussions, a part-time role of “business manager” remunerated for services for up to one day per week to assist with the general workload of the organisation was implemented in 2011. The position includes membership management, website management and executive support. The role is separate from the voluntary role of Treasurer.

Based on a conservative assessment of our financial situation, AMSA aims to maintain adequate cash reserves and a healthy operating surplus each year.

Our conferences have become an important part of the AMSA accounts and the surplus from the annual conference is important in balancing the annual budget. Where a branch is actively organising the conference, Council provides some funds as seed money to cover the initial organisation. The funds are repaid when the conference finances are finalised. If the conference makes a loss, this is borne by the national body. If the conference makes a surplus, it was shared equally between the national body and the relevant branch. Starting with the 2011 conference, it is shared on a 1/3rd (branch) to 2/3rd (national) split.

Appendix 3 explains the background to our financial objectives including the performance from 2005 to 2015.

AMSA is well connected

AMSA has always been a broad church covering most marine specialities and sciences. This is seen as a strong and attractive element of AMSA, and especially its conference which is a diverse event, covering many fields of marine science and technology.

AMSA aims to grow its membership and discipline mix in a strategic way to achieve AMSA's objectives and purposes. This requires financial stability, scientific breadth and a large enough size to meet future challenges. Over the years, AMSA has not articulated a strategy for membership but has been demonstrably successful without a strategy to grow or manage its membership. AMSA should consider setting targets for membership growth and mix. Recent initiatives include getting State branches to encourage new members and chase up lapsed members.

AMSA is well positioned

One of the major roles of AMSA is to represent marine sciences on the national (and, where needed, international) stage. AMSA plays an active role in the marine science agenda through representation on national bodies and using our reputation to fulfil our mission.

National representation

Science and Technology Australia (STA), based in Canberra, comprises about 60,000 Australian scientists. Along with the Australian Coral Reef Society (ACRS), Australasian Society for Phycology and Aquatic Botany (ASPAB), Australian Society for Fish Biology (ASFB) and the Australian Society for Limnology (ASL), AMSA is part of the “aquatic cluster”. The cluster is entitled to one member on the STA board, which is rotated between the five societies. Because of the substantial overlap between the membership of AMSA and ACRS, the STA representative is often a member of both societies, though he/she is formally the representative of only one of the two.

STA organises the annual “Science meets Parliament” (SMP) in Canberra in which scientists are exposed to the workings of Parliament and small groups of scientists meet with individual Members of Parliament to discuss scientific issues. Two AMSA Council members organise the AMSA representatives for SMP each year. All members can apply to attend and we plan that

people with the best expertise are present for the respective theme each year. We encourage younger members to participate as their experience will be of value to AMSA for many years to come. The representatives share their experience of SMP in an article in the next Bulletin.

The **National Marine Science Committee** (NMSC; ex Oceans Policy Scientific Advisory Group OPSAG) provides advice on marine science matters to the Australian Government and promotes a coordinated approach to marine sciences across all sectors. The NMSC is composed of representatives of marine science agencies and the broader marine science community and AMSA has been a member since its inception as OPSAG in 1998. The NMSC has driven the development of the National Marine Science Plan, which was launched in August 2015, and is now focussing on the implementation of this plan.

Standards Australia developed the national occupational standard for professional diving, including scientific diving. AMSA has continually represented marine scientists who dive for over 25 years in a continuing effort to ensure scientific diving is undertaken safely, but in a practical manner.

Input to Government

AMSA Council actively writes to Commonwealth representatives, including Ministers, to present scientific advice on particular issues. In addition, where appropriate, AMSA makes formal submissions to Government (e.g., on bioregional planning and MPA submissions in 2011–12). Regional issues are handled by the local branches but any submissions need to be approved by AMSA President before submission. If the matter is of substantial national interest, and if asked by the branch, Council can take a direct role in the issue.

Media and marketing AMSA

Traditionally, AMSA has not had a plan to manage media relations, although we have used various media advisors at conferences over time. Traditionally, AMSA has not marketed itself beyond word of mouth and small membership drives at Branch level. At recent conferences there has been a media strategy – see “*How to run an AMSA conference*” document.

Public statements on behalf of the Association can only be made by the President, or the Secretary in consultation with the President. Constituent bodies need to obtain clearance for public statements from Council, the President, or Secretary.

