

STRATEGIC WORK PLAN
2016-17



MUNICIPAL ASSOCIATION OF VICTORIA

MAV OVERVIEW

OUR PURPOSE:

To protect and promote the democratic status, autonomy and efficient carrying out of local government in Victoria through advocacy and capacity building.

The Municipal Association of Victoria was established in 1879 to protect the interests and rights of local government.

In Victoria, local government is made up of 79 councils representing over five-and-a-half million people.

Councils operate with a legislative and electoral mandate to manage local issues and plan for the community's needs.

Local government is closely interwoven in the fabric of community life. It is the most trusted level of government and has a vital leadership role to play in facilitating economic development and improving quality of life for the people it serves.

The MAV protects the interests of local government through advocacy, provision of services to improve efficiency and productivity of councils; and promotion of the value of local government to a diversity of stakeholders.

What we do	Who does it	How it is funded
POLICY & ADVOCACY MAV advocacy protects the rights of councils, increases funding for provision of community services, influences policies affecting councils and provides a stronger voice to negotiate on behalf of communities in areas including: <ul style="list-style-type: none"> • Civic Leadership • Community Services • Emergency Management • Environment • Governance • Planning & Building • Public Health & Safety • Technology • Transport & Infrastructure • Communications & Media 	9 full-time 7 part-time staff	MAV member subscriptions
MEMBER SERVICES MAV services help to improve the efficiency and productivity of councils by providing best practice policy advice, training for council staff and councillors and cost-saving collaborative opportunities in areas including: <ul style="list-style-type: none"> • Insurance (<i>Liability Mutual, Commercial Crime, LGE Health, MAV WorkCare</i>) • Procurement • Local Government Funding Vehicle • Training & Events 	10 full-time 2 part-time staff	Self-funded
PROJECTS MAV delivers specific projects and programs to councils in areas including: <ul style="list-style-type: none"> • Community Services • Emergency Management • Environment • Planning & Building • Public Health & Safety • Transport & Infrastructure 	8 full-time 7 part-time staff	Victorian and Australian government grants and external organisations
HOST ORGANISATIONS <ul style="list-style-type: none"> • Public Libraries Victoria Network • Council Alliance for Sustainable Development • Association of Bayside Municipalities • Timber Towns Victoria • National Timber Council Association 	5 part-time staff	Self-funded
ADMINISTRATION Human resources, policy compliance, meeting management and administration support.	6 full-time 2 part-time staff	MAV member subscriptions

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Details of the member consultation that has contributed to the development of this plan.

We acknowledge Aboriginal people as the traditional owners of the land and we 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.

EXECUTIVE SUMMARY

Clearer objectives. Focused priorities. Better outcomes.

The structure of this plan reflects a number of improvements and refinements that have occurred over the past 18 months. They include:

- Confirmation of the role, goal and objectives of the Association
- Clear alignment of our goal, objectives and activities
- A sharper focus on issues of critical importance to our members
- Improving the strategic value of State Council motions
- Application of recommendations from EY to address VAGO issues, including assigning targets, processes and outcome measures for all activities.

The MAV Board has also determined that future MAV Strategic Work Plans will be for two-year terms, aligning with the MAV Board elections. Therefore although this plan applies to the 2016-17 financial year, the new framework will provide us with benchmark outcomes for comparison in future plans.

OUR PURPOSE

To protect and promote the democratic status, autonomy and efficient carrying out of local government in Victoria through advocacy and capacity building.

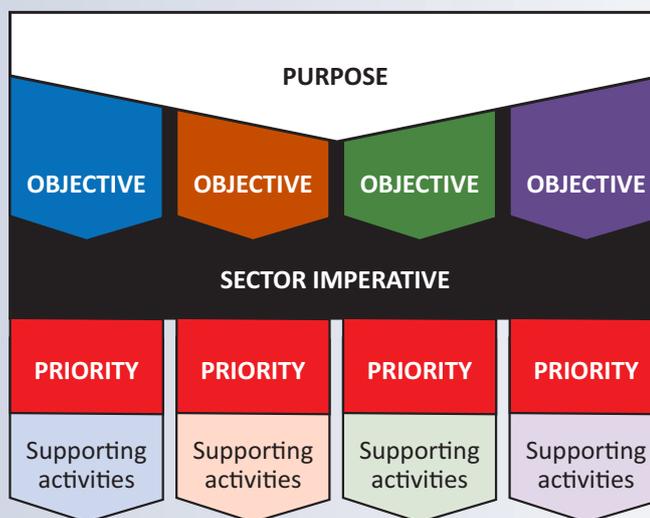
OUR OBJECTIVES

- Help councils achieve financial sustainability
- Improve the reputation of local government
- Improve sector productivity and efficiency
- Encourage innovation and collaboration through leadership.

SECTOR IMPERATIVE

The sector imperative underpins the purpose of the Association and is fundamental to the delivery of all MAV objectives and member priorities. The focus for the term of this plan is:

- Influence the State Government review of the Local Government Act 1989, the City of Greater Geelong Act 1993, the City of Melbourne Act 2001, and the Municipal Association Act 1907; and influence and shape the agenda for local government through the Victorian State-Local Government Agreement.



STRATEGIC PLANNING FRAMEWORK

PRIORITIES

The recent Strategic Work Plan consultation sessions confirmed broad support for the MAV to help its members achieve four high value outcomes that reflect the objectives of the plan. They are:

1. **Address cost shifting and Financial Assistance Grants freeze; review current funding and services and resist unfunded additional responsibilities from other levels of government.**
2. **Manage community expectations and improve community perceptions of local government.**
3. **Advocate to build partnerships that improve council capability and capacity.**
4. **Support sector innovation and transformational change.**

All MAV work areas will contribute to addressing these four priority activities. Other activities suggested by members in the consultation sessions were assessed for inclusion in the plan according to their level of member support, their alignment with our objectives and available resources.

VALUE PROPOSITION

We will demonstrate clear advocacy and capacity building value propositions for members through clear and measurable outcomes and regular progress reports at State Council.

For each plan activity, a specific, measurable and deliverable target outcome for the year is provided, along with a summary of how we intend to achieve and measure the outcomes.

This framework references Ernst Young recommendations, that were commissioned by the MAV Board in response to the 2015 VAGO recommendations.

BETTER PRACTICE

In order to achieve the highest standards of governance and organisational performance in the interests of effectively serving Victorian local government, recommendations from independent expert reviews of MAV governance, performance and management processes will be actioned as required during the implementation of the Plan.

STATE COUNCIL

The new strategic framework will also guide our State Council activities.

State Council is a forum for members to confirm and raise issues that they believe may impact on the successful delivery of the plan's objectives and priorities.

It is also a forum for the Association to report and discuss with members any arising challenges or opportunities affecting the delivery of the plan.

This year, the MAV Board will propose a review of the value of the current motion process as well as the introduction of a set of principles and a process to reduce the number and increase the rigour of motions.

MAV Strategic Work Plan 2016-17 **Overview of activities**

Our purpose: To protect and promote the democratic status, autonomy and efficient carrying out of local government in Victoria through advocacy and capacity building.

