

Summary

Annual Report 2021–22



We acknowledge the traditional custodians of the land on which we live. We recognise their continuing connection to land, waters and culture and pay our respects to their Elders past and present.

We support local government's capacity and knowledge to strengthen relationships with Victoria's Aboriginal communities and for it to encourage greater unity, knowledge, cultural awareness and respect for the first occupants of our land — through its strong community links and local representation.



Annual Report 2021–22

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Greater detail on some subjects are available through MAV's companion reports, linked in this section.

We are the MAV – the voice
of local government in Victoria
since 1879.



Our purpose is to advocate for local government interests; build the capacity of councils; protect and support the viability of councils; promote the role of local government and deliver insurance services to local government.

In Victoria, local government is made up of 79 councils representing more than 6.6 million people. In all, councils employ nearly 50,000 people across some 300 different occupations.

Councils are also responsible for \$11.93 billion dollars of revenue and \$123 billion in community infrastructure and assets such as roads, bridges, town halls, recreation and leisure facilities, drains, libraries and parks.

Membership of the MAV provides access to our insurance schemes, procurement program, events and other activities, and we are proud that all 79 Victorian councils were members in 2021-22.

Today, the MAV is an influential force supporting a strong and strategically positioned local government sector.

Member Councils:

Alpine Shire Council	Mansfield Shire Council
Ararat Rural City Council	Maribyrnong City Council
City of Ballarat	Maroondah City Council
Banyule City Council	City of Melbourne
Bass Coast Shire Council	City of Melton
Baw Baw Shire Council	Mildura Rural City Council
Bayside City Council	Mitchell Shire Council
Benalla Rural City Council	Moir Shire Council
City of Boroondara	City of Monash
Brimbank City Council	Moonee Valley City Council
Buloke Shire Council	Moorabool Shire Council
Campaspe Shire Council	Moreland City Council
Cardinia Shire Council	Mornington Peninsula Shire Council
City of Casey	Mount Alexander Shire Council
Central Goldfields Shire Council	Moyne Shire Council
Colac Otway Shire Council	Murrindindi Shire Council
Corangamite Shire Council	Nillumbik Shire Council
City of Darebin	Northern Grampians Shire Council
East Gippsland Shire Council	City of Port Phillip
Frankston City Council	Pyrenees Shire Council
Gannawarra Shire Council	Borough of Queenscliffe
Glen Eira City Council	South Gippsland Shire Council
Glenelg Shire Council	Southern Grampians Shire Council
Golden Plains Shire Council	City of Stonnington
City of Greater Bendigo	Strathbogie Shire Council
City of Greater Dandenong	Surf Coast Shire Council
City of Greater Geelong	Swan Hill Rural City Council
Greater Shepparton City Council	Towong Shire Council
Hepburn Shire Council	Wangaratta Rural City Council
Hindmarsh Shire Council	Warrnambool City Council
Hobsons Bay City Council	Wellington Shire Council
Horsham Rural City Council	West Wimmera Shire Council
Hume City Council	Whitehorse City Council
Indigo Shire Council	City of Whittlesea
City of Kingston	City of Wodonga
Knox City Council	Wyndham City Council
Latrobe City Council	City of Yarra
Loddon Shire Council	Yarra Ranges Shire Council
Macedon Ranges Shire Council	Yarriambiack Shire Council
Manningham Council	

President's Overview

Between the Federal election, supporting communities and businesses through the COVID-19 pandemic and other emergencies as well as seeking to influence better policy and practice as the Victorian Government progresses its legislative reforms, it's been a significant 12 months.



Cr David Clark
MAV President

This Municipal Association of Victoria Annual Report Summary 2022 details our performance, what we've achieved to deliver better outcomes for communities in partnership with our member councils and captures some of the deliverables in line with our *2021-25 MAV Strategy*.

Economically sound councils

All Victorian councils face economic challenges following the sizeable loss of revenue through the mandated closure of facilities during the pandemic, together with the current rate cap and escalating operation and maintenance costs.

Councils are now having difficult conversations with their communities about services they currently provide, and councils are being asked to do more, not less. We continue to call on the Victorian Government for an objective review of the rates cap and advocate for Victorian councils to be financially independent.

In keeping with this, we are finalising a financial sustainability review, in conjunction with FinPro, that will enable us to better outline the pressures councils face. In particular, it considers councils' 10-year financial plans and envisions the long-term impacts and risks.

MAV is working closely with councils who are challenging the funding they get for programs delivered in partnership with the State Government. I would especially like to highlight the work of Monash on school crossing supervisors and Knox on pre-school funding.

Healthy, diverse and thriving communities

We were proud of our maternal and child health (MCH) nurses who supported challenges in the state health system during the code brown from January to March this year and various other code yellows in regional areas.

MCH is the primary preventative health program for 0–4-year-olds across the state, and supports parents, particularly new parents, in each of our 79 municipalities. While the pressure of resources is one thing, noting the state chose not to increase funding and return the program to a true 50/50 partnership is another.

We remain concerned about the need to recruit new MCH nurses, especially in our growth corridors like Wyndham, Melton, Casey and Whittlesea who are operating at between 60 – 75% ideal capacity.

Councils have identified mental health as a critical issue of importance for the health and wellbeing of their communities. We were pleased that our advocacy for councils' role as essential partners has been recognised, with 10 councils being funded to pilot Social Inclusion Action Groups over the next two years to foster connection and reduce social isolation in vulnerable groups.

We will continue to advocate for these to be evaluated and rolled out in the next term of government, given all councils being funded was a recommendation made by the Royal Commission into Victoria's Mental Health System.

We were also pleased to commence a partnership with VicHealth to deepen engagement between councils and subject-matter experts on innovations to promote positive mental health and wellbeing with more connected and active communities.

Opportunities exist when it comes to better supporting older adults and we've upped the ante with Federal and State governments, calling on them to recognise the critical role that local government plays in positive ageing and aged care.

Well-planned, connected and resilient built environment

Increased supply and access to safe and sustainable social and affordable housing is something we can all agree is vital.

The Victorian Government's proposed social housing rate exemption, however, immediately drew ire from the sector because it directly affected those with the least capacity to pay. The sector, led by the Municipal Association of Victoria (MAV), strongly questioned the merits of the proposal. We were all relieved when the State Government, after only three days, confirmed the idea was off the table for good.

Today, the relationship on social and affordable housing is better. We are having an honest and meaningful dialogue with Homes Victoria, which is seeking to work with councils across the state.