APPENDIX 2 – WHAT DO I DO ON THE AMSA COUNCIL?

Roles for AMSA Councillors and Office Bearers

The purpose of this document is to articulate the roles and tasks of elected AMSA councillors and officer bearers.

There are certain officers of the Association required, as set out in Clause 12 of the Constitution. They are:

- (a) President;
- (b) Vice-President;
- (c) Immediate Past-President;
- (d) Treasurer;
- (e) Secretary;
- (f) Communication Officer.

And up to 10 councillors.

Part 2 Clause 6 of the Constitution requires Council to appoint a Public Officer. As AMSA is incorporated in the ACT, the Public Officer must be a resident in the ACT (Part 4, Sec.57 of Associations Incorporation Act 1991, Republication 29 June 2016).

Each of elected Council needs to do a number of tasks for AMSA to function. This document lists most of the roles and tasks required to make AMSA function well for our members. Over time, other tasks may be required and the councillors will decide how to fulfill them when needed.

The standard functions done by ALL AMSA Council members.

Role	Tasks involved in fulfilling this role
Council Meetings	<ul style="list-style-type: none"> • Attend and participate in at least 2 of the 3 Council meetings each year. • Review and comment on Council Minutes – Secretary to send these • Councillors may claim one discount airfare from AMSA to attend a council meeting per financial year when it is not the conference council meeting.
Council Portfolio Roles	<ul style="list-style-type: none"> • Each Councillor is required to do at least ONE role from this group of roles during their time on council. • The role allocation can be reviewed each year when a new council starts. • Who does what roles will be agreed at the first meeting of the new councillors each year if it has not already been done by email prior.
Bulletin Contributions	<p><i>Mandatory:</i></p> <ul style="list-style-type: none"> • BRANCH Reports – Chase/supply reports from your branch • GENERAL NEWS: All councillors to submit something for this section from their area of interest or institution. • Take note of news, web sites, media releases that can contribute to the Bulletin. • Source graphics with copyright to enhance the presentation of the Bulletin. • Assist with obtaining/writing Honorary Life Member contributions – Editor to list. • Theses abstracts: all councillors to keep up with students in their sphere and ask them to submit their abstracts if they wish.
Bulletin Advertising	<ul style="list-style-type: none"> • All Councillors are to work towards gaining advertising for the Bulletin - our rates are very competitive and we have a good marine distribution for advertisers (see website for current rates).
Conference sponsorship organising	<ul style="list-style-type: none"> • Each Councillor is to contribute towards the annual conference sponsorship through their network of contacts that can be approached by the President with a sponsor letter and Prospectus coordinated by the organising committee for the annual conference.
Active Support for Local State Branches	<ul style="list-style-type: none"> • It is important that AMSA Councillors play a major role in the local branches - AMSA needs more than a once-a-year conference to retain members and to increase membership. State representation on national Council helps makes the national links strong and encourages new membership, participation and conference attendance.

Council Portfolio Roles

Role	Task
E-news Coordinator	<ul style="list-style-type: none"> This person is responsible for the weekly E-news sent electronically to all members E-news content to include notice of AMSA meetings, branch notices, jobs, scholarships, submissions etc
Social media coordinator	<ul style="list-style-type: none"> Works to promote AMSA on social media platforms (Facebook and Twitter)
Book Review Coordinator	<ul style="list-style-type: none"> This person actively checks book lists, web sites and representatives of publishing houses for appropriate books to review; finds other published reviews that are appropriate for reprinting in the AMSA Bulletin and either advises Editor the web links or seeks permission to reprint. Send reviews to Bulletin Editor before due date for content for the next Bulletin.
AMSA Conference Student Prizes Coordinator	<ul style="list-style-type: none"> Person to maintain the process for AMSA Student Prizes at the annual conference. (Build and maintain a standard documented process). They oversee the coordination of the student prizes with the local conference committee and may delegate certain actions. This person must ensure that before the conference, judges are confirmed and that judging criteria and standardised. At the conference, this person is responsible for someone being 'in charge' of the final decisions of judges and organise cheques and certificates for the winners. This person communicates with the President about eth prizes and informs the Treasurer of the winners This person coordinates all the winners to submit articles to the bulletin.
Science Meets Parliament Coordinator	<ul style="list-style-type: none"> This person coordinates the next AMSA team to attend SMP. In general, AMSA pays for up to 2 people to attend. This role coordinates the selection of suitable representatives, which includes one new participant and one Councillor each year (who could be the same person).
Submissions Coordinator	<ul style="list-style-type: none"> This role can be pro-active or reactive. AMSA gets asked to submit on a number of issues annually. AMSA could choose to coordinate more submissions if it chose to do so. This role will be the single point of contact for formal AMSA submissions (i.e., submissions endorsed by Council). They will make Council and members aware of possible submissions and coordinate the submissions. They ensure that the correct submissions are sent to the Editor for inclusion in the Bulletin, and are online. This person should work closely with the President as constitutionally the President speaks on behalf of AMSA. AMSA currently manages this process in a reactive way. It waits to be asked or hear about submissions. For AMSA to have a pro-active (and planned) approach to submissions, this person needs to check government sites, keep a list of current available submissions, and advise Council so that the actual submission can be coordinated. This person is not responsible for writing submissions, but coordinating them.
Position papers Coordinator	<ul style="list-style-type: none"> Person to coordinate preparation, review and finalisation of AMSA position papers. They maintain a watch over all AMSA position papers (as they have a 5 year lifetime before removal or review). This person ensures the correct and up to date papers are online and in the bulletin if appropriate. The actual writing of the papers will be a different person for each paper, depending on the topic and researcher's interests.

