

Implementing the
STRATEGIC WORK PLAN
2017-19



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 represents and advances the interests of councils; influences policy, legislation and funding decisions; and builds capability in councils across a range of policy areas: <ul style="list-style-type: none"> • Community Services • Emergency Management • Environment • Governance, Economics & Finance • Planning & Building • Public Health & Safety • Transport & Infrastructure. 	9 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. 	13.4 staff	Self-funded
COMMUNICATIONS & MEDIA	4.7 staff	MAV member subscriptions
GOVERNANCE & CORPORATE SERVICES Human resources, policy compliance, governance, and administrative support.	13.8 staff	MAV member subscriptions
GRANT-FUNDED PROJECTS MAV delivers specific projects and programs to councils in areas including: <ul style="list-style-type: none"> • Community Services • Environment • Planning & Building • Public Health & Safety 	10 staff	Victorian and Australian Government grants
HOSTED ORGANISATIONS <ul style="list-style-type: none"> • Public Libraries Victoria Network • Council Alliance for a Sustainable Built Environment (CASBE) • Association of Bayside Municipalities. 	5 part-time staff	Self-funded

CONTENTS

A sharper focus for higher value member outcomes.

MAV OVERVIEW **PAGE 2**

The purpose and structure of the Municipal Association of Victoria.

THE STRATEGIC WORK PLAN 2017-19 **PAGE 4-5**

Our objectives, priorities, targets, actions and measures for 2017-19, as identified through extensive consultation with our members.

PLANNING PROCESS **PAGE 6-7**

How we ensure that this strategic plan represents the views of our member councils, and how it relates to our State Council and annual reporting processes.

OUR WORK AREAS **PAGE 8-9**

An overview of the council business and policy support services provided by the MAV.

SUPPORTING ACTIVITIES **PAGE 10-25**

How the supporting activities of each MAV work area will contribute to addressing our priorities and objectives for 2017-19.

MEMBERSHIP BENEFITS **PAGE 26-27**

The role, capability, processes and business areas of the MAV and the benefits they provide for our members.

ACKNOWLEDGMENTS **PAGE 28-29**

Details of the member consultation that 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.

STRATEGIC WORK PLAN 2017-19

OBJECTIVE 1: HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY

PRIORITY	TARGET	METHOD	MEASURE
1 Secure funding certainty	Ongoing Commonwealth funding secured for provision of 15 hours of kindergarten	Advocacy to Commonwealth Government	Achieved?
	State Government take over the funding of SES, Surf Life Saving and Coastguard	Complete negotiations with State Government	Achieved?
	Country roads and bridges funding is reinstated	Advocacy to Commonwealth & State Governments, including Opposition	Achieved?
	School crossings funding model is reformed	Advocacy to the State Government	Achieved?
	HACC model and funding post-2019 is agreed	Advocacy and negotiation with Commonwealth Government	Achieved?
	FAGs indexation is reintroduced in 2017	Advocacy through ALGA	Achieved?
	Roadside weeds and pests funding secured	Advocacy to State Govt, including Opposition	Achieved?
2 Reduce red tape reporting costs	State Govt reporting costs on local government is quantified	Undertake comprehensive review of cost of State Government reporting to councils	Achieved?
	20% reduction in State Govt reporting costs by mid-2018	Develop and implement advocacy campaign informed by review data	Achieved?
	Rate-cap exemption process is streamlined	Advocacy to State Govt, including Opposition	Achieved?
3 Explore new funding streams and savings opportunities	New funding options, palatable to councils are identified	Review in partnership with ALGA and test with members	Achieved?
	Council savings achieved through aggregation	WorkCover Self Insurance Scheme Identify and facilitate aggregated procurement opportunities	Achieved?
	Develop detailed understanding of impact of cost shifting on LG and seek funding to ensure minimum level of community service provision in all communities	Review cost shifting impacts on LG Advocacy to State Govt, including Opposition	Achieved?
	Achieve access to Landfill Levy revenue to fund decommissioning and establishment of landfill sites, and climate change mitigation	Review the Waste Levy impacts on LG Advocacy to State Govt, including Opposition	Achieved?