One of the highlights of the year was the Council Alliance for a Sustainable Built Environment (CASBE) work to plan more liveable subdivisions for the future. Since October 2020, 31 councils across Victoria have been conducting a voluntary trial of the Sustainable Subdivisions Framework (SSF).

Working with Victorian developers, we are seeking to ensure that future housing subdivisions are more sustainable and climate resilient with more trees and better connections to walking trails and the natural environment.

Disappointingly, our six-year reform journey in emergency management with the Victorian Government is at the crossroads after it chose to continue investing in centralised systems and resources.

This is at the expense of providing local support to train staff in statutory emergency management roles, deliver hazard reduction works and build the resilience of local infrastructure and services where it's needed, in local communities. This has been a key topic of our advocacy.

In March, MAV launched a transport advocacy campaign with support of the VFF and RACV — our central focus is safety for the road user. In rural Victoria, we are directly seeking to expand the Victorian Rural Roads support package to gain a further \$1 million in funding for the next 10 high need Councils in the State. In built up areas, our emphasis is on safety through the development of more active transport routes for bicycles and walkers.

Changing climate and a circular economy

We all recognise climate change is ramping up the frequency and severity of extreme weather events across Australia. With adaptation too often overlooked as a funding priority, we congratulated the Victorian Government for establishing the Victorian Resilient Coasts Program and committing to an initial investment of \$16 million over three years for coastal climate adaptation works. We continue to advocate for additional funding, noting that \$16 million is the tip of the iceberg in terms of what's needed.

State funding for energy efficiency upgrades of major road lighting remains an outstanding opportunity. Upgrades to LED lighting can improve energy efficiency by 60-70 per cent. We share some 80,000 lights on major arterial roads, cost-shared with the Department of Transport. We need the government to contribute its funding share to convert these lights and bank the resulting energy and emissions savings.

The work of the MAV with the Greenhouse Alliances across Victoria has been a highlight of my Presidency. By working together, we had significant influence in the climate policy taken to the federal election by ALGA and are seeking to achieve similar gains in the coming state election.

Several councils continue to advance policies to address climate change through the planning system working with and through the Council Alliance for a Sustainable Built Environment (CASBE). Our ask is \$4 million over two years to help councils embed ESD in the planning system.

In terms of circular economy, we are monitoring the role and capability of our soon-to-commence circular economy agency - Recycling Victoria - and are advocating for strategic planning and procurement support to continue as we know the WRRGs provided critical support in these areas for councils.

Our regular meetings with the Minister and DELWP continue to provide us the opportunity to raise sector concerns and feedback about their recycling reform agenda. The MAV has also lodged several submissions, in consultation with member councils, on the Victorian Container Deposit Scheme (CDS), e-waste product stewardship and waste to energy.



Sector capability and good governance

The election of the Albanese Federal Government in May gave rise to hope of local government representation to National Cabinet as well as a commitment to re-establish the Australian Council of Local Government.

It was among a suite of commitments made pre-election that held potential implications for the local government and of interest to the MAV in its role as an advocate for the sector.

The 2022 State Election, hot on the heels of the Federal Election, provides a unique opportunity for local government to come together and ensure the delivery more positive outcomes for councils and communities.

The next State Government has the opportunity to harness the extensive local knowledge of councils from better, locally targeted infrastructure projects, circular economy solutions and emergency management resources.

Our state election campaign will outline these opportunities, and we will need the support of councils across the state to ensure our voice is collectively as powerful as possible.

Effective and responsive MAV

A highlight of this year has been a project to engage with member councils to consider and review the MAV Rules. Consultation was a feature of the review process with more than 180 participants attending online discussions and information sessions as well as written submissions from our members on our Discussion Paper, which was followed by a Directions Paper. The feedback was clear – the Rules need to be modernised, be clearer and more widely understood to better enable the MAV to fulfil its role and function more effectively. Thank you to everyone who participated in the review, and Phil Shanahan and our governance team for leading the project.

We progressed work on the 98 resolutions endorsed by our MAV Representatives at the State Council in May 2021. This includes our four-year strategic plan. We reported on our first year at the June 2022 State Council meeting and all of our achievements are detailed in later sections of this annual report.

We launched our online newsletter MAV Insights last year, which provides a quarterly update to all Victorian parliamentarians on issue of importance to the local government sector, and two new members-only publications this year. MAV What's On and MAV Analysis are delivered on a monthly basis.

Similarly, this year we transitioned to hybrid learning and events. The first two major conferences to adopt this approach – the Smart Urban Futures Conference and the Rural & Regional Planning Conference – were a great success.

I would like to acknowledge the efforts of CEOs and their staff who have worked closely with us, especially with our policy and advocacy team, to help us navigate the political landscape.

Finally, on behalf of the MAV Board and representatives, I would like to sincerely thank the MAV's Chief Executive, Kerry Thompson, and staff for their efforts to support and guidance to the sector.



Message from the CEO

We have now implemented our first year of actions of the 2021-25 MAV Strategy, which was designed to expand on our deliverables and build on sector capacity, engagement and resilience.



Kerry Thompson
MAV Chief Executive

Among the key achievements are:

- Support for councils throughout the year to assist them minimise the spread of COVID-19 from interpretative advice and advocacy for changes to public health directions and guidance to assisting councils navigate new vaccine requirements and occupational health and safety issues.
- Contribution to the development of the LGV Asset Planning Guide and is currently supporting LGV's Rural Roads Support Program.
- Participation in the final phase of the DJPR's Councils & Emergencies project, which finished in December 2021, and strong advocacy on emergency management.
- Work with councils and DELWP to identify non-legislative opportunities for improvement to the planning scheme amendment process.
- Advocacy for greater regulatory action and leadership as part of reforms to the building regulatory system as well as improved resourcing for councils.
- Partnered with Victoria Walks to deliver the Smart Urban Futures hybrid conference.
- Development of a draft MAV Learning & Events Policy and a Sponsorship Policy.

MAV's insurance products continue to be delivered in a difficult market. This year, we saw several large new claims including a multi-million-dollar planning loss, and a building claim following multiple deaths and many injuries. These show the high-risk environment our sector operates in and the importance of appropriate insurance coverage and the supporting policy and expert advice.

The MAV's LMI scheme has been highly successful in its objectives of providing appropriate, continuous, and affordable insurance for Victoria's councils for nearly 29 years. From 30 June 2021, all 79 Victorian and 29 Tasmanian councils were participating members of the scheme.

Over the last 12 months, we have undertaken a tender process to ensure that the best provider is selected for the scheme and this process should be completed shortly.

Our WorkCare scheme ceased operations on 30 June 2021 following the decision of WorkSafe not to renew the MAV's self-insurance licence. It was a very disappointing decision from WorkSafe, especially as the scheme was delivering gains for the sector.