AMSA Council representatives

Group	Tasks
NMSC Representative	<ul style="list-style-type: none"> • Executive to represent AMSA on NMSC – President (or delegate) • Provides report to Council on NMSC matters • Shares official NMSC communications with AMSA members • Prepares brief update on NMSC activities for Bulletin
Scientific Diving Committee Representative	<ul style="list-style-type: none"> • AMSA member to represent AMSA at SF17 committee meetings and report back to the AMSA Council on this meeting and other scientific diving issues and progress. • Must supply a report to each council meeting on recent issues or progress as well as write a report for each Bulletin.

AMSA sub-committees

Group	Tasks	Membership
Jubilee Award & AMSA Technical Award Sub-committee	<ul style="list-style-type: none"> • Jointly selects the Jubilee award winner each year from applications received. • President chairs and promotes the awards annually. • Secretary receives the applications for both awards. • If there is a conflict of interest then another Councillor should be selected as a replacement. 	President, Vice President, Immediate Past President
Financial & Membership Planning Sub-committee	<ul style="list-style-type: none"> • Decides on AMSA investment strategy. • Can seek assistance from previous Council members or AMSA members with specific expertise. 	Vice President , Treasurer and two Councillors
Strategic Planning Sub-committee	<ul style="list-style-type: none"> • Take primary responsibility for preparing and reviewing the AMSA 5 Year Plan Strategic and Governance Plans. 	President, Vice President, Treasurer, + 1 Councillor (Secretary Optional)
Allen Travel Award for Students Sub-committee	<ul style="list-style-type: none"> • An annual committee to read all applications and judge the prizes. Panel to assess application and make recommendations on awards to Council. • All applications are sent to the Secretary. • A chair is agreed upon from within the committee (not the AMSA Secretary). The chair is responsible for following up and ensuring the student sends their abstract, report on the conference and photo to the Bulletin Editor. 	Secretary plus 3 Councillors.
Communications Sub-committee	<ul style="list-style-type: none"> • Provides strategic guidance on content and temporal nature of AMSA communication (Bulletin, E-news, social media) 	Communications Officer plus 2 Councillors

Officers

Role	Tasks (as set out in Constitution)	Other tasks not specified in Constitution
President	<ul style="list-style-type: none"> • President (clauses 12, 15, 16 17, 23, and 25 of constitution) • to preside at a general meeting • may convene meetings of council • to preside at meetings of council • with Secretary and one other member of Council appointed for the purpose by Council may 	<ul style="list-style-type: none"> • Provide leadership for AMSA and AMSA Council. <p>Some additional President duties:</p> <ul style="list-style-type: none"> • Receive correspondence and forward to Secretary. • To send correspondence on behalf of AMSA.