Objective 1	Objective 2	Objective 3	Objective 4	
Help councils achieve financial sustainability	Improve the reputation of local government	Improve sector productivity and efficiency	Encourage innovation and collaboration through leadership	
Priority activities				
Whole of organisation	Sector imperative			
	Influence the State Government review of the Local Government Act 1989, the City of Greater Geelong Act 1993, the City of Melbourne Act 2001, and the Municipal Association Act 1907; and influence and shape the agenda for local government through the Victorian State-Local Government Agreement.			
	Priority 1	Priority 2	Priority 3	
Address cost shifting and Financial Assistance Grants freeze; review current funding and services and resist unfunded additional responsibilities from other levels of government	Manage community expectations and improve community perceptions of local government	Advocate to build partnerships that improve council capability and capacity	Support sector innovation and transformational change	
Supporting activities				
Community Services	Advocate to sustain operational and capital funding.	Increase profile of universal services and community awareness of services provided by councils.	Develop and support co-designed process and product improvements.	Support councils to maintain a leadership role.
Emergency management	Advocate for a more equitable and effective allocation of resources.	Work with councils and the State on an agreed role for local government aligning with capability and capacity.	Build capacity and collaboration through information and best practice sharing.	Support collaboration in addressing climate change impacts.
Environment	Advocate local government interests in State environment-related reviews and reforms, including climate change mitigation policy and actions.	Profile council case studies.		
Governance	Explore new funding models in partnership with ALGA; and provide best practice governance advice and resources to councils.	Improve standards of MAV governance and organisational performance in the interests of effectively serving Victorian local government. Support advocacy initiatives such as the Rural Living campaign.	Assist communication between council officers and elected officials; and support the standardisation of policies and governance frameworks, where practicable.	Strengthen partnerships with LGV, LGPro and ALGA to support transformational change; and provide governance advice and resources for collaboration.
Planning & Building	Influence the State's planning and building reform agenda.	Share council best practice case studies.	Support councils to improve services.	Build capacity through sharing innovation and best practice.
Public Health & Safety	Advocate for investment in local government to prevent and address public health and safety issues.	Increase community awareness of local government public health and safety services.	Improve health and safety service delivery processes.	Facilitate and support innovation that improves collaboration.
Technology	Improve ICT procurement practices.	Develop and support collaborative technical solutions for customer-facing service delivery. Facilitate community input to deliver co-designed solutions.	Standardise, simplify and share ICT systems and processes. Develop ICT skills. Address ICT access issues.	Help councils to develop new digital and mobile channels. Provide open data. Enable business transformation.
Transport & Infrastructure	Support shared services (including freight transport planning); and advocate at State and Federal levels to address infrastructure renewal funding gap issues.	Strengthen advocacy role to increase influence on transport-related policies and programs.	Support councils to improve transport and infrastructure services, including advocacy to support the development of rail infrastructure and services.	Build capacity and best practice through STEP programs.
Communications & media	Support advocacy activities with evidence-based reports, resources and campaigns.	Develop and deliver resources to help councils manage community expectations.	Support and share resources such as the 100 Services in 100 Days and Rural Living campaigns.	Improve accountability and transparency to our members through clear and measurable outcomes and regular reporting.
Member services				
Procurement	Drive council savings through aggregated procurement; and actively promote aggregated procurement opportunities.	Improve council procurement processes and supplier engagement through procurement training and professional development.	Delivery of a sector-wide procurement development program to increase productivity and efficiency at a local and regional level.	Support regional procurement and shared services opportunities.
Events & Training	Incorporate topics impacting financial sustainability in key MAV events	Ensure prospective and new councillors are aware of the roles and responsibilities of local government	Conference and events to focus on increasing productivity and efficiency in local government	Deliver a range of events that incorporate best practice around innovation and collaboration.
Insurance services				
Liability Mutual; Commercial Crime; LGE Health	Provide not-for-profit, high-value, low cost liability mutual, commercial crime and LGE Health insurance.	Help members to reduce liability risks for employees and communities.	Improve the risk management capacity of members.	Deliver innovative claims-reduction programs.

THE STATE OF PLAY IN 2016

Vigilant attention to addressing funding and cost-shifting issues must be supported by actions to improve efficiency, productivity and customer experience.

COST SHIFTING

With the federal government forecasting years of national deficit, all levels of government will be operating under financial constraint for the foreseeable future. One way for governments to reduce their expenditure is to pass the responsibility for delivery of a community service on to another level of government.

As the level of government most closely interwoven with the fabric of community life, local government is often tasked with providing additional services, but is not provided with the additional resources required to do it.

As a direct result of cost shifting and non-compliance of existing agreements between State and local government, councils are currently struggling to maintain services in vital areas including maternal and child health, home and community care, school crossings, SES, public libraries, fire plug maintenance, waste and environmental levies, planning fees and kindergartens.

From a federal level, the freezing of Financial Assistance Grants and uncertainty around long-term Roads to Recovery funding is threatening the maintenance of community assets and provision of services, particularly in rural and regional areas.

The rate capping environment introduced by the State Government in 2015 is unlikely to be reversed in the short-term. Without the ability to increase revenue through rates, councils are even more dependent on other levels of government to provide adequate funding for the ongoing delivery of vital community services. There are 10 councils who have applied to the Essential Services Commission to exceed the rate cap. We will monitor and respond to this situation as it progresses.

An opportunity now exists to coordinate a unified sector response to cost shifting in the rate capping environment. The MAV will address cost shifting and the freezing of Federal Assistance Grants as one its four priorities in 2016-17.

COMMUNITY SENTIMENT

Our ability to address cost shifting is closely linked to the need to improve community understanding and appreciation of the value of local government.

Consultation with our members highlights their belief that many members of the community are not aware of the breadth of services that their council provides.

The State Government's pre-election justification for rate capping painted local government as inefficient, wasteful and paying too much to senior officers. This campaign resonated with the community and, as a result, the sector does not have the level of community support it expected as it negotiates for fairer funding arrangements for delivery of their services.

Local government cannot compete with federal and state government marketing and public relations budgets. However we can do a better job of providing evidence to support our position. The MAV is investigating ways to gather and promote council case studies, measure and analyse community sentiment and develop resources for council use that help communities to understand what local government does and how it is funded.

EVIDENCE MANAGEMENT

Management accounting capability is an area requiring significant improvement across the sector.

The issue is a legacy of disconnected business units that have evolved within councils, and an inconsistent approach to performing similar tasks between councils.

External attempts have been made to address this issue (including mandated reporting imposed by LGV), however without commitment from councils to work collaboratively toward addressing the management accounting deficit, it will remain a critical shortcoming.

The MAV will work with the sector and LGV towards a practical methodology for management accounting in councils. Such an evidence base would greatly enhance our ability as a sector to learn from each other's experiences and negotiate for fairer

funding and appropriate consultation with other levels of government.

LOCAL GOVERNMENT ACT

Following MAV advocacy, the Victorian Government is conducting a review of the Local Government Act 1989 and the Municipal Association Act 1907. The Acts contain multiple layers potentially affecting many areas of council operations and will command the attention of the MAV in the lead up to council elections.

The MAV will consult with members in addressing specific provisions in the Act, and also in identifying issues that are best addressed in other ways.

Our key focus is to ensure that the sector retains the power to act as a level of government, and is not perceived to be a statutory authority of the State.

COUNCIL ELECTIONS

The lead-up to council elections represents a significant time investment for the MAV. This workload continues throughout the first year with the new councillor cohort. We will run a number of programs to attract and train a diversity of quality councillors to municipalities right across the state.

BUSINESS TRANSFORMATION

In late 2015 the MAV Board confirmed business transformation enabled by digital as a key priority for the sector.

A Local Government Digital Transformation task force established by the MAV in early 2016 believes that there is a significant near-term opportunity for local government to be digitally transformed, and that there are clear benefits in working with all levels of government and interested parties to achieve this. There is a sense of urgency to develop a digital transformation roadmap with clear deliverables within the next six months.

MAV Strategic Work Plan 2016-17 Priority Activities

	TARGET	METHOD	MEASURE
SECTOR IMPERATIVE			
Protect and promote the democratic status, autonomy and efficient carrying out of local government in Victoria.	The interests, rights and independence of local government have been protected during the State Government review of the Local Government Act 1989, the Municipal Association Act 1907 and associated Acts.	<ul style="list-style-type: none"> Influence the State Government review of the Local Government Act 1989. Influence the State Government review of the Municipal Association Act 1907. Influence the State Government review of the City of Greater Geelong Act 1993 and the City of Melbourne Act 2001. Influence and shape the agenda for local government through the Victorian State-Local Government Agreement. Implement priority activities as detailed below. 	Level of influence reflected in State Government reviews of Local Government Acts.
1> OBJECTIVE: HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY			
PRIORITY: Address cost shifting and Financial Assistance Grants freeze; review current funding and services and resist unfunded additional responsibilities from other levels of government.	<p>Commonwealth Financial Assistance Grants indexation is restored.</p> <p>Cost shifting is addressed through new formal agreements with the State.</p>	<ul style="list-style-type: none"> Leverage ALGA membership to influence the restoration of Commonwealth Financial Assistance Grants. Provide a succinct document for use by councils that lists the issues and quantifies cost shifting. Advocate for formal agreements with the State in key areas of service delivery affected by cost shifting. Monitor, profile and promote impacts of rate capping to influence cost shifting advocacy. 	<p>Level of contribution to and outcomes from ALGA FAGs campaign.</p> <p>Number of councils that use cost shifting document.</p> <p>Number of formal agreements with the State.</p>
2> OBJECTIVE: IMPROVE THE REPUTATION OF LOCAL GOVERNMENT			
PRIORITY: Manage community expectations and improve perception of local government.	<p>Customer experience has improved across the sector.</p> <p>Community perception of local government has improved.</p>	<ul style="list-style-type: none"> Develop and support customer-facing service delivery solutions. Collect and analyse data to target and measure activity outcomes. Share council case studies, best practice solutions and resources. Produce an interactive, visual resource that helps people understand what each level of government does and how it is funded. Achieve better practice in MAV governance, management and operations. 	<p>Analysis of community sentiment and survey results.</p> <p>Delivery of case studies and resources.</p> <p>Member survey outcomes.</p>
3> OBJECTIVE: IMPROVE SECTOR PRODUCTIVITY AND EFFICIENCY			
PRIORITY: Advocate to build partnerships that improve council capability and capacity.	New partnerships have enabled improved council capability and capacity.	<ul style="list-style-type: none"> Develop partnerships to support co-designed process and product improvements. Use data to demonstrate when councils are not adequately resourced to deliver the services their community needs. Standardise, simplify and share ICT and data management systems and processes. Build capacity and capability by sharing information and best practice case studies. 	<p>Number of new partnerships.</p> <p>Level of use of data to support activities.</p> <p>Number of services and resources used by councils.</p> <p>Member survey outcomes.</p>
4> OBJECTIVE: ENCOURAGE INNOVATION AND COLLABORATION THROUGH LEADERSHIP			
PRIORITY: Support sector innovation and transformational change.	Local government is realising the benefits of working collaboratively towards digital transformation.	<ul style="list-style-type: none"> Guide digital transformation. Influence the Local Government Act review. Encourage new partnerships with business and government sectors. Help council employees adapt to digital service delivery roles. Share case studies and best practice to assist efficient business transformation. 	<p>Number of councils committed to transformation.</p> <p>Level of influence on LG & associated Acts.</p> <p>Number of new partnerships.</p> <p>Number of case studies shared.</p>

PLANNING PROCESS

Addressing our objectives through consultation, strategic planning, State Council and annual reports.