Our focus over the last year was the transition of the scheme to the ceased self-insurer arrangements. We will continue to support the members of the scheme as we move through the remaining five years that MAV is a ceased self-insurer under the relevant legislation.

MAV Procurement provided guidance on the implications of the policy framework required under the Local Government Act 2020. More than 80 participants attended a webinar that allowed for more detailed information and as a result, several councils updated their procurement policies. Overall, we are seeing this work leading to a more mature approach to procurement and greater collaboration across the sector.

This year, we began a review of MAV Technology to consider risks and improve its governance arrangements and operation. Currently we are undertaking consultation and will keep our members informed of the outcomes.

We've also seen further organisational improvements with a focus on our values and our workplace culture – especially as a hybrid way of working has become the norm – and the MAV is moving to new premises early next year.

Another significant review, detailed in our Governance Report, was our review of the MAV Rules – this was an opportunity to consult and engage with the sector to ensure that the MAV has the right governance framework moving forward.

We have secured new premises at 1 Nicholson Street, East Melbourne, close to Parliament, government depts, public transport and carparking. With staff and Board input, we will create a great new workplace that enhances a vibrant and collaborative culture and includes facilities for our members, and which will also result in substantial savings on rent per year.

I would also like to acknowledge our member councils, the MAV President and Board for their leadership and a big thank you to the MAV staff – it is a small team that constantly punches above its weight and achieves great outcomes.

MAV Board Members

As at 30 June 2022



Cr David Clark

Pyrenees Shire Council
President



Cr Tom Melican

Banyule City Council
Metropolitan East Representative



Cr Rohan Leppert

City of Melbourne
Deputy President Metropolitan
Metro Central Region



Cr Jami Klisaris

City of Stonnington
Metropolitan South East
Representative



Cr Ruth Gstrein

Corangamite Shire Council
Deputy President Rural
Rural South West Representative



Cr Kris Bolam

Frankston City Council
Metropolitan Southern
Representative



Cr Kathy Majdlik

Melton City Council
Metropolitan West Representative



Cr Joseph Haweil

Hume City Council
Interface Representative



Cr Aaron Scales

Towong Shire Council
Rural North East Representative



Cr Kylie Grzybek

City of Greater Geelong
Rural South Central Representative



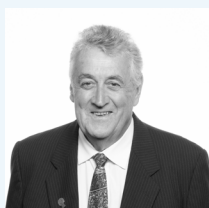
Cr Jennifer Anderson

Macedon Ranges Shire Council
Rural North Central Representative



Cr Brett Tessari

Bass Coast Shire Council
Rural Gippsland Representative



Cr Murray Emerson

Northern Grampians Shire Council
Rural North West Region

MAV Acknowledgements

Vale Kimberley Kitching

We sent our sincerest condolences to the family, friends and colleagues of Senator Kimberley Kitching, Federal Labor Senator for Victoria, who died unexpectedly in April. In a career of many notable achievements, she will also be remembered by the local government sector for her contributions during her term as a councillor at the City of Melbourne (2001–04).

Vale Amanda Stapledon

We joined the City of Casey in mourning the passing of former Councillor Amanda Stapledon in January this year. Amanda was a City of Casey Councillor from November 2008 to February 2020, representing the Mayfield Ward, and was a passionate advocate for her community. She served as Mayor in 2012/13 and 2018/19 and Deputy Mayor in 2013/14 and 2017/18.

Vale Alf Hancock

We acknowledged with sadness the passing of Alf Hancock, former MAV President (1989–90) in September 2021. He was a councillor with the City of Ballarat (1976–1991), which included a term as Mayor and was a passionate advocate for local government, a strong believer in the role councils played in promoting and supporting their communities. He was also especially proud to participate on the MAV Board as a regional city representative.

[Board & Governance Report ↗](#)

More information is available in the 2021–22 MAV Board & Governance Report.

Year in Review

July

Infrastructure planning and road safety

With member council support, the MAV called for consistent, long-term funding to support infrastructure planning and road safety in an Op Ed, published in regional newspapers.

Reducing Violence against Women and their Children

The MAV provided a [submission](#) to the Australian Government on Developing the next National Plan to Reduce Violence against Women and their Children.

Cost of rates exemptions

An [issues paper](#) developed with FinPro found that in just 10 years a proposed social housing rates exemption would compound to a total, estimated amount of \$1.6 billion for councils. The MAV publicised this information to highlight the impact any such exemption would have on local services.

August

Waste to energy

MAV's [submission](#) on the Victorian Government's draft Waste to Energy Framework reiterated our support for waste to energy (WtE) as an alternative to landfill.

Ageism

The inaugural Ageism Awareness Day on 1 October was celebrated under the theme: 'Ageism. Know it. Name it'. The MAV Board made a pledge to reduce [ageism](#) in our community.

Infrastructure strategy

Plans for infrastructure that improves social equity and connectedness and protects natural resources, as outlined in Infrastructure Victoria's Infrastructure Strategy 2021 – 2051, were welcomed.

September

Risks and opportunities

The MAV delivered several members' briefs on the risks and opportunities arising from regulatory and policy proposals by the State. This included insights on the State Government's proposed planning reforms, the new Circular Economy Act, and roads funding.

Liability Mutual Insurance Scheme

The tender for the MAV's public liability and professional indemnity insurance scheme, the Liability Mutual Insurance Scheme, was announced. This included reinsurance broking, claims management, risk management services and underwriting.



October

Social media webinars

Following a High Court decision that had implications for anyone administrating a Facebook / social media page, the MAV hosted two free members-only webinars to provide legal expertise – rather than social media expertise – on the implications of this ruling.

Emergency management briefing

The MAV and Department of Justice and Community Safety jointly hosted a two-part online summer briefing for council communications and emergency management staff. The briefings covered the Victorian Government's planned preparedness campaigns, and emergency management arrangements for a range of hazards including fire, heat, COVID and more.

November

MAV's pre-budget submission

Opportunities for the State Government to utilise the skill, knowledge, and intel within Local Government was outlined through [MAV's Pre-budget submission](#), as our communities bounce back from the COVID-19 pandemic.

Circular economy

While supporting moves towards a circular economy, the MAV highlighted major flaws with the State Government's circular economy bill with a [media release](#).

Consultation Regulation Impact Statement

In a [submission](#) to Australian Building Codes Board, the MAV suggested a net-zero regulated energy use option should have been assessed as part of the NCC 2022 Consultation Regulation Impact Statement (CRIS).

December

MAV Rules Review

With an eye on the future, the MAV began its [Rules Review](#) to ensure it remains an organisation equipped for modern times.