Role	Tasks (as set out in Constitution)	Other tasks not specified in Constitution
	<p>constitute an executive committee, which may issue instructions to the Public Officer and the servants of the Association in matters of urgency connected with the management of the affairs of the Association during the intervals between meetings of the Council</p> <ul style="list-style-type: none"> • may make public statements on behalf of the Association • to clear public statements, in the name of the Association that may be made by constituent bodies 	<ul style="list-style-type: none"> • Work with secretary to produce an agenda for national Council meetings • To implement decisions of Council • Primary liaison with STA • Provide strategic guidance and leadership of AMSA Council initiatives and activities relevant to the AMSA's objectives • Provide President's report for Bulletin. • Does check of final draft of Bulletin • Chairs Jubilee Award sub-committee • Chairs technical award sub-committee • Formal media spokesperson for AMSA if one is required • Represents AMSA on NMSC.
Vice-President	<ul style="list-style-type: none"> • Vice President (clauses 12, 13 and 23 of constitution) • to preside at a general meeting if President absent • to preside at meetings of council if President not present 	<ul style="list-style-type: none"> • Supports the President, and fills in for President when unavailable (e.g., AMSA representative on Committees). • Member of the Jubilee Award committee, with President and Immediate Past President. • Chairs Financial & Membership Planning Sub-committee. • Member of Strategic Planning Sub-committee.
Immediate Past President	<ul style="list-style-type: none"> • Immediately on ceasing a term as President, that person becomes ipso facto Immediate Past-President, unless that person so declines in which case the previous Immediate Past-President may continue in the office, and holds office until the new President ceases office. 	<ul style="list-style-type: none"> • Supports the President and Council (advisory role with past experience and wisdom). • Member of the Jubilee Award committee. • May provide representational support (e.g. NMSC).
Treasurer	<ul style="list-style-type: none"> • Treasurer (clauses 12, 27 and 30 of constitution) • to notify members whose subscriptions are in arrears • to faithfully keep all general records, accounting books and records of receipts and expenditure at the Association's office • to receive all monies paid to the Association, record such receipts in the books of account and pay the monies into the Association's banking account • to deliver to the auditor a list of all the accounts, books and records of the Association. 	<ul style="list-style-type: none"> • Present a statement to Council for approval of accounts since last meeting. • Liaise with accountant, tax office, and bank and ensures signatories are up to date and changed annually with new Council. • Coordinate with Branch Treasurers to prepare financials for accountant and auditor. • Member Financial & Membership Planning Sub-committee. • Manage investment accounts and ensure term deposits are appropriately reinvested. • Member of Strategic Planning Sub-Committee. • Prepare an annual budget and recommendation in regard to subscriptions. • Authorise the payment of all accounts.

Role	Tasks (as set out in Constitution)	Other tasks not specified in Constitution
		<ul style="list-style-type: none"> • Present Treasurer’s report (including annual Auditor’s report) at AGM. • Provide Treasurer’s report e.g. for Bulletin. • Provide to the Bulletin Editor copies of the audited receipts and expenditure statement and audited balance sheet for publication in or distribution with the Bulletin next issued following the date of the Annual General Meeting at which they were adopted. • Organise GST returns, preparation and reporting. • Complete the annual return for Office of Regulatory Services, obtain signature of President and forward to Public Officer for signature and lodgement, including payment and audited statement of accounts. Minimum fees if lodged within 6 months of end of financial year. • Complete the change to directors of a registered body. Lodged within one month after the AGM does not incur any fees.
Secretary	<ul style="list-style-type: none"> • Secretary (clauses 8, 10, 12, 13, 14, 15, 16, 17, 21, 22, 23, 29 and 30 of constitution) • to receive advice from a Corporate member as to its appointed representative • to send to members notices of general meetings • to receive from a member a written notice of business for a general meeting and place that business in the next notice for a general meeting • to receive proxies for a general meeting • to notify the Association of his or her address • to keep minutes at council and committee meetings of • all elections and appointments of office-bearers and ordinary Council members • record the names of members of the Council present at a Council meeting or a general meeting • record all proceedings at Council meetings and general meetings • to receive nominations for officers and ordinary councillors • give councillors notices of meetings 	<ul style="list-style-type: none"> • Prepare (for council) meeting agendas, present minutes for confirmation, prepare and present action lists, prepare and present details of correspondence received and sent. • Receive and send correspondence. • Manage and update the Council roles document, make it available to all Councillors and ensure it is uploaded to website. • Implement decisions of Council where appropriate. • Receive applications for the Allen Travel Award for Students (and organize of those applications for forwarding to the judging panel). • Promote the Prize to membership towards the end of each year • Receive nominations for the Jubilee and Technical Awards • Provide copy of minutes for inclusion in Bulletin