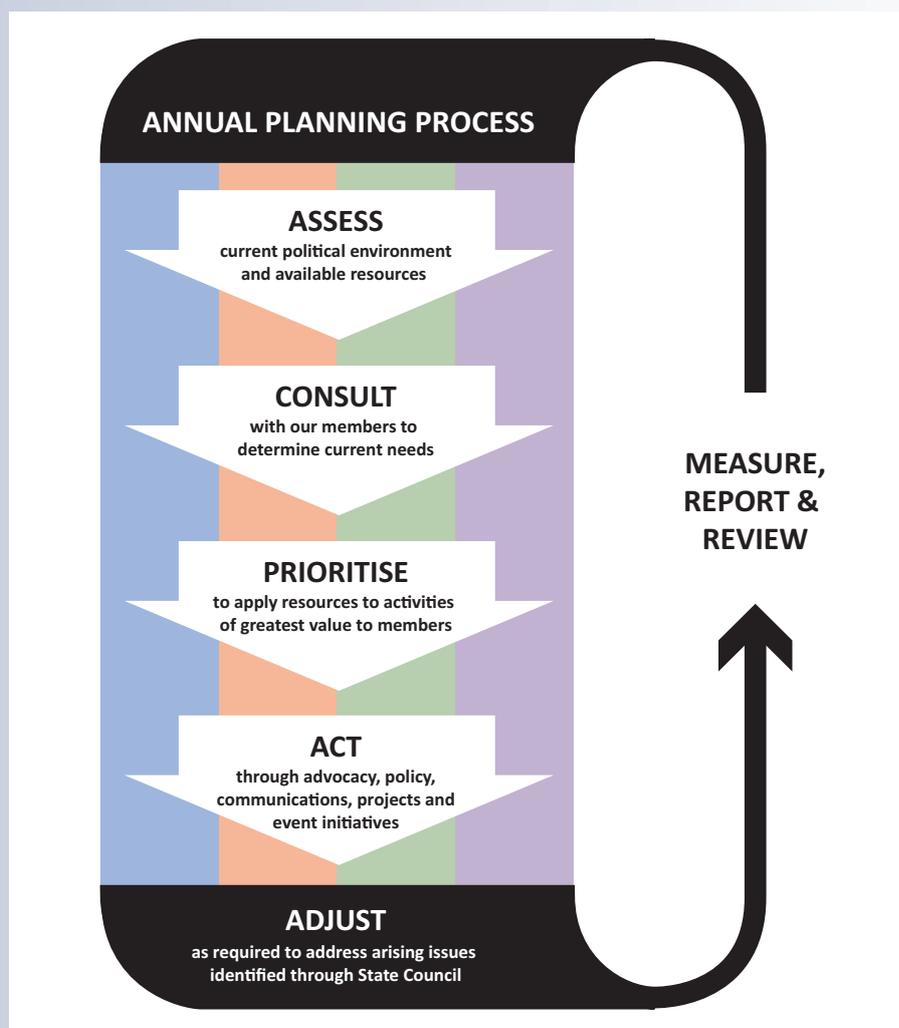
CONSULTING WITH OUR MEMBERS

The MAV's annual strategic work plan sets out the MAV's work program for the year. The issues and actions within it are identified in consultation with our member councils.

Formal consultation opportunities include CEO Forums and strategic planning consultation sessions held in Bendigo, Traralgon, Melbourne, Edenhope, Wangaratta, Geelong and Warrnambool.

MAV staff members also have significant input into development of the plan. The staff are informed by constant interaction with member councils in their areas of expertise, as well as by input and advice from more than 20 expert committees established and supported by the MAV to inform major policy and project areas.

We will endeavour to improve our consultation processes for future plans by providing more time for our members to consider and respond to our proposed objectives, activities and processes.



CONSULTATION

Following the Board's endorsement of the objectives of the plan in February 2016, eight strategic planning sessions were conducted at seven locations during February and March 2016.

Consultation session participants were asked to frame their input around the endorsed objectives, in order to reduce the number of proposed activities with limited strategic value for the sector.

Participants were also asked to consider and propose three or four priority activities that would be of greatest value to members over the next 12 months.

The new framework produced fewer ad hoc activity suggestions and greater consensus on the few activities that would be of greatest benefit to members.

The sector imperative and priority projects in this plan represent the opinion of members from all consultation channels and align with each of the strategic objectives.

Supporting activities were identified through the consultation sessions, as well as through MAV work area council networks and CEO forums.

MAV work areas were limited to providing one key activity for each objective, thus eliminating non-aligned activities from the plan.

MAV consultation networks are vast and varied. The MAV team consult with council staff on matters of policy and process on a daily basis. The MAV also coordinates more than a hundred policy and project committees, task forces, advisory committees and groups to ensure our processes and policies are consultative and representative of our members' needs.

At Board and CEO level, our networks include elected and appointed members, as well as representatives from all levels of government, unions, industry, service providers and fellow local government and member associations.

The strength of MAV relationships is critical to providing the best outcomes for our members. In order to be a strong voice for local government, we must ensure that short-term gains for the sector do not come at the expense of longer-term stakeholder relations. The value of this advocacy foundation is difficult to quantify, but fundamental to our success.

PLAN FEEDBACK

The proposed Strategic Work Plan 2016-17 is distributed in draft form to all councils via their nominated MAV representative for their further feedback.

Input from councils is collated and considered for inclusion in the plan according to alignment with the strategic objectives, the number of councils supporting the change and the resources available to deliver it.

For each council submission, the MAV provides a written acknowledgment, followed by an explanation of how their submission was actioned.

STATE COUNCIL

The final draft of the Strategic Work Plan is distributed to MAV council representatives for the consideration of councils, two weeks prior to State Council.

The draft plan is formally presented for the endorsement by members at State Council. If accepted, the draft is adopted as the MAV work plan for the 2016-17 year.

Half-way through the term of the plan, State Council presents a further opportunity for councils to submit suggested changes to the plan. These requested changes may be in response to an arising issues or a change in operating environment.

State Council resolutions are considered for inclusion in the current work plan by the MAV Board. Resolutions are assessed against the same criteria used for developing the plan, as well as the impact the requested change would have on the delivery of the approved plan.

MEASURING PERFORMANCE

Each activity included in the MAV Strategic Work Plan 2016-17 includes a target outcome for the year, an outline of proposed process and nomination of specific measures to assess the effectiveness of the outcome. (See box on this page for further information)

REPORTING

The new strategic framework will result in simpler, more meaningful reporting for our members. The aim is to ensure that all MAV activities contribute to the delivery of our strategic objectives. Using the measures identified for each activity, we will assess and report on our outcomes at biannual State Council meetings, as well as in our Annual Report to members. We will also report on the factors influencing the outcome.

The strengths or weaknesses of the outcomes will inform the activities of our next strategic plan, demonstrating continual assessment and review of how the MAV provides maximum value for its members.

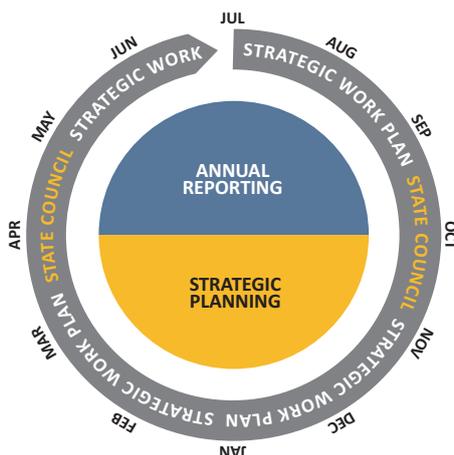
REVIEW

Progressive outcomes will be presented to our members at State Council.

Annual outcomes are reviewed by the MAV Board, executive and staff in preparation for the development of the next strategic work plan.

The review process seeks to:

- understand and address any shortcomings in our planning and implementation processes;
- identify opportunities and develop strategies for improvement;
- review and confirm the value of our objectives;
- review the effectiveness of our success measures; and
- build upon our successes.



MEASURING OUR PERFORMANCE

In response to recommendations of the 2015 VAGO report "Effectiveness of Support for Local Government", the MAV Strategic Work Plan 2016-17 features activities and priorities that align with four strategic objectives supported by our members in early 2016.