Social and Affordable Housing

Housing was a major issue for communities across the state in 2021/22 and in December MAV drafted a [statement of commitment](#) from Victorian Local Government for feedback from councils. This was a key plank of MAV's work, alongside working towards a social and affordable housing compact with the State Government.

Kinder funding and reform

After years of advocacy for the benefits of preschool, [MAV welcomed](#) significant funding and reform for four-year-old kinder in December.





January

Operation of ResCode

The MAV and councils are invested in improving the operation of ResCode. [The submission](#) explained that the proposed changes put forward by the State fail to achieve this, and therefore cannot be supported by the MAV.

MCH service surge

MCH services faced a major challenge with the coordinated and system-wide metropolitan Maternal and Child Health (MCH) COVID-19 surge response – in line with the state-wide Code Brown. The MAV worked alongside relevant agencies and council staff to prioritise the service delivery towards the youngest and most vulnerable within our communities.

Social and affordable housing

The collaboration between MAV and FinPro to assess the impact a proposed rate exemption on all social housing owned and operated by the Victorian Government and community housing organisations enabled an issues paper to be developed demonstrating the scale and inequity being proposed.

February

Municipal Public Health and Wellbeing Plans

The MAV was pleased to partner with VicHealth in the development of resources focused on critical health promotion priorities.

Illicit tobacco regulation

Councils have long been active in initiatives seeking to reduce the harm of smoking, and MAV reiterated this with its submission to the Review of Victoria's approach to illicit tobacco regulation.

Understanding council finances workshop

Supporting new councillors to understand their responsibilities, this workshop highlighted the way MAV supports councillors to ensure they are complying with the Local Government Act 2020.

New member publications

MAV What's On was launched to provide key details on upcoming events, activities, consultation and engagement while MAV Analysis is a vehicle to share submissions, members' briefs and expert analysis.

March

Transport Advocacy

MAV launched its '[Locals know what locals need](#)' transport advocacy campaign, providing insights and tools for councils to run their own individualised advocacy.

Federal budget and election campaign

MAV aligned with Australian Local Government Association (ALGA) for its Don't leave local communities campaign, advocacy for local government needs throughout the 2022 federal election campaign.

National Plan to End Violence against Women and Children

While strongly supporting the aims of the National Plan to End Violence against Women and Children 2022-23, this submission reiterates the need for actions and approaches to be evidence-based and build on previous national plans.

Coastal and Marine Management Plan

Together with the Association of Bayside Municipalities, [MAV provided feedback](#) on the draft Coastal and Marine Management Plan (CMMP) Guidelines, outlining the concern that the Guidelines in draft form did not provide a clear process for preparing a CMMP.



April

Federal representation for local government

The MAV called for a Local Government Minister to be included in Federal Cabinet and for local government to have a representative on National Cabinet.

Freight and Heavy Vehicle

MAV's Freight and Heavy Vehicle Management forum helped council staff manage issues of access and planning for freight across the state.

Human Services Bulletin

Providing a new look Human Services Bulletin, the MAV aimed to update on legislative changes, events, and current consultations relevant to the social and community sectors.

May

Child Safe Standards

MAV engaged a consultant to develop a Practice Guide for local government regarding the new Child Safe Standards that came into force on 1 July 2022.

Smart Urban Futures Conference

Having people back in a conference room together made for a special Smart Urban Futures Conference in May. The conference covered a wide variety of topics and delved into the future of our cities and living environments.

Maternal and Child Health Conference

Always a popular event, this year's online version featured updates on the issues impacting the MCH sector.

Single-use plastic bags

The MAV and our member councils strongly supported the ban on single use plastic items in Victoria through a submission to DELWP's Regulatory Impact Statement.

June

MAV State Council

After more than a year, State Council returned to discuss all the important issues at local governments across the state and to consider key items regarding the review of the MAV Rules.

Rural and Regional Planning Conference

There was much to discuss at this year's Rural and Regional Planning Conference, bringing together councils from all over the state to discuss planning into the future.

Hardship policy

Through the MAV, the local government sector expressed its disappointment with over-bearing changes to local government legislation regarding hardship payments.

Financial Overview

Overview of the financial results, year ending 30 June 2022.

The MAV financial statements are approved by the MAV Board and audited by RSM Australia under contract from the Victorian Auditor General's Office each year.

The MAV financial statements include the:

- MAV General Fund
- MAV Insurance financial statements (Fidelity and LMI Insurance Schemes)
- MAV Work Care financial statements
- MAV Consolidated financial statements (includes MAV General, MAV Insurance and MAV Work Care)
- MAV LGE financial statements - noting these statements are not included in the MAV consolidated financial statements

MAV Combined

The financial result of the MAV Combined entity for 2022 was a surplus of \$1.040 million (2021 surplus of \$11.1 million) with net assets increasing from \$8.6 million to \$9.6 million. These results include:

- A deficit resulting from the MAV General Fund, relating to two once off items – the wind-down of MAV WorkCare and the establishment of a make good provision.
- A surplus resulting from MAV Insurance

Consistent with the 2022-23 budget, it is expected that MAV Combined will achieve an operating surplus in 2022-23 and will remain in a positive net asset position throughout 2022-23.

MAV Insurance

The Combined MAV Insurance operating surplus for 2021 was \$2.763 million, resulting in a further increase in the asset position at 30 June 2022 to \$4.876 million – the healthiest position since 2012.

The Commercial Crime Scheme returned a modest operating surplus in line with budget.

The LMI Scheme produced a surplus of \$2.753 million, increasing the asset position to \$4.756 million. The Scheme increase premium income by \$3.708 million in 2021-22 following an increase of \$12.5 million in the previous year.

MAV Insurance expects the asset position to moderately improve during 2022-23.

MAV Work Care

MAV WorkCare recorded a breakeven result for 2021-22 as all net costs were offset against the provision established at 30 June 2021 for all items associated with being a ceased self-insurer.

The MAV Work Care Scheme ceased on 30 June 2021 and this year saw the transfer of all claims liabilities to WorkSafe Victoria under the Workplace Injury Rehabilitation and Compensation Act, including \$74m.

WorkSafe commissioned the first actuarial review of the claims liabilities which has confirmed the existing claims liabilities are reasonable.

The net effect of this is a recorded net asset position of zero at 30 June 2021 and again this year in the financial statements for MAV Work Care.

[Finance Report ↗](#)

More information is available
in the 2021-22 MAV Finance Report.