Role	Tasks (as set out in Constitution)	Other tasks not specified in Constitution
	<ul style="list-style-type: none"> • with President and one other member of Council appointed for the purpose by Council may constitute an executive committee, which may issue instructions to the Public Officer and the servants of the Association in matters of urgency connected with the management of the affairs of the Association during the intervals between meetings of the Council • in consultation with the President, may make public statements on behalf of the Association • in the absence of the President, to clear public statements in the name of the Association that may be made by constituent bodies • retain custody of common seal • must as soon as practicable serve a written notice on a member, should Council resolve to expel that member from the Association or to suspend that a member from the rights and privileges of membership • to receive any notice of appeal from a member who is the subject of an expulsion or suspension and thereupon notify Council • may authenticate, by signing, a document or proceeding (Associations Incorporation Act (ACT) 1991, s55) 	
Communication Officer	<ul style="list-style-type: none"> • No tasks set in Constitution. 	<ul style="list-style-type: none"> • The major challenge for this role is that rarely do people contribute, reply to requests, or send content within the requested timeframe. • Plans and coordinates Bulletin editions especially themes and timing. • Point of contact for all content. • Coordinates all the content inputs from councillors and members. • • Layout of Bulletin for publication. • Check that all AMSA official items are covered i.e. minutes, notices and nomination forms. • Check proofs before publishing. • Create pdf of the Bulletin for distribution and upload to website. • • Receive advertisements for Bulletin, and get Treasurer to send tax invoices for it

Role	Tasks (as set out in Constitution)	Other tasks not specified in Constitution
Public Officer (ACT)	Public Officer (clauses 6, 9, 17 and 29 of constitution) • (Must reside in ACT) Legal duties: • may authenticate, by signing, a document or proceeding (Associations Incorporation Act (ACT) 1991, s55) • may be served a document or process, which must, as soon as practicable after receiving the document or process, be brought to the attention of Council (Associations Incorporation Act (ACT) 1991, s122) • may sign a document relating to AMSA that is required to be lodged by, or on behalf of, the Association or lodged by the public officer of the Association (Associations Incorporation Regulation (ACT) 1991, reg. 6)	and follow up to ensure payment is received. • Lodge the annual return to Office of Regulatory Services after signing the form, together with the audited accounts and payment provided by the Treasurer.

APPENDIX 3 – BACKGROUND TO AMSA FINANCES

Summary

Over time, changes in professional roles have limited the amount of time available for many members to give to learned associations. Institutional support for staff to work with scientific societies has also diminished. AMSA has also started to provide more services to members (including our larger conferences and web presence). For these larger conferences, AMSA takes on the services of a professional conference organiser. The potential financial liability from conferences has become an important issue. AMSA needs a healthy financial balance as insurance against potential catastrophes (such as swine flu or airline collapses) that could result in conference losses. Sponsorship is also critical for all conferences.

Council travel continues to be supported although since 2013 Council has subscribed to online meeting software to reduce expenditure on travel. There is the need for annual budgets that concentrate on spending on important items based on the principle that AMSA money is used for AMSA activities.

Income

AMSA derives income from membership fees, various investments and conferences. Details of the income over the last 7 years are in Appendix 4.

Membership income

Professional membership is currently \$86.00 per annum (incl. GST). Student membership is \$39.00 (incl. GST) and Corporate membership is currently \$300.00 (incl. GST). Since 2015, Branch fees have been included automatically and \$13.00 per Professional member or \$6.00 per Student member is allocated to the Branches based on the address in the member profile.

Investments

Interest on our accumulated capital is a key component of the annual AMSA income. Council has adopted a conservative view of handling accumulated funds. This capital has been accrued over the life of the association, and successive Councils have followed a low risk strategy with respect to AMSA investments. Council has believed it better to invest with reliable agencies, such as term deposits with major banks, rather than pursue more aggressive strategies with higher risks. As term deposits mature, Council monitors the offerings of the major banks to select the term deposit that offers the best return.

Funding with specific uses

The Ron Kenny fund was established in memory of Ron's service to AMSA in a Deeded Trust. The fund has a separate Trust of \$ 20,000 which is held by AMSA. It is administered by the President, Secretary and Treasurer. Interest from the account goes into the AMSA accounts to provide the Ron Kenny awards for the best student oral and poster presentations at the annual conference. AMSA funds are used annually to top up the amount needed for the award.