Extensive planning consultation with members identified four priority activities for 2016-17, and determined that each MAV work area will focus on an activity that produces specific, measurable and deliverable outcomes to support each of the agreed objectives.

Each plan activity includes a 30 June 2017 target, a brief description of the intended delivery process and specific outcome measures.

The outcomes derived from the quantitative and qualitative measures of this plan will provide a benchmark from which we will compare the effectiveness of future strategic work plan activities.

SUPPORTING ACTIVITIES

The following pages provide an overview of the priority and supporting activities that will be delivered to address the four strategic objectives of this plan during 2016-17.

HONORING OUR PURPOSE

Delivery of the sector imperative is critical to maintaining the independence of democratically elected local government, including its ability to manage and resource infrastructure and services on behalf of local communities.

ADDRESSING OUR OBJECTIVES

Four priorities directly address the four strategic objectives of this plan.

All work areas of the MAV will participate in collaborative activities to progress the delivery of these priorities.

In addition to this, each MAV work area has identified a targeted activity to deliver high-value outcomes that will also help to address our objectives.

Despite our limited resources, by focusing our activities, we aim to deliver even higher value outcomes for our members in 2016-17.

COMMON PRIORITIES

Local government is facing some serious and fundamental challenges. This MAV Strategic Work Plan acknowledges the common challenges identified through our consultation with councils and proposes to focus on high value activities that we believe can positively impact the environment in which councils operate.

UNLOCK EVIDENCE TO INFORM ACTIVITIES

Local government collects a huge amount of data. Part of our approach to implementing our priority activities will be to explore how we can better leverage this data to influence funding submissions, forge new partnerships, facilitate sector self-assessment and improve community sentiment.

ENGAGE RESIDENTS

As part of our approach to helping councils to manage community expectations and improve the perception of local government, we will investigate ways to help council engage with the community, by exploring opportunities including service delivery co-design, open data provision, sharing of goals and objectives, and more transparent reporting.

PROVIDE HIGH-VALUE SERVICES & RESOURCES

Using our small but capable team, we focus on providing a limited number of high-value services and resources for councils that help them to improve customer experience, increase efficiency, save costs and improve customer understanding and appreciation of local government.

ADVOCACY FOR COUNCIL PROGRAMS AND PRIORITIES

In addition to developing and delivering advocacy and capacity building programs, the MAV will encourage and support

campaigns and programs implemented by councils - particularly when they have the potential for replication by other councils.

IDENTIFY NEW COLLABORATION AND FUNDING OPPORTUNITIES

We will seek to enhance our available resources by identifying new opportunities to partner with other levels of government, the private sector, civic society organisations and the community to provide tools, resources and community outcomes that are of mutual benefit to all stakeholders.

COORDINATE SECTOR ACTIVITIES

We will place a greater emphasis on collecting and sharing council case studies and planned activities to enable greater promotion of council achievements and more opportunities to learn from the best practice developments underway across the sector.

MEASURE RESULTS

In addition to the information that can be provided by better quantitative data management and analysis, we will also investigate practical and affordable ways to measure community sentiment across a range of local government issues on a regular basis. Only with both sources of information can we accurately measure the effectiveness of MAV and council activities.

LEARN AND MAKE CORRECTIONS

We commit to be open and transparent as the strengths and weakness of our activities are assessed against agreed measures.

We will address any disappointing results as opportunities for improvement and build upon our successes to deliver maximum value to our members and the communities they serve.

OBJECTIVE 1:

HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY

ACTIVITY	TARGET	METHOD	MEASURE
PRIORITY			
1 > Address cost shifting and Financial Assistance Grants freeze; review current funding and services and resist unfunded additional responsibilities from other levels of government.	Commonwealth Financial Assistance Grants indexation is restored. Cost shifting is addressed through new formal agreements with the State.	<ul style="list-style-type: none"> Leverage ALGA membership to influence the restoration of Commonwealth Financial Assistance Grants. Provide a succinct document for use by councils that lists the issues and quantifies cost shifting. Advocate for formal agreements with the State in key areas of service delivery affected by cost shifting. Monitor, profile and promote impacts of rate capping to influence cost shifting advocacy. 	Level of contribution to and outcomes from ALGA FAGs campaign. Number of councils that use cost shifting document. Number of formal agreements with the State.

Supporting activities

COMMUNITY SERVICES			
1a > Advocate to sustain operational and capital funding.	Operational and capital funding levels from the State and Commonwealth are maintained or increased between 30 June 2016 and 30 June 2017.	<ul style="list-style-type: none"> Advocate for equal funding share for Maternal & Child Health (MCH) service from the State Advocate for ongoing Commonwealth funding for kindergarten provision Advocate for sustained funding youth services, and for building community inclusion for people with disabilities from the State. Support councils to review services to people with disabilities as the National Disability Insurance Scheme (NDIS) is rolled out. Advocate for Commonwealth Home Support program funding share to be maintained to local government. Advocate for fairer funding for public libraries. 	Total percentage increase/decrease in operational and capital funding.
EMERGENCY MANAGEMENT			
1b > Advocate for a more equitable and effective allocation of resources.	A review of the SES funding model Provide input into State – Commonwealth negotiations on natural disaster funding models	<ul style="list-style-type: none"> Use multiple advocacy approaches, including: Ministerial correspondence Media stories Influence State stakeholders through positions on SCRC committees Utilise ALGA's networks at the Federal level 	A review of SES funding, with MAV and council input is underway or completed. MAV inclusion on State inter-departmental funding committee(s) providing advocacy and advice regarding national natural disaster funding models.

OBJECTIVE 1: **HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY** (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE	
ENVIRONMENT				
1c>	Advocate local government interests in State environment-related reviews and reforms, including climate change mitigation policy and actions.	The sector's position in response to State reviews and reform initiatives is clearly articulated.	In consultation with the sector, develop and advance our position in relation to the various reviews and reforms underway via written submissions, participation in reference and advisory groups, meetings with relevant departments and ministers.	Number of written submissions, extent of input from members and substantive meetings with State.
GOVERNANCE				
1d>	Explore new funding models in partnership with ALGA; and provide best practice governance advice and resources to councils.	MAV develops new funding models in partnership with ALGA. Development of governance advice and resources.	Work with ALGA to explore new funding models for local government. Work with the sector to determine governance advice and resource priorities.	Number and value of new funding developments. Member survey outcomes on use and value of governance advice and resources.
PLANNING & BUILDING				
1e>	Influence planning and building reform agenda.	Local government voice is heard in reform initiatives.	Work with the sector to develop sector positions on: - Planning fees - Infrastructure Contributions Building legislation	Number of opportunities for member input to MAV.
PUBLIC HEALTH & SAFETY				
1f>	Advocate for investment in local government to prevent and address public health and safety issues.	Continued support from the State Government for funding for the tobacco control service agreements	Maintain constructive relationship with the Tobacco Unit of the Department of Health and Human Services Administer the service agreements accountably and efficiently	Tobacco activity service agreements are operating and any issues raised by DHHS or councils are attended to
TECHNOLOGY				
1g>	Improve ICT procurement practices. Develop and support shared services.	Participation in collaborative ICT procurement is increased. Shared services plans and opportunities are increased.	<ul style="list-style-type: none"> • Work with MAV Procurement to identify and develop high value ICT procurement opportunities. • Encourage participation in collaborative ICT procurement opportunities. • Develop, support and promote shared service opportunities. 	Number of councils participating in collaborative ICT contracts. Number of shared services opportunities delivered or progressed.

OBJECTIVE 1: **HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY (CONTINUED)**

ACTIVITY	TARGET	METHOD	MEASURE
TRANSPORT & INFRASTRUCTURE			
<p>1h> Support shared services (including freight transport planning); and advocate at State and Federal levels to address infrastructure renewal funding gap issues.</p>	<p>Local government voice is heard in reform initiatives.</p> <p>Double Roads to Recovery funding.</p> <p>Infrastructure renewal funding gap issues are progressed.</p>	<p>Work with councils to develop sector positions on:</p> <ul style="list-style-type: none"> • Infrastructure Victoria 30 year strategy. • School Crossing Program reforms. • Regional freight plans and priorities. • Rail infrastructure priorities. 	<p>Number of interactions with government and participation in State Government working groups.</p> <p>Percentage of councils participating in regional freight plans and priorities.</p> <p>Roads to Recovery funding increases.</p>
PROCUREMENT			
<p>1i> Drive council savings through aggregated procurement; and actively promote aggregated procurement opportunities.</p>	<p>Continue to deliver high quality and relevant contracts to councils.</p> <p>Increased council awareness of aggregated procurement opportunities.</p>	<p>Conduct sector-wide tenders including (but not limited to):</p> <ul style="list-style-type: none"> • Legal Services • HR Consulting Services • VMware • Fuel • Parks & Playground Equipment • Library Materials • LGFV 	<p>Council utilisation of contracts, cost and process savings (where measurable).</p>
EVENTS & TRAINING			
<p>1j> Incorporate topics impacting financial sustainability in key MAV events</p>	<p>Incorporate topics impacting financial sustainability in key MAV events</p>	<p>Work with event organiser to ensure relevant content and relevant exhibitors</p>	<p>Qualitative measure of event content related to financial sustainability including conducting surveys</p>
INSURANCE			
<p>1k> Provide not-for-profit, high-value, low cost insurance schemes for members.</p>	<p>Continue to deliver high quality and relevant insurance schemes for councils.</p>	<p>Place a comprehensive reinsurance program at optimum limits.</p>	<p>Number of Liability Mutual, Commercial Crime and LGE Health insurance scheme members.</p>
COMMUNICATIONS & MEDIA			
<p>1l> Facilitate and coordinate communications and media to support this objective. Support advocacy activities with evidence-based reports, resources and campaigns.</p>			
CORPORATE SERVICES			
<p>1m> Manage MAV human resources, policy compliance, hosted meetings and administration services to support this objective.</p>			