2021-25 MAV Strategy

Performance Highlights

Theme One

Economically sound councils

\$136.8 million per annum retained following the Victorian Government's back-down from mandatory rate exemptions for its social housing dwellings and those owned by community housing organisations

Theme Two

Healthy, diverse and thriving communities

Briefing Members of Parliament on councils' supporting role through the COVID-19 pandemic for local communities and business

Negotiating the Early Childhood Enterprise Agreement

Negotiation of the MCH MOU 2022-2025

Worked with councils to update our position paper on the Role of Local Government in Emergency Management

\$30.5 million allocated to promoting good mental and wellbeing in all communities, including the establishment of new social inclusion action groups in 10 councils

Initiated partnership with VicHealth to support communities of practice between academics, subject-matter experts and councils to develop innovative approaches for better food systems and supporting connected and active communities

Theme Three

Well-planned, connected and resilient built environment

\$1 billion extension to the Local Roads and Community Infrastructure Program

\$200,000 for short- and long-term council initiatives to increase walking and cycling

To support the codesign of our Locals Know What Locals Need transport advocacy campaign, we held three co-design workshops with more than 150 participants representing 40 councils.

Secured commitment from DELWP to pursue a range of non-legislative reforms to the planning scheme amendment process to improve efficiencies

Facilitated DELWP engagement with councils on proposed planning reforms including the operation of ResCode, sex work decriminalisation, container deposit scheme VPP changes, facilitation of all-electric developments

Theme Four

Changing climate and a circular economy

Council Alliance for a Sustainable Built Environment (CASBE) membership grew to 41 councils

Completion of Stage 1 of the Elevating ESD Targets Planning Project

2861 individual projects registered in BESS across 29 councils

Established a collaborative partnership with the greenhouse alliances to progress joint climate change advocacy opportunities.

Included climate change considerations in advocacy submissions across a range of policy areas include planning, energy, coastal and marine management, infrastructure, housing, Commonwealth funding support, building regulation and gender equity.

Led sector advocacy on the Circular Economy bill, the container deposit scheme, single use-plastic items ban and waste to energy cap

Finalised MoU with EPA to support the role of EPA and councils as co-regulators under the Environment Protection Act

Theme Five

Sector capability and good governance

Delivered 196 events with more than 12,000 registrations

Transition to hybrid learning and events

MAV Technology Awards for Excellence recognised efforts in the use of technology to improve council service delivery and efficiency

34 Leap program participants assisting councils to identify cost savings and efficiency opportunities in procurement

41 procurement training sessions for 747 council employees

More than 500 council officers were provided with the e-learning online procurement training modules

79 Victorian and 29 Tasmanian councils renewed their insurance with the LMI scheme

\$19.6 million was paid out in MAV Insurance claims

More than 1,000 advice requests for legal and help desk queries about claims, risk, policy and underwriting were provided to insurance members

Theme Six

Effective and responsive MAV

23 submissions contributing to strategy development, discussion papers and proposed changes to legislation

More than 200 key stakeholder meetings

79 tailored member benefit reports

77 editions of MAV newsletters

10,668 subscribers to MAV newsletters

660 members share digital knowledge on MAV Tech Yammer network

434,203 visitors to the Vic Councils website (26% increase from FY21)

342,979 visitors to the MAV website (0.12% increase from FY21)

45,783 social media followers (12% increase from FY21)

4,403 Council jobs promoted through 105,000 page views of Council Careers Victoria in partnership with LinkedIn

180 participants in round table discussions on the MAV Rules and 49 written submissions

Continuous improvement

MAV Procurement – guidance on the act

Several councils sought guidance from MAV Procurement last year on the implications of the policy framework that is now required under the Local Government Act 2020. There was concern across the sector about implications for collaborative procurement. As a result, MAV Procurement developed a special guidance note to better inform councils' decision-making process, with input from procurement specialist ArcBlue and the Auditor-General's office.

More than also 80 participants attended a webinar that allowed for more detailed information and then, several councils updated their procurement policies. Overall, we are seeing this work leading to a more mature approach to procurement and greater collaboration across the sector.

Last year, MAV Procurement provided 39 contracts for the purchase of goods and services across the sector with a total spend of \$200 million in the year. In the year ahead, we will continue to grow our procurement offer in both contracts and training.

Our Values Journey

Corporate culture is now recognised as a key driver for organisational success. Over the last two years, which have been extremely complex and challenging, MAV staff have been relied upon for their extraordinary commitment, adaptability and resilience as well as openness for continuous improvement.

Our inaugural staff engagement survey, which was completed in October 2020, indicated that staff believe in the values and ethos of the MAV and perceived the workplace as inclusive and respectful. However, team debriefs on the key findings discovered that staff were unable to articulate any defined shared values or where to find them.

One of the key focus areas for organisational improvement this year was to define and embed our values. This work was in keeping with the objectives of the 2021-25 MAV Strategy, Theme 6: 'An Effective and Responsive MAV'. The Values Refresh project involved defining the specific behaviours that we truly value, and that reflect a modern, dynamic, and high-performing organisation.

The five values that have been adopted are:

- **Walk the talk** — fairness, equity, respect, accountability & integrity
- **Lead with impact** — leadership, solutions focused, collaboration & consultation
- **Service excellence** - professional, approachable & responsive
- **Our smarts** — using our collective intelligence (EQ & IQ) and expertise to achieve results, being politically savvy, self-aware & resilient
- **Care & responsibility** — a safe & inclusive culture that is underpinned good governance & decision making that considers the environmental, reputational social, and financial impacts

An implementation plan, identifying seven key areas and 23 actions that would support embedding the values into our systems and processes is now in progress.