In the past, the physical oceanography group of AMSA often met separately but, in 2001, the group was wound up and the oceanographers started to meet again with the general conference. Funds that the physical oceanographic group had accrued were transferred to the AMSA general accounts. Interest is used to support the Peter Holloway prize for the best student presentation at the conference on a topic related to oceanography. General AMSA funds are now used to top up the amount provided.

Kay Allen very generously provided \$ 15,000 to AMSA in his will and interest from these funds is used to support the Allen Travel Award for Students in memory of Kay and Rosa Allen. General AMSA funds are used to top up the amount provided.

Conferences

A full discussion of conference income is in the “*How to run an AMSA conference document*”.

Expenditure

AMSA’s major ongoing expenses are Council meetings, administrative support via part-time, paid assistance, supporting AMSA input into national representative bodies, the Bulletin, maintaining the website, AMSA awards and associated costs. Details of expenditure for the last 5 years are in Appendix 4.

Administrative support

A major expenditure for AMSA is the Business Manager position. The roles are described in the main body of the document.

Bulletin

One of the most important activities, and major expenses, of AMSA is publication, three times annually, of the *Australian Marine Sciences Bulletin*. The Communication Officer edits the Bulletin and serves in an entirely voluntary capacity. The editor has traditionally been very heavily assisted in physical production (including editing, layout and formatting) of the Bulletin by paid part-time administrative assistance. This model has changed and some of the layout tasks are outsourced. The major costs of the Bulletin are printing and postage for remaining hard copy subscribers.

Support for AMSA involvement in National Representative Bodies

AMSA pays STA a fee per Professional member based on total memberships paid in the last financial year (see Appendix 4). Council also uses AMSA funds for representatives to participate in NMSC, STA meetings, the Standards Australia SF-17 committee for professional diving, and other such meetings as Council considers necessary. Council believes these expenses are a key component of the activities of the association in AMSA’s endeavour to further the interests of marine science in Australia. Wherever possible, AMSA representation at these meetings is done by Council members who live in the city where the meetings are most often held. A related expense is participation in the annual “Science meets Parliament” (SMP) organised by STA in Canberra every year. AMSA pays the travel expenses of up to two Professional members to participate in the SMP annually. Total costs for this expenditure are indicated in Appendix 4.

Council meetings

There are three meetings per year: one at the annual conference in July; one in October/November; and one in February/March. The meetings between conferences are usually held in the south-east triangle. Increasingly, council work is done outside meetings, by phone or email.

If necessary, the office bearers of the Council (President, Vice-President, Immediate Past President, Secretary, Treasurer, and Communication Officer) are able to charge the cost of a discount airfare and transport expenses to AMSA for travel to both Council meetings between conferences. Ordinary Councillors are able to charge the cost of a discount fare and transport expenses for attending one meeting to AMSA during the financial year. Council considers that this funding is necessary to ensure Council meetings have a quorum and a wide representation of Council members for decision making. No funds are provided for attendance

at the Council meeting associated with the annual conference as Council believes members should be attending the conference anyway. All Council members are encouraged to seek alternative funding for attending the meetings and not to charge the travel to AMSA. AMSA Council is making increasing use of online meeting software for Councillors to participate in meetings.

Our financial future

A solid financial future for AMSA hinges on members who pay their annual subscriptions. Income from membership fees averaged \$47,426 for FY 2012/2013 to 2016/17. Council expenses have averaged \$82,907 for the last five years to the FY 2016/2017. As AMSA does not have any other recurring income streams, conference surplus is important to maintain AMSA's financial future. Despite our cash reserves, AMSA cannot afford to have too many years without a healthy conference surplus.

Appendix 4 - AMSA Financials from 2010 to 2016

Notes

1. All income and expenses are extracted from the annual Auditor's Reports.
2. Audited account for 2015/2016 and 2016/2017 excluded GST, the income and expenses reported here have been adjusted to include GST so as to be comparable with the other years.
3. With the constitutional change in AMSA FY from ending on 30 May to 31 March, the income and expenses reported prior to 2014/2015 are from 1 June to 31 March, while subsequent years are from 1 April to 31 March.
4. Council Meeting Cost included Representations in the earlier years 2009/2010 to 2011/2012 as these expenses were not reported separately.
5. Conference Expenses include Jubilee & Technical Awards and also part surplus given to hosting Branch.
6. Branch accounts were included in auditing from 2010/2011 onwards after amalgamating all accounts into the same bank and operating as a single entity.
7. Income for annual conference was lower for 2016/2017 as it was a joint conference with the New Zealand Marine Sciences Society and was held in Wellington, NZ.