OBJECTIVE 2:

IMPROVE THE REPUTATION OF LOCAL GOVERNMENT

ACTIVITY	TARGET	METHOD	MEASURE
PRIORITY			
<p>2></p> <p>Manage community expectations and improve perception of local government.</p>	<p>Customer experience has improved across the sector.</p> <p>Community perception of local government has improved.</p>	<ul style="list-style-type: none"> Develop and support customer-facing service delivery solutions. Collect and analyse data to target and measure activity outcomes. Share council case studies, best practice solutions and resources. Produce an interactive, visual resource that helps people understand what each level of government does and how it is funded. Achieve better practice in MAV governance, management and operations. 	<p>Analysis of community sentiment and survey results.</p> <p>Delivery of case studies and resources.</p> <p>Member survey outcomes.</p>
Supporting activities			
COMMUNITY SERVICES			
<p>2a></p> <p>Increase profile of universal services and community awareness of services provided by councils.</p>	<p>Community awareness of services has increased.</p>	<ul style="list-style-type: none"> Collect, share and promote council service case studies. Develop councils' kindergarten central enrolment capacity to support families across the state. Collaborate with the State to feature local government universal early childhood services in the Education State plan and strengthen links to family support ChildFirst alliances, and child protection services. Contribute to Friends of Libraries Australia (FOLA) national review of user perspectives of public libraries Promote advocacy campaign with councils in regard to gambling legislation reform and community safety initiatives. 	<p>Increase in number of councils who are members of ChildFirst alliances</p> <p>Community support and usage of public library services demonstrated in FOLA review</p>
EMERGENCY MANAGEMENT			
<p>2b></p> <p>Work with councils and the State on an agreed role for local government aligning with capability and capacity.</p>	<p>An agreed role statement for local government in emergency management.</p>	<ul style="list-style-type: none"> Work closely with LGV and provide input to their local government capability and capacity project Utilise seat on the projects working group to influence the project and other stakeholders Work with councils to disseminate State emergency management information. 	<p>An agreed role statement is developed and communicated throughout the emergency management sector.</p>
GOVERNANCE			
<p>2c></p> <p>Improve standards of MAV governance and organisational performance in the interests of effectively serving Victorian local government.</p> <p>Support advocacy initiatives such as the Rural Living campaign.</p>	<p>Better practice is achieved in MAV governance, performance and management.</p> <p>Member and stakeholder confidence has increased.</p>	<ul style="list-style-type: none"> Undertake independent expert assessments of the work undertaken by the MAV in response to the VAGO report. Implement recommendations to ensure better practice is achieved in board governance and organisational performance. Influence the reviews of the Local Government Act and the MAV Act. 	<p>Number of best practice initiatives.</p> <p>Independent review outcomes.</p> <p>Local Government and MAV Act review outcomes.</p>

OBJECTIVE 2: IMPROVE THE REPUTATION OF LOCAL GOVERNMENT (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
PUBLIC HEALTH & SAFETY			
2d> Increase community awareness of local government public health and safety services.	Communities are aware of the new outdoor dining smoking laws.	Advocating on councils' behalf about the implementation of the new outdoor dining smoking laws due to commence in 2017.	Resources and advice are available to councils.
TRANSPORT & INFRASTRUCTURE			
2e> Strengthen advocacy role to increase influence on transport-related policies and programs.	Advocacy role strengthened.	Work to raise the profile of the MAV to increase our influence on transport-related policies and programs.	Member survey outcomes.
TECHNOLOGY			
2f> Develop and support collaborative technical solutions for customer-facing service delivery. Facilitate community input to deliver co-designed solutions.	Customer satisfaction rates are improved.	<ul style="list-style-type: none"> Collect and share learning and expertise from leading councils and stakeholders. Develop a whole of sector roadmap for customer-focussed digital transformation. Develop, support and promote collaborative tools and process that enhance customer experience. 	<p>Number of councils engaged in digital transformation planning.</p> <p>Customer experience resources delivered or progressed.</p> <p>Customer satisfaction rates.</p>
PROCUREMENT			
2g> Improve council procurement processes and supplier engagement through procurement training and professional development.	Delivery of procurement and contract management training to councils.	Ongoing delivery of procurement and contract management training, including the development of eLearning modules for both councils and suppliers will enhance the supplier markets understanding of the local government procurement process and help ensure more robust processes are undertaken by councils.	Participation in training and qualitative assessment of participants (i.e. conduct surveys).
EVENTS & TRAINING			
2h> Ensure prospective and new Councillors are aware of the roles and responsibilities of local government.	To induct and train councillors to improve capability and public perception of local government.	Conduct a range of training and events including CDW, councillor fundamentals and the Stand for Council campaign.	Measure participation in events and seek qualitative feedback from participants via surveys.
INSURANCE			
2i> Help members to reduce liability risks for employees and communities.	<p>Reduce number of claims per member revenue.</p> <p>Increase member participation in risk management training programs.</p>	Deliver a comprehensive risk management program.	<p>Number of claims per member revenue.</p> <p>Member participation in risk management training programs.</p>
COMMUNICATIONS & MEDIA			
2j> Develop and deliver resources, including National Twitter Day campaign, to help councils manage community expectations.			

OBJECTIVE 3:

IMPROVE SECTOR PRODUCTIVITY AND EFFICIENCY

ACTIVITY	TARGET	METHOD	MEASURE
PRIORITY			
3> <div style="background-color: red; color: white; padding: 10px; text-align: center;"> Advocate to build partnerships that improve council capability and capacity. </div>	New partnerships have enabled improved council capability and capacity.	<ul style="list-style-type: none"> Develop partnerships to support co-designed process and product improvements. Use data to demonstrate when councils are not adequately resourced to deliver the services their community needs. Standardise, simplify and share ICT and data management systems and processes. Build capacity and capability by sharing information and best practice case studies. 	Number of new partnerships. Level of use of data to support activities. Number of services and resources used by councils. Member survey outcomes.
Supporting activities			
COMMUNITY SERVICES			
3a> Develop and support process and product improvements.	Sector productivity effectiveness and efficiency increases between 30 June 2016 and 30 June 2017.	<ul style="list-style-type: none"> Facilitate Trilateral Community Care Officials Group with Commonwealth & State to implement Home and Community Care (HACC) Victorian Transition Plan to the CHSP. Identify, plan and support capital funding priorities and opportunities for early childhood facilities. Collaborate with the State on developing an integrated place-based response with councils to the Royal Commission into Family Violence recommendations. 	Improved collective outcomes negotiated in comparison to individual councils dealing one by one with governments.
ENVIRONMENT			
3b> Build council capacity and collaboration through information and best practice sharing.	Councils accessing and contributing to MAV events and online resources in order to gather and share information and learnings.	<ul style="list-style-type: none"> Establish monthly MAV Environment bulletin. Hold MAV Environment Conference. Restructure and improve content of MAV website environment pages. 	MAV Bulletin subscription base improving. Delegate survey following MAV Environment Conference. Analytics for MAV Environment web pages.
GOVERNANCE			
3c> Assist communication between council officers and elected officials; and support the standardisation of policies and governance frameworks, where practicable.	Reduce the impacts of conflict within councils. Increased standardisation.	Provide governance advice and best practice resources for councillors and council officers. Support the standardisation of policies and governance frameworks, where practicable.	Number of successful mediations. Number of standards.
PLANNING & BUILDING			
3d> Support councils to improve services.	Develop a business case for future improvement projects.	Establish a task force(s) to inform the development of future improvement programs.	Development of business case. Council participation levels.