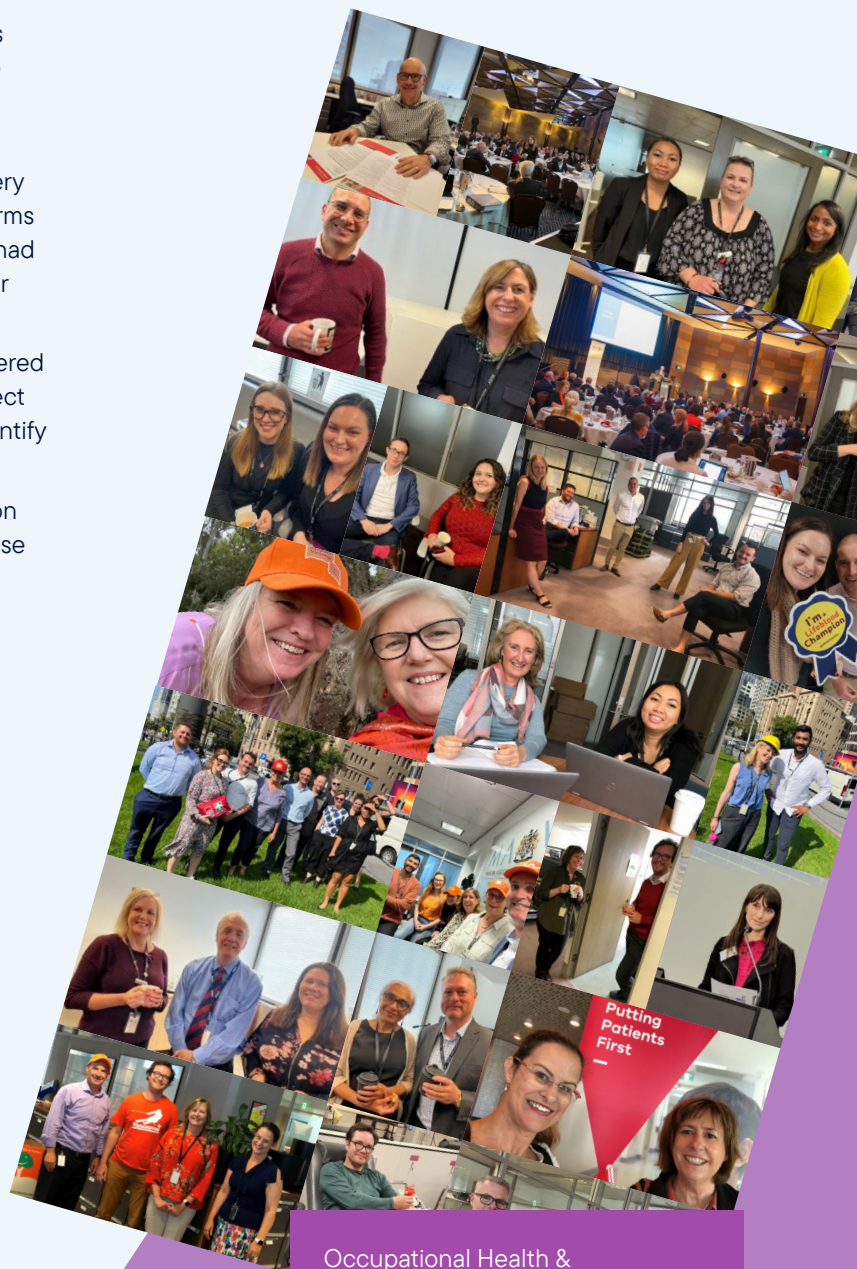
Reflect & Review: Bushfires and COVID-19

Over almost two years, the MAV supported its members during two major emergency management events - the 2020 bushfires and the ongoing COVID-19 pandemic.

Both events relied on and tested our emergency management response and staff. They have also had very different impacts on MAV and councils, especially in terms of intensity and duration. As a small organisation, staff had to display agility and resilience to meet the needs of our members.

As with all emergency management events, it is considered important to conduct a debrief exercise in order to reflect on the MAV's response and key learnings as well as identify actions to support our future response.

In October 2021, staff across all levels of the organisation participated in facilitated debriefing discussions on these two emergency events.



[Occupational Health & Safety Report ↗](#)

More information is available in the 2021-22 MAV Occupational Health & Safety Report.

Year One Achievements

OBJECTIVE 1.1 COVID-19 recovery

INITIATIVE: 1.1.2, 2.5.1 Represent councils in the COVID recovery process including on public health and local economy issues

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: Support for councils throughout the year to assist them minimise the spread of COVID-19. Along with interpretative advice and advocacy for changes to public health directions and guidance when these were required, we assisted councils navigate new vaccine requirements and occupational health and safety issues for the council workforce and members of the public using council services. In partnership with the Department of Health, MAV supported council maternal and child health services assist with the Code Brown crisis in the health system.

OBJECTIVE 1.2 Advocacy to protect councils' financial position

INITIATIVE: 1.3.1 Undertake review of councils' current financial health of Victoria's 79 councils

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: Collaborated with FinPro to achieve the removal of the proposed mandatory rate exemption for community and state-owned social housing. The success of this campaign demonstrates our advocacy and analysis over many months, the lobbying by council of their local MPs and the articulate voices of the councils most impacted.

OBJECTIVE 1.4 Asset management capacity & capability

INITIATIVE: 1.5.1 Develop sector management priorities and MAV plan

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: Sector priorities have been identified and summarised in a paper shared with councils and state colleagues. The challenges and priorities are central to our transport infrastructure advocacy strategy. The MAV also participated in the LGV asset planning working group which contributed to the development of the LGV Asset Planning Guide, and is currently supporting LGV's Rural Roads Support Program.

OBJECTIVE 2.3 MCH service

INITIATIVE: 2.3.1 Secure new four-year MCH MOU, including unit pricing (1.3.3)

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: The Maternal and Child Health Memorandum of Understanding has been negotiated, signed and is in place until July 2025. Unlike other years this MCH MOU is a high-level documentation of the principles by which State and local government work in partnership in the direction, planning and delivery of the MCH Service. Disappointingly the May 2022 State Government budget did not include an increase in the MCH unit cost (cost of an hour of MCH service delivery). MAV is working with the State Government on a new contemporary costing methodology to inform the State Government of the unit service cost. The current inadequate funding of the MCH Service will also be a feature of the MAV State Election Platform.

OBJECTIVE 2.6**Emergency management**

INITIATIVE: 2.6.1 Participate in the third phase of Department of Jobs, Precincts and Region's Councils and Emergencies project

YEAR ONE STATUS: Ongoing 🟡

INITIATIVE: 2.6.2 Collaborate with councils to influence and implement State Government reforms flowing from emergency management reviews, including the Royal Commission into National Natural Disaster Arrangements

YEAR ONE STATUS: Ongoing 🟡

INITIATIVE: 2.6.3 Participate in the development of the Whole of- Government Bushfire Management Strategy and support council input 3.1.2 Pursue reforms With the State announcing legislative reforms are off the table, we have

YEAR ONE STATUS: Ongoing 🟡

ACHIEVEMENTS: The MAV participated in the final phase of the DJPR's Councils & Emergencies project, which finished in December 2021. The MAV's strong advocacy in emergency management included working with councils to develop an updated position paper on the role of councils in emergency management, which was endorsed at the June 2022 MAV Board meeting.