INCOME	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Annual Conference	224,730	112,271	45,815	46,728	16,521	5,490	19,924	3,799
Bulletin Advertising & Copyright			2,200	899	290		386	
Interest Received	8,601	8,706	10,721	8,813	8,628	4,541	3,880	2,391
Memberships	41,595	49,095	54,251	49,433	71,722	26,319	38,068	51,588
Publication Sales	1,782	350						
Sponsorship	35,688	16,159						
Sponsorship Prizes	3,000	3,500	4,150	1,500	3,300	2,530	4,300	3,850
Sundry				150	191	7		
Conference Deposit Refund						5,000	1,000	
Total Income	315,397	190,081	117,137	107,524	100,652	43,887	67,558	61,628

EXPENSES	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Accounting Fees	575	595		6,600	2,200	2,420	2,420	2,310
Administration Fees	16,463	17,195	16,640	18,304	15,253	10,677	24,960	18,304
Bank fees (including merchant fees)	3,591	3,024	1,157	1,406	1,241	1,701	1,351	1,221
Bulletin Costs	22,524	13,470	11,034	4,776	2,441	2,898	4,431	1,371
Conference Expenses	182,672	89,082	22,097	25,200	11,966	2,745	11,335	4,490
Conference Extras	45,324	29,036	5,827					
Conference Functions & Tours	56,034							
Council Meeting Costs	10,228	5,778	12,359	6,028	4,742	3,227	5,993	4,388
Fees transferred to State Branches	3,290			7,049	5,258	7,794	2,349	5,251
Jubilee Celebrations				2,778	13,349			
Legal Fees					3,544	9,324	75	41
Office Admin Expenses	1,827	282	1,297	468	537	233	1,248	676
Public Liability Insurance	1,357	1,321	1,371	1,546	1,773	1,773	1,790	1,938
Representations (OPSAG/NMSC, SmP)				5,105	5,629	5,986	4,069	3,223
Student Prizes & Travel Subsidy	13,831	8,054	4,180	7,571	8,150	4,650	8,650	8,150
Subscriptions to STA	4,851	3,348	3,222	3,659	3,982	4,203	3,224	3,198
Sundry				584	1,332	180		
Web & Email Hosting						673	2,814	2,585
Web Development & Fixes	1,902	1,250	724	3,691	28,715	11,933	3,673	3,713
Total Expenses	364,469	172,433	79,906	94,764	110,111	70,417	78,382	60,859
Net Position	-49,072	17,648	37,231	12,759	-9,459	-23,346	-5,528	769

BRANCH ACCOUNTS	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
<i>Branch Income</i>								
ACT						3,850	82	42
NSW		2,010	7,420	1,962	10,705	7,751	1,134	1,229
NT		112	471	231	114	131	102	5,047
QLD		2,651	1,225	1,031	9,751	1,379	4,153	7,493
SA		1,962	8,513	6,943	2,218	7,111	1,351	2,450
TAS		190	178	18,534	825	786	330	836
VIC			764	2,085	2,231	2,446	7,375	2,633
WA		6,884	17,632	5,041	4,358	7,554	4,614	4,333
Total Income for Branches		13,810	36,204	35,828	30,202	31,008	19,142	24,063
<i>Branch Expenses</i>								
ACT								1,273
NSW		3,673	146	1,106	14,904	7,276	3,933	3,399
NT			550			453	72	12,655
QLD		4,759	5,015	272	7,953	9,303	3,284	9,424
SA		1,532	4,066	1,195	7,012	6,203	6,518	4,858
TAS		58	497	8,459	1,000		3,081	7,086
VIC			1,464	2,779	3,380	1,414	3,773	2,024
WA		2,015	6,654	10,384	7,647	6,338	8,348	6,481
Total Expenses for Branches		12,037	18,393	24,195	41,896	30,987	29,008	47,200
Net Position for Branches		1,773	17,811	11,633	-11,694	21	-9,866	-23,137