OBJECTIVE 3: IMPROVE SECTOR PRODUCTIVITY AND EFFICIENCY (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
PUBLIC HEALTH & SAFETY			
3e> Improve health and safety service delivery processes.	Local government's contribution to the food safety regulatory system is recognised.	MAV participation on the Victorian Food Regulators Forum and maintain dialogue with councils over reform proposals.	MAV has attended meetings and liaised with councils on food safety matters.
TECHNOLOGY			
3f> Standardise, simplify and share ICT systems and processes. Develop ICT skills. Address ICT access issues.	Progress toward standardising systems and processes. A coordinated approach has been developed to address ICT skills and access issues.	<ul style="list-style-type: none"> Encourage and facilitate shared services. Produce research and best practice guidelines to increase ICT knowledge and development of new skills. Host forums, conferences and workshops to improve knowledge and skills development. Leverage ALGA membership to influence ICT access issues. 	<p>Number of councils engaged in initiatives to standardise systems and processes.</p> <p>Number of councils engaged in ICT skills and access issue initiatives.</p>
TRANSPORT & INFRASTRUCTURE			
3g> Support councils to improve transport and infrastructure services, including advocacy to support the development of rail infrastructure and services.	All councils reach STEP "core" status.	<p>Work with councils to develop sector positions on:</p> <ul style="list-style-type: none"> Infrastructure Victoria 30 year strategy School Crossing Program reform Promote STEP program to remaining councils 	<p>Number of interactions and participation in State Government working groups.</p> <p>Percentage of councils that have attained STEP "core" status.</p>
PROCUREMENT			
3h> Delivery of a sector-wide procurement development program to increase productivity and efficiency at a local and regional level.	Ongoing delivery of the LEAP procurement development program, including participation from additional councils.	LEAP will provide data to councils and regions through online 'Dashboards' that can be interrogated at individual council and regional levels. The data will enable analysis that will assist in driving efficiencies, savings and compliance as well as local and regional economic development and collaboration outcomes including shared services.	Participation in the LEAP program and tracking of council and regional benefits.
EVENTS & TRAINING			
3i> Conference and events to focus on increasing productivity and efficiency in local government.	Incorporate topics impacting productivity and efficiency in key MAV events.	Work with event organisers to ensure relevant content and relevant exhibitors.	Member and attendee survey outcomes.
INSURANCE			
3j> Provide seamless and comprehensive insurance services for local government.	Member efficiency and productivity gains are realised.	Provide liability cover, claims and risk management and legal advice.	Efficiency and productivity benefits as determined by member survey.
COMMUNICATIONS & MEDIA			
3k> Support and share resources such as the 100 Services in 100 Days and Rural Living campaigns.			

OBJECTIVE 4:

ENCOURAGE INNOVATION AND COLLABORATION

ACTIVITY	TARGET	METHOD	MEASURE
PRIORITY			
4> Support sector innovation and transformational change.	Local government is realising the benefits of working collaboratively towards digital transformation.	<ul style="list-style-type: none"> • Guide digital transformation. • Influence the Local Government Act review. • Encourage new partnerships with business and government sectors. • Help council employees adapt to digital service delivery roles. • Share case studies and best practice to assist efficient business transformation. 	Number of councils committed to transformation. Level of influence on LG & associated Acts. Number of new partnerships. Number of case studies shared.
Supporting activities			
COMMUNITY SERVICES			
4a> Support councils to maintain a leadership role.	Levels of State and Commonwealth consultation with local government are maintained or increased.	<ul style="list-style-type: none"> • Advocate for 10 year Early Childhood and Family Services Agreement with DHHS & DET and MAV on behalf of councils • Support and promote council arts, culture, diversity and social cohesion programs. • Advocate for State support to councils for 'Patchwork' and 'Casserole' programs. • Re-establish Age Friendly Partnership with the State and development of local government positive ageing initiatives • Support councils in developing their four-year Municipal Public Health & Wellbeing Plans and influence into the State Plan priorities. 	Increase in local government representation and influence in targeted areas.
ENVIRONMENT			
4b> Support collaboration in addressing climate change impacts.	Councils are working together to address climate change impacts.	Encourage and promote council initiatives to address climate change impacts. Hold events and host networks to encourage collaboration.	Participation in collaborative networks and events.
GOVERNANCE			
4c> Strengthen partnerships with LGV, LGPro and ALGA to support transformational change; and provide governance advice and resources for collaboration.	Stronger partnerships lead to increased council support.	<ul style="list-style-type: none"> • Increase sharing of data and resources. • Increase participation in partners' events. • Increase collaborative advocacy campaigns. 	Member survey outcomes. Number of shared resources available to councils.
PLANNING & BUILDING			
4d> Build capacity through sharing innovation and best practice.	Increase participation and engagement in events.	Hold forums, workshops and conferences.	Number of delegates and conference event evaluation survey.

OBJECTIVE 4: **ENCOURAGE INNOVATION AND COLLABORATION** (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
PUBLIC HEALTH & SAFETY			
4e> Facilitate and support innovation that improves collaboration.	Improvements to the Streatrader registration system.	Advocacy to DHHS for continued funding to maintain the Streatrader system.	Adequate funding is provided to continue maintenance of the Streatrader registration system.
TECHNOLOGY			
4f> Help councils to develop new digital and mobile channels. Provide open data. Enable business transformation.	New customer-focused digital and mobile channels emerge. Business benefits from publishing open data.	<ul style="list-style-type: none"> Work with service providers to identify and promote new digital and mobile channel opportunities. Provide tools and guidance to encourage councils to publish open data. Encourage and guide the digital transformation of the sector. 	<p>Number of customer-focused digital channels.</p> <p>Number of councils publishing open data.</p>
TRANSPORT & INFRASTRUCTURE			
4g> Build capacity through innovation and best practice.	Increase interactions with other levels of government. All councils reach STEP "core" status.	Hold forums, workshops and conferences. Promote STEP program to remaining councils.	<p>Number of delegates and survey outcomes.</p> <p>Percentage of councils that attain STEP "core" status.</p>
PROCUREMENT			
4h> Support regional procurement and shared services opportunities.	Delivery of the LEAP program.	<ul style="list-style-type: none"> Ongoing delivery of the LEAP program Conduct sector-wide and potentially regional tenders Identify opportunities for innovative processes and projects in consultation with councils and other MAV stakeholders. 	Establishment of collaborative contracts including identification and delivery of regional projects.
EVENTS & TRAINING			
4i> Deliver a range of events that incorporate best practice around innovation and collaboration.	Incorporate topics around innovation and collaboration in key MAV events.	Work with event organisers to ensure relevant content and relevant exhibitors.	Qualitative measure of related event content including surveys.
INSURANCE			
4j> Develop and support insurance shared services opportunities.	Increase participation in insurance shared service and best practice opportunities.	<p>Establish a worker's compensation self-insurance scheme.</p> <p>Deliver innovative claims-reduction programs.</p>	<p>Shared services developed.</p> <p>Member participation in best practice programs.</p> <p>Claims-reduction.</p>
COMMUNICATIONS & MEDIA			
4k> Improve accountability and transparency to our members through clear and measurable outcomes and regular reporting.	Member satisfaction levels have increased.	<ul style="list-style-type: none"> Improve planning and reporting frameworks, processes and documentation. Increase regularity of reporting to members. 	<p>Implementation of task force recommendations.</p> <p>Member survey outcomes.</p>

MEMBERSHIP BENEFITS

The Municipal Association of Victoria (MAV) is the legislated peak body for Victoria's 79 councils. Formed in 1879, we have a long and proud history of supporting councils.

Advocacy

MAV advocacy protects the rights of councils, increases funding for provision of community services, influences policies affecting councils and provides a stronger voice to negotiate on behalf of communities.

Services

MAV services help to improve the efficiency and productivity of councils by providing best practice policy advice, training for council staff and councillors and cost-saving collaborative procurement and insurance opportunities.

Promotion

The MAV promotes the value and strengths of the sector to a wide range of stakeholders and provides promotional resources and networks to help councils improve community sentiment.



OUR ROLE

The Parliament of Victoria passed the Municipal Association Act in 1907, officially recognising the MAV as the voice of local government in the state. Our role was to promote the efficient carrying out of municipal government throughout the state of Victoria and to watch over and protect the interests, rights and privileges of municipal corporations.

The MAV is an influential force, supporting a strong and strategically positioned local government sector. Our role is to represent and advocate the interests of local government, lobby for a 'fairer deal' for councils, raise the sector's profile, ensure its long-term security and provide policy advice, strategic advice, capacity building programs and insurance services to local government.

The MAV is a membership association, accountable to its constituent members through State Council and an elected Board. Membership of the MAV is discretionary (78 Victorian councils are current financial members), and participation in our insurance schemes, procurement program, events and other activities is voluntary.

CAPABILITY & RESOURCES

The MAV team is comprised of fewer than 40 staff and consultants. They understand the challenges of local government and implement the strategic direction set by our members through activities including advocacy and policy development, and performance and productivity services.

Our members play a significant role in how we operate. In consultation with them, we work strategically to set both a specific and

broad agenda in terms of local government's needs and priorities. MAV work areas are also guided by input from eight MAV Board Advisory Committees, fourteen other MAV Committees and a long list of external committees. MAV staff coordinate and disseminate the work of these committees.

In addition to all the planned activities, MAV staff must be able to move swiftly on urgent arising issues. With such a small team of core staff members, the balancing of planned and arising activities is a constant challenge.