OBJECTIVE 3.1**Planning system advocacy**

INITIATIVE: 3.1.2 Pursue reforms to planning scheme amendment process

YEAR ONE STATUS: Completed 🟢

ACHIEVEMENTS: With the demise of the Social and Affordable Housing Contribution (SAHC), the Government declared all planning reform legislative amendments off the table for this term. Recognising potential non-legislative reforms opportunities to improve the planning scheme amendment process, we facilitated a meeting between a group of council CEOs and DELWP to identify short-term and medium-long term priorities to address councils' many concerns. DELWP is progressing work on those priorities. We continue to advocate for legislative reform to timebound authorization and final decision timeframes.

OBJECTIVE 3.2**Building regulation**

INITIATIVE: 3.2.1 Advocate for increased role & funding for LG in building regulation

YEAR ONE STATUS: Ongoing 🟡

ACHIEVEMENTS: The Victorian Government pulled proposed legislation from the agenda for this term of Parliament. We continue to advocate on legislative reform, release of the expert panel's report, combustible cladding, and orphaned building permits. We want to see greater regulatory action and leadership by the VBA and improved resourcing for councils.

OBJECTIVE 3.3**Housing needs**

INITIATIVE: 3.3.1 Influence development of Local Government housing compact on social and affordable housing

YEAR ONE STATUS: Ongoing 🟡

ACHIEVEMENTS: Reversal of the mandatory state-wide rate exemption proposed for state and community-owned social housing. Submitted to a range of federal and state parliamentary inquiries into housing affordability, supply and social housing regulation, and assisted ALGA's input to the Productivity Commission's review of the National Housing and Homelessness Agreement by the Productivity Commission. Employment of a social and affordable housing officer commenced with funding provided by Homes Victoria. A draft local government position statement was developed in consultation with all councils to inform the content of a proposed Compact between state and local government. Our continuing close partnership with the Community Housing Industry Association saw produced a range of support resources developed to assist councils with local agreements to underpin new affordable housing developments.

OBJECTIVE 3.4

Strengthen advocacy and partnerships to influence key investments in freight productivity, first and last mile impediments, transport connectivity and road safety by all levels of government

INITIATIVE: 3.4.1 Develop and implement local roads funding campaign

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: The MAV worked with councils to design and deliver the first phase of our 'Locals know what locals need' transport advocacy campaign. A resource hub has been added to the MAV Extranet, which includes template campaign materials and a campaign calendar.

INITIATIVE: 3.4.2 Support Department of Transport (DoT) to engage effectively with local government to deliver Victorian Freight Plan and road safety priorities

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: To support the delivery of the Victorian Freight Plan, the MAV established a Freight Policy Reference Group, and delivered key projects with DOT, including consultation around the Principal Freight Network and regional intermodal terminals, and a major project on first and last kilometre impediments and opportunities. The MAV also worked closely with DOT and TAC on road safety initiatives, including school crossings, and participated in a series of TAC regional forums for local government.

OBJECTIVE 3.5

Improve the capability of local government to plan, design and deliver walking and riding programs and projects

INITIATIVE: 3.5.1 Hold at least three forums on walking and riding, and share information via an online resource hub

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: The MAV ran a series of transport webinars focused on topics that support active transport, including movement & place and accessibility. We also partnered with Victoria Walks to deliver the Smart Urban Futures hybrid conference. Active transport is one of the four key themes in the transport advocacy campaign we co-designed with councils over a three-part series of workshops. The MAV continues to update its walking & bike riding online resource hub.

OBJECTIVE 4.2

Waste & recycling reforms

INITIATIVE: 4.2.1 Influence State Government recycling reforms, including kerbside waste and e-waste

YEAR ONE STATUS: Ongoing ○

ACHIEVEMENTS: Lodged several submissions to both state and federal government on circular-economy related reforms, including the Victorian CDS, e-waste product stewardship and waste to energy. Active participant on CDS Advisory Committee. Provided councils regular briefs, updates and advice. Regularly met with DELWP and Minister D'Ambrosio.

OBJECTIVE 5.3**Framework for learning and events**

INITIATIVE: 5.3.1 Develop MAV Learning & Events Strategy

YEAR ONE STATUS: Not yet started —

ACHIEVEMENTS: A MAV Learning & Events Policy is in draft format and the Sponsorship Policy currently under review. The next steps will be the development of a Learning and Events Strategy, which will be informed by the activities of the last 2 years, including online and hybrid events as well as the future needs of our members. A key component will be consideration of an e-learning platform for both internal staff use and member use.

OBJECTIVE 5.4**Delivery of learning and events program**

INITIATIVE: 5.4.1 Deliver the agreed events program for 2021-22

YEAR ONE STATUS: Completed ●

ACHIEVEMENTS: In 2021-22, a series of online, in-person and hybrid learning and events activities have been delivered including:

- Councillor Development Program
- AICD Company Directors Course
- MCH Conference – Oct 2021 and May 2022
- Mayoral Induction – Dec 2021
- Smart Urban Futures Conference – May 2022
- Rural & Regional Planning Conference – June 2022
- MAV Rules Review information sessions and round table discussions
- State Council – June 2022
- Other policy and advocacy forums, meetings, briefings, training sessions

OBJECTIVE 6.1**Modernise the constitution of the MAV**

INITIATIVE: 6.1.1 MAV Rules Review

YEAR ONE STATUS: Ongoing ●

ACHIEVEMENTS: The MAV commenced the review of the MAV Rules which included a comprehensive consultation process with the aim of new Rules being adopted by State Council in September 2022.

OBJECTIVE 6.4**Insurance and procurement services**

INITIATIVE: 6.4.1 Complete negotiations with State Government on future structure of LMI insurance

YEAR ONE STATUS: Ongoing ●

ACHIEVEMENTS: The MAV established and supported the LMI Scheme Reform Working Group, which has analysed the strategic reform options for the LMI scheme. The Working Group provided its report to the MAV Board at its May 2022 meeting.

MAV Stakeholder Engagement

Stakeholder engagements is a key part of the MAV's role as a driving and influential force behind our member councils.

Our role is to facilitate and engage with key stakeholders and networks to advocate, provide advice, and better support local government interests.

In 2021-22, the MAV either led or participated in several meetings of advisory committees, reference groups or external committees.

Board advisory committees

Advisory committees are established to inform and progress issues impacting on local government as prioritised by the 2021-25 MAV Strategy and State Council. Each committee is chaired by an MAV Board member.

Our current Board advisory committee is the Emergency Management Committee – 21 member councils; three meetings held.

MAV-hosted committees or groups

Several committees, reference/working groups and task forces – with expertise across major policy areas and projects – are hosted and supported by the MAV.

These committees or groups can involve councillors, CEOs and/or council officers with relevant specialist knowledge and expertise. Members are usually invited to participate in these networks through either an expression of interest or nomination process.