AREAS OF OPERATION

The MAV provides a diverse range of advocacy and capacity building services for councils including:

- Community services (incorporating maternal and child health, early years, vulnerable children, disability, active lifestyle, positive ageing, multicultural, aboriginal, gambling and arts support)
- Emergency management
- Environment
- Governance and mediation
- Planning and building
- Public health and safety
- Technology
- Transport and infrastructure;

Member services including:

- Procurement
- Debt funding
- Events and training; and

Insurance services including:

- Liability mutual
- Commercial Crime and
- LGE Health schemes, and
- the soon to be established MAV WorkCare worker's compensation self-insurance scheme for members.

In all of these areas, MAV provides advocacy, policy advice, projects, events and best practice resources for our members, in alignment with the strategic objectives of this plan.

The political environment in which we operate requires us to move quickly in response to the changing needs and priorities of local government. In addition to planned activities of the Strategic Work Plan, the MAV also assists councils to respond to unplanned events that arise throughout the year.

The MAV has a strong reputation in both the state and federal areas as a credible lobbyist with a significant track record in representing the interests of local government. Building and maintaining this

reputation requires diplomacy and respect, even while campaigning passionately for our members' priority issues.

It's important to note that a significant amount of MAV staff time is spent responding to unplanned council, councillor and council officer requests for advice and support. This key function of the MAV is yet to be adequately represented in our formal reporting framework.

CIVIC LEADERSHIP

The MAV supports councils to address current and emerging civic leadership issues such as social cohesion in diversifying communities, reconciliation with Aboriginal and Torres Strait Islanders, advancing gender equity, preventing violence against women, and planning for the anticipated impacts of digital transformation and climate change.

Activities to directly address these areas are dependent upon available resources. The MAV continually explores opportunities for new partnerships and funding to enable the delivery of programs to assist councils in their civic leadership role.

STATE COUNCIL

State Council is our governing body. It is made up of representatives from each member council. Members appoint a representative to attend State Council meetings, exercise their council's vote and provide regular reports to their council on our activities.

The State Council's powers include:

- considering the Rules of the Association
- determining our strategic direction
- appointing the auditor.

State Council meets twice a year, or more if needed. Members can submit business to be considered by the State Council in accordance with the MAV Rules.

The MAV State Council determines the strategic objectives of the MAV, which reflect our core role and guide the development of our work programs. All

MAV activities align with one or more of these objectives and contribute to delivering best value for our members.

One of the MAV's critical characteristics is our ability to respond in a timely manner to issues affecting the sector, as they arise. State Council is our members' opportunity to raise new issues as motions of business. Endorsed resolutions are incorporated into the MAV's work plan, as directed by our Board and in accordance with their alignment to the strategic objectives, level of member support, immediacy of the issue and available resources.

OUTCOMES

As presented in our most recent Annual Report (2014-15), Victoria's 79 councils contributed a total of \$2.7 million in membership subscriptions to the MAV.

Over this period, the MAV helped to unlock in excess of \$400 million in member service benefits including new funding for roads, maternal and child health data management, kindergartens, early years facilities, tobacco education, fire services, addressing mobile black spots, home and community care for older citizens and roadside weeds management.

We also negotiated new partnerships and agreements for land use, libraries, reporting authorities and aboriginal employment and facilitated improved efficiency and productivity through collaborative procurement, heavy vehicle permits, improved freight movement, professional development initiatives and the Local Government Funding Vehicle.

The aim of our strategic planning process is to improve on the value of these outcomes for members every year.

The MAV consistently delivers a return on investment well in excess of subscription fees for its members.

SUPPORT SERVICES

Policy analysis, advice and advocacy, project support and management, and building collaborative relationships with key stakeholders.

GOVERNANCE & MEDIATION



MAV's Governance and Mediation team work to support the development, adoption and implementation

of high-quality governance processes, protocols, conduct and relationships across the local government sector. Work in this area included providing sector-wide advice on governance issues and assisting individual councils on a broad range of internal and external governance matters.

COUNCILLOR TRAINING & WORKFORCE DEVELOPMENT



MAV's Councillor Training & Workforce development team delivers a Councillor Fundamentals program to

metropolitan, rural and regional locations; identifies barriers to participation; hosts Councillor Development Weekends; partners with Swinburne University to provide Graduate Diploma of Management opportunities; provides online training packages to support remote access; delivers in excess of 50 training programs; and works with key stakeholders to help councils address employment costs and workforce development challenges. The team also help councils increase employment of Aboriginal and Torres Strait Islander people.

FINANCE & PRODUCTIVITY



The MAV works with councils to help the sector secure its financial future. The work includes advocating for the

sector's economic and financial needs, and arguing for greater recognition of local government's role in a range of government funding programs. We also work with our members to improve their financial autonomy.

SECTOR DEVELOPMENT



The Future of Local Government (FOLG) group works with councils to identify and implement preferred future

directions for the sector. We seek to achieve the vision of 'A more productive local government delivering better outcomes to a more engaged community' by addressing capacity, capability and credibility challenges. The MAV is working with our members towards a smart councils approach (do more with less via collaboration and innovation).

ENVIRONMENT



The MAV Environment team seeks on behalf of councils to progress environmental issues including management of

roadside weeds and pests, climate change adaptation, land fill management, household chemical waste, whole-of-water cycle management, and energy efficiency.

As part of its election campaign, the Victorian Labor Party made tens of commitments in relation to environmental reform and initiatives. The 2016-17 financial year will see finalisation of numerous reviews and reforms, including in relation to marine and coastal management, renewable energy and energy efficiency, biodiversity, climate change adaptation, water management, and waste and resource recovery.

EMERGENCY MANAGEMENT



MAV's Emergency Management team supports and advocates for councils in the areas of natural disaster planning and

management, improving council collaboration and natural disaster funding reform.

COMMUNITY SERVICES



The MAV negotiates with the State and Commonwealth governments to reform and fund community services

provided by councils, and provide leadership for councils in the promotion of arts, culture and diversity. We also engage in activities to assist councils in supporting vulnerable children (including Aboriginal children and those in out-of-home care), young people and families.

The MAV works to develop strong and respectful partnerships between all levels of government to provide the best possible services for our communities.

The pace of reform at national and state level in key areas of Victorian local government community service delivery - in particular for aged & disability services and early childhood & family services, is continuing to accelerate. While reforms such as the National Disability Insurance Scheme (NDIS) are generally positive for some members of the community, in aged care significant effort is being directed by the MAV to ensuring that the quality and level of service in Victoria is not reduced to a national 'lowest common denominator'. In a constrained fiscal environment councils are reviewing how best to advocate and continue public sector oversight on behalf of their citizens, and maintain the high level of service in Victoria of which councils are justifiably proud. The Victorian Royal Commission into Family Violence recommendations are also predicted to be a major game changer in potentially harnessing local government in developing better coordinated place based solutions to complex community problems. The MAV continues to advocate for partnership agreements and innovative solutions which councils are well placed to lead - given their universal service involvement and extensive reach at the community and home based level, in conjunction with the governments, key providers and the community.

PLANNING & BUILDING



MAV's Planning and Building team aims to influence the government's policy and reform agenda, while building the capacity of the sector through our annual work plan. We also provide management support to Timber Towns Victoria, National Timber Councils Association and the Council Alliance of Sustainable Built Environment.

The planning system is complex and often contentious. Planning for and providing basic and essential infrastructure is an ongoing challenge for councils and heavily influences how well an area performs economically and the health and wellbeing of residents. Development contributions are vital to providing appropriate infrastructure at the appropriate time in the development cycle. The MAV and councils will need to be well positioned in negotiating the implementation details of the new standard levy system to ensure communities are provided with appropriate infrastructure. The review of planning fees is also necessary to improve the financial sustainability of councils and could assist in redressing the balance between user pays and subsidisation by councils. Proactive sector-led planning reform that positions councils to do more with less will assist in promoting a positive image of planning in local government.

The building system is at the crossroads, with an increasingly visible number of major compliance issues. New legislation is likely to redress some of the system failings identified and for Municipal Building Surveyors role clarity in the enforcement space is a priority. Building surveyor shortages continue to plague some rural areas. Positioning the sector for the next wave of reform will be critical during the year ahead.

PUBLIC HEALTH & SAFETY



The MAV advocates for more adequate funding and resources to address critical public health and safety issues including climate change impacts, food safety regulation, immunisation services, tobacco education and enforcement activities, aboriginal employment and gender equality.

The MAV provides leadership in preventive health, gambling reform, gender equity, preventing violence against women and positive ageing. We also represent local government on the Victorian Food Regulators Forum to strengthen and improve health and safety services.

TRANSPORT & INFRASTRUCTURE



MAV's Infrastructure team aims to influence the Government's policy and reform agenda, while building capacity of the sector through our annual work plan.

A disjointed and short term approach to infrastructure planning at a Federal and State level has greatly impacted our infrastructure network and our capacity to plan for the renewal and provision of new infrastructure into the future.

For Victoria to become more internationally competitive, we need to achieve greater productivity involving improved integration between land use and transport. A partnership between Infrastructure Victoria and local government could provide us with this opportunity.

Rate capping is likely to create serious issues for local government in the future and affect the overall quality of Victoria's Infrastructure network. The conclusion of the state Country Roads and Bridges program and cuts to the federal Financial Assistance Grants (FAGs) program have also placed significant funding pressure on local government.

MEMBER SERVICES



MAV's Member Services team incorporates MAV Procurement and MAV Events. Both business units are not-for-profit units of the MAV focused on achieving better outcomes for local government.

MAV Procurement established the Local Government Funding Vehicle (LGFV) - Australia's first aggregated funding vehicle for local government and provides LEAP - a low-cost ongoing continuous improvement procurement development program for Victorian councils, and procurement training and professional development sessions for councils.

MAV Events aims to increase the capability and effectiveness of the sector by delivering events that provide professional development opportunities, collaboration between member councils and an understanding of emerging services.

TECHNOLOGY



MAV Technology aims to demonstrate leadership in information and communications technology (ICT) to support effective delivery of council and community services.

MAV Technology delivers collaborative ICT

resources and best practice reports for councils, drives sector-wide open data initiatives; hosts ICT forums and conferences, and an extensive Yammer network to facilitate the sharing of ICT resources, ideas and solutions. MAV Technology encourages innovation through the MAV Technology Awards for Excellence and Innovation Fellowship, and delivers group ICT procurement savings in partnership with MAV Procurement.

A key focus for 2016-17 will be to progress the digital transformation of the sector to improve customer experience.

CORPORATE SERVICES



MAV's Corporate Services team provides administration, ICT, human resources and corporate policy services to ensure the MAV operates efficiently and transparently.

COMMUNICATIONS



MAV's Communications and Media team facilitates the sharing of knowledge from all MAV work areas to our members and other stakeholders. They strive to influence commentary as the voice of local government; and improve community understanding and appreciation of the value of local government.

INSURANCE



MAV Insurance schemes are operated entirely for the benefit of members. Their not-for-profit structure means any excess revenue is kept in the fund to help keep premiums down, rather than used to pay dividends to shareholders.

With over 20 years' experience representing the sector in insurance matters, MAV Insurance is able to provide cover that best meets the unique needs of local government at the best possible cost.

MAV Insurance works with its members to help reduce their risks by providing them with a comprehensive and integrated risk solution – risk management, claims management, legal advice, underwriting, policy advocacy and insurance coverage advice – at no extra cost.

Its extensive suite of risk management services include targeted appraisals, compliance reviews, tailored programs to address factors causing claims for individual members, regular best-practice forums, seminars and conferences.

ACKNOWLEDGMENTS

We gratefully acknowledge the contribution of the representatives from the following councils at the 2016-17 MAV Strategic Planning Consultation sessions.

BENDIGO

Buloke Shire
Campaspe Shire
Central Goldfields Shire
Gannawarra Shire
Greater Bendigo City
Loddon Shire
Macedon Ranges Shire
Mount Alexander Shire
Swan Hill Rural City

TRARALGON

Baw Baw Shire
East Gippsland Shire
Latrobe City
South Gippsland Shire
Wellington Shire

MELBOURNE (EVENING)

Mildura Rural City
Darebin City
Maroondah City
Yarra City
Banyule City
Boroondara City

EDENHOPE

West Wimmera Shire
Hindmarsh Shire
Yarriambiack Shire
Buloke Shire
Mildura Rural City
Swan Hill Rural City
Horsham Rural City
Northern Grampians Shire

MELBOURNE (DAYTIME)

Pyrenees Shire
Whittlesea City
Brimbank City
Maribyrnong City
Banyule City
Yarra Ranges Shire
Monash City
Mitchell Shire
Boroondara City
Bayside City
Manningham City
Knox City
Cardinia Shire
Maroondah City
Whitehorse City
Wyndham City
Moreland City

WANGARATTA

Moira Shire
Alpine Shire
Towong Shire
Mansfield Shire
Mitchell Shire
Indigo Shire
Benalla Shire
Strathbogie Shire
Murrindindi Shire
Wangaratta Rural City

GEELONG

Golden Plains Shire
Colac Otway Shire
Pyrenees Shire
Greater Geelong City
Surf Coast Shire
Borough of Queenscliffe
Moorabool Shire
Hepburn Shire

WARRNAMBOOL

Warrnambool City
Corangamite Shire
Southern Grampians Shire
Ararat Shire
Glenelg Shire
Moyne Shire

THANK YOU

We also acknowledge the participation of hundreds of council staff and elected officials in our other strategic planning consultation events.

Your input is fundamental to our success in helping councils to provide better outcomes for their communities.

MAV COUNCIL REPRESENTATIVES

MAV Council Representatives at 28 April 2016 are:

Alpine Shire Council
Cr Ron Janas

Ararat Rural City Council
Cr Paul Hooper

Ballarat City Council
Cr Vicki Coltman

Banyule City Council
Cr Tom Melican

Bass Coast Shire Council
Cr Kimberley Brown

Baw Baw Shire Council
Cr Joe Gauci

Bayside City Council
Cr Felicity Frederico

Benalla Rural City Council
Cr Justin King

Boroondara City Council
Cr Coral Ross

Brimbank City Council
Mr John Watson

Buloke Shire Council
Cr Reid Mather

Campaspe Shire Council
Cr Leigh Wilson

Cardinia Shire Council
Cr Jodie Owen

Casey City Council
Cr Mick Morland

Central Goldfields Shire Council
Cr Barry Rinaldi

Colac Otway Shire Council
Cr Stephen Hart

Corangamite Shire Council
Cr Ruth Gstrein

Darebin City Council
Cr Vince Fontana

East Gippsland Shire Council
Cr Peter Neal

Gannawarra Shire Council
Cr Brian Gibson

Glen Eira City Council
Cr Margaret Esakoff

Glenelg Shire Council
Cr Robert Halliday

Golden Plains Shire Council
Cr Nathan Hansford

Greater Bendigo City Council
Cr Rod Fyffe

Greater Dandenong City Council
Cr Peter Brown

Greater Geelong City Council
[To be announced]

Greater Shepparton City Council
Cr Dinny Adem

Hepburn Shire Council
Cr Pierre Niclas

Hindmarsh Shire Council
Cr Debra Nelson

Hobsons Bay City Council
Cr Angela Altair

Horsham Rural City Council
Cr Heather Phillips

Hume City Council
Cr Adem Atmaca

Indigo Shire Council
Cr James Trenery

Kingston City Council
Cr Tasmin Bearsley

Knox City Council
Cr Peter Lockwood

Latrobe City Council
Cr Dale Harriman

Loddon Shire Council
Cr Gavan Holt

Macedon Ranges Shire Council
Cr Henry McLaughlin

Manningham City Council
Cr Paul McLeish

Mansfield Shire Council
Cr Paul Sladdin

Maribyrnong City Council
Cr Catherine Cumming

Maroondah City Council
Cr Les Willmott

Melbourne City Council
Cr Stephen Mayne

Melton City Council
Cr Kathy Majdlik

Mildura Rural City Council
Cr Glenn Milne

Mitchell Shire Council
Cr Sue Marstaeller

Moira Shire Council
Cr Gary Cleveland

Monash City Council
Cr Geoff Lake

Moonee Valley City Council
Cr John Sipek

Moorabool Shire Council
Cr Tom Sullivan

Moreland City Council
Cr Oscar Yildiz

Mornington Peninsula Shire Council
Cr Hugh Fraser

Mount Alexander Shire Council
Cr Sharon Telford

Moyne Shire Council
Cr Colin Ryan

Murrindindi Shire Council
Cr Margaret Rae

Nillumbik Shire Council
Cr Helen Coleman

Northern Grampians Shire Council
Cr Murray Emerson

Port Philip City Council
Cr Bernadene Voss

Pyrenees Shire Council
Cr David Clark

Queenscliffe Borough Council
Cr Helene Cameron

South Gippsland Shire Council
Cr Robert Newton

Southern Grampians Shire Council
Cr Peter Dark

Stonnington City Council
Cr Jami Klisaris

Strathbogie Shire Council
Cr Colleen Furlanetto

Surf Coast Shire Council
Cr Eve Fisher

Swan Hill Rural City Council
Cr Gary Norton

Towong Shire Council
Cr Mary Fraser

Wangaratta Rural City Council
Mrs Ailsa Fox

Warrnambool City Council
Cr Kylie Gaston

Wellington Shire Council
Cr Malcolm Hole

West Wimmera Shire Council
Cr Annette Jones

Whitehorse City Council
Cr Phillip Daw

Whittlesea City Council
Cr Mary Lalios

Wodonga City Council
Cr Mark Byatt

Wyndham City Council
Cr John Gibbons

Yarra City Council
Cr Roberto Colanzi

Yarra Ranges Shire Council
Cr Jason Callanan

Yarriambiack Shire Council
Cr Kylie Zanker

STRATEGIC WORK PLAN
2016-17



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