Our current MAV-hosted committees, groups and task forces are:

GROUP	PURPOSE	MEETINGS	COUNCILS
Crisisworks Joint Management Panel	Provides management advice on the Crisisworks incident management system, which provides a cost-effective IT system for Victorian councils to use in emergency management	1	10
Emergency Management Planning Reform Reference Group	To provide advice to MAV on emergency management planning matters and support our role as the representative of local government on the State Emergency Management Planning Committee	2	12
Freight Policy Reference Group	Advises the MAV and Department of Transport on strategic freight issues affecting Victorian councils; facilitates greater collaboration between local and state governments; and support implementation of the Department of Transport's Victorian Freight Plan 'Delivering the Goods'	3	12
Human Services Directors Forums	Provides councils with an insight into legislative changes, events and current consultations relevant to the social and community sectors	3	All
Local Government Information Governance Committee	Improves the efficiency and effectiveness of information governance and records management	—	—
Local Government Spatial Reference Group	Supports, promotes and lobbies on behalf of the local government spatial sector to drive appropriate and effective capability across all councils	—	—
MAV Community Care Network	Connects councils delivering aged and disability community care services with State and Commonwealth representatives to support, inform and strengthen in-home care reforms	8	All
MAV Early Years Strategy Group	Representative elected group which guides the MAV on issues relating to early years policy, service provision and planning.	1	17
MAV Gender Equality and Preventing Violence Against Women and all forms of Gender-Based Violence Network	Brings councils and other relevant stakeholders together to share knowledge that develop skills and expertise to strengthen the capacity of the sector to drive change	8*	All
MAV Local Government Gambling, Alcohol and Other Drugs Issues Forum	Builds the capacity of the local government sector to manage, prevent and reduce harms associated with gambling, alcohol and other drug use.	1	—
MAV Positive Ageing Network	Leads and shares information and best practice to local government managers and officers	8	All
MAV Technology	Plans, coordinates and supports information and communication technology, business transformation and innovation initiatives that deliver better council services and reduce costs	—	—
Victorian Maternal and Child Health Coordinators Group	Brings together the MCH leadership to build service capacity, discuss best practice and input to DH and SCV on upcoming policy and practice changes, training and sector issues.	6	All
MAV Tobacco Advisory Group	Advises the MAV as required on issues relating to local government tobacco enforcement and education activities	Resuming in August 2022	

*plus an additional 5 network executive meetings with 9 councils

External committees

As the peak body for local government, the MAV represents or nominates representatives for the sector on a range of external committees and other bodies.

Representation on these committees provides an important opportunity to present local government views and input, as well as advocate and influence policy outcomes.

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In 2022, the MAV or our nominated representative(s) were appointed to the following external committees:

Aboriginal Maternal and Child Health Committee

Anzac Commemorative Naming Program Committee

Asbestos Disposal Management Plan Working Group

Building Stakeholder Reference Group

Building Surveying and Approvals Technical Working Group

Commission for Gender Equality in the Public Sector – Implementation Support Advisory Committee

Commissioner For Environmental Sustainability's Reference Group

Container Deposit Scheme Advisory Group

Councils And Emergencies PCG And Reference Group

Cultural Development Network Board

Dangerous Goods Stakeholder Reference Group

Department of Education Training Early Childhood Education and Care Stakeholder Group

Department of Education and Training Early Years Management Advisory Group

Domestic Animals Working Group

Department Of Transport Hooning Community Reference Group

Elder Abuse and Safeguarding Advisory Group

Electric Line Clearance Consultative Committee

Emergency Management Joint Public Information Committee	National Disability Insurance Scheme Implementation Taskforce	VicRoads Rural Reference Group
Emergency Management Planning Reform Inter-Departmental Committee	Open Government Partnership – Australia	VicRoads Safety Alliance
Environmentally Sustainable Design (ESD) Roadmap Stakeholder Working Group	Planning For Sustainable Animal Industries Stakeholder Reference Group	VicRoads Smart Roads Reference Group
Essential Services Commission – Engagement Technical Working Group	Planning Technical Working Group	VicRoads Transport Users Forum
Federal Blackspot Consultative Panel	Primary Prevention Reference Group	Victoria Flood Warning Consultative Committee
Food Relief Taskforce	Public Service Medal Committee	Victoria Police Seniors Portfolio Reference Group
Gender Equality Advisory Committee	Regional Planning Hubs	Victoria's Resilient Coast Collaborative Working Group
Healthy Waterways Strategy Regional Leadership Group	Project Control Board	Victorian Children's Council
Heat and Landscape Working Group – ESD Roadmap	Roadmap Implementation Ministerial Advisory Group	Victorian Climate Resilient Councils Project Advisory Group
High Risk and Hazardous Waste Executive Oversight Committee and Coordination Committee	SCRC Policy And Strategy Sub-Committee	Victorian Community Care Advisory Committee
Infringements Standing Advisory Committee	Social Services Taskforce	Victorian Emergency Animal Welfare Committee
Kindergarten Expansion Consultative Committee	State Crisis and Resilience Council	Victorian Emergency Relief Sub Committee
Local Government Performance Reporting Steering Committee	State Elder Abuse Prevention and Response Advisory Group	Victorian Food Regulators Forum
Marrung Central Governance Committee	State Emergency Management Planning Committee	Victorian Gambling and Casino Control Commission – Gambling Stakeholder Forum
Melbourne Strategic Assessment Local Government Liaison Group	State Emergency Management Team	Victorian Pedestrian Advisory Council
Melbourne Urban Stormwater Institutional Arrangements Review Project Steering Committee	State Fire Management Planning Committee	Victorian Primary and Community Health Network
Melbourne Water Flood Strategy Leadership Group	State Library Advisory Committee on Public Libraries	Victorian Railway Crossing Safety Steering Committee
Municipal Emergency Management Enhancement Group	State of the Environment Technical Advisory Group	Victorian School Safety Panel
National Local Government Cultural Forum	State Roadmap for Reform Ministerial Advisory Group	Victorian Volunteer Strategy Taskforce
	State Vulnerable Children and Youth Implementation Group	VPA Industry Stakeholder Forum
	Tech Schools State-wide Policy Implementation Panel	Waste and Resource Recovery Working Group – ESD Roadmap
	Victorian Building Authority Emergency Recovery and Rebuild Working Group	WorkSafe Stakeholder Reference Group

The MAV Annual Report Summary 2021–22 is supported by more detailed information that can be accessed [through our website](#) or directly through the links below.

[Finance Report ↗](#)

[Board & Governance Report ↗](#)

[Occupational Health & Safety Report ↗](#)

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