OBJECTIVE 2: IMPROVE THE REPUTATION OF LOCAL GOVERNMENT

PRIORITY	TARGET	METHOD	MEASURE
4 Raise the profile and influence of local government	Influence is increased with State and Commonwealth Governments	Initiate policy and legislative changes to Commonwealth and State Governments	Engagement & response rates
	Community understanding of the breadth and value of council services has increased	Support initiatives that raise awareness of councils' role, services and performance	Social media & web analytics
	Communities better understand issues affecting financial sustainability of LG	Monitor and communicate the impact of rate capping on council services	
	More resources are available to help councils meet community expectations	Undertake perception of LG research and develop a MAV and member engagement strategy that includes a focus on improving the reputation of the sector	Achieved?
5 Influence the LG Act and MAV Act reviews	A more contemporary LG Act with increased council autonomy and a contemporary MAV Act that expands and clarifies the objects, functions and powers of the MAV	Make submissions and advocate to government on the form, content and draft legislation of the Acts	Achieved?
6 Review and amend the MAV Rules	The performance and potential of the MAV (including State Council) is maximised	Undertake a comprehensive review of the governance structure of the MAV, including the role of State Council & MAV committees	Achieved?

OBJECTIVE 3: INCREASE SECTOR PRODUCTIVITY AND EFFICIENCY

	PRIORITY	TARGET	METHOD	MEASURE
7	Improve procurement practices and outcomes	Data analysis drives efficiencies, savings and compliance as well as local and regional economic development and collaboration outcomes including shared services.	Ongoing delivery of the LEAP procurement development program, including participation from additional councils.	Participation in the LEAP program and tracking of council and regional benefits.
8	Encourage and facilitate sharing of services, technology and business processes	Implementation of a sector-led business solution that enables more efficient and effective collaboration, cooperation and innovation through shared technology and processes.	Showcase shared services opportunities. Victorian Local Government Enablement Platform proof-of-concept. Development of production, governance and resourcing model for LG Digital Transformation Centre. Encourage use of common data standards and business processes.	Achieved?
9	Address local government capacity, capability and credibility challenges	Councils leverage information, experiences, business processes and innovation initiatives of other councils, advisory groups, all levels of government, the education sector and the private sector.	Host forums, conferences, workshops and training courses to improve knowledge and skills development of councillors and council officers. Develop digital solutions for sharing of information, skills and experience.	Stakeholders participating in MAV events and programs. Survey outcomes.

OBJECTIVE 4: INCREASE INNOVATION AND COLLABORATION

	PRIORITY	TARGET	METHOD	MEASURE
10	Drive business transformation	Facilitate opportunities to improve business processes by providing data and training, and by removing roadblocks.	Procurement LEAP program. Best practice guidelines.	Number of improved business processes.
		Councils are collaborating to implement more efficient and consistent business process.	Implement the recommendations of the Local Government Digital Transformation Task Force. Facilitate collaboration on energy efficiency.	Achieved?
		Data quality, standards, management and analysis capability is increased.	Encourage and support initiatives that help councils make better use of data to inform business decisions and influence funding submissions.	Number of collaborative data initiatives.
11	Address digital access and equity issues	Councils have access to affordable, reliable ICT infrastructure.	Work with ALGA to influence ICT access issues including high-quality, high-speed broadband and mobile phone coverage.	Councils with affordable access to critical ICT infrastructure.
		Councils better understand the challenges and opportunities of the digital era.	Deliver and support initiatives that improve digital maturity of councils.	Digital maturity survey outcomes.
12	Enable innovation partnerships	Local government knowledge, capability and capacity is increased through effective partnerships with government, business, education and civic stakeholders.	Strengthen partnerships between councils and with other levels of government. Explore opportunities for PPPs. Address legislative and regulatory barriers to innovation initiatives.	Partnerships established. Barriers removed.

PLANNING PROCESS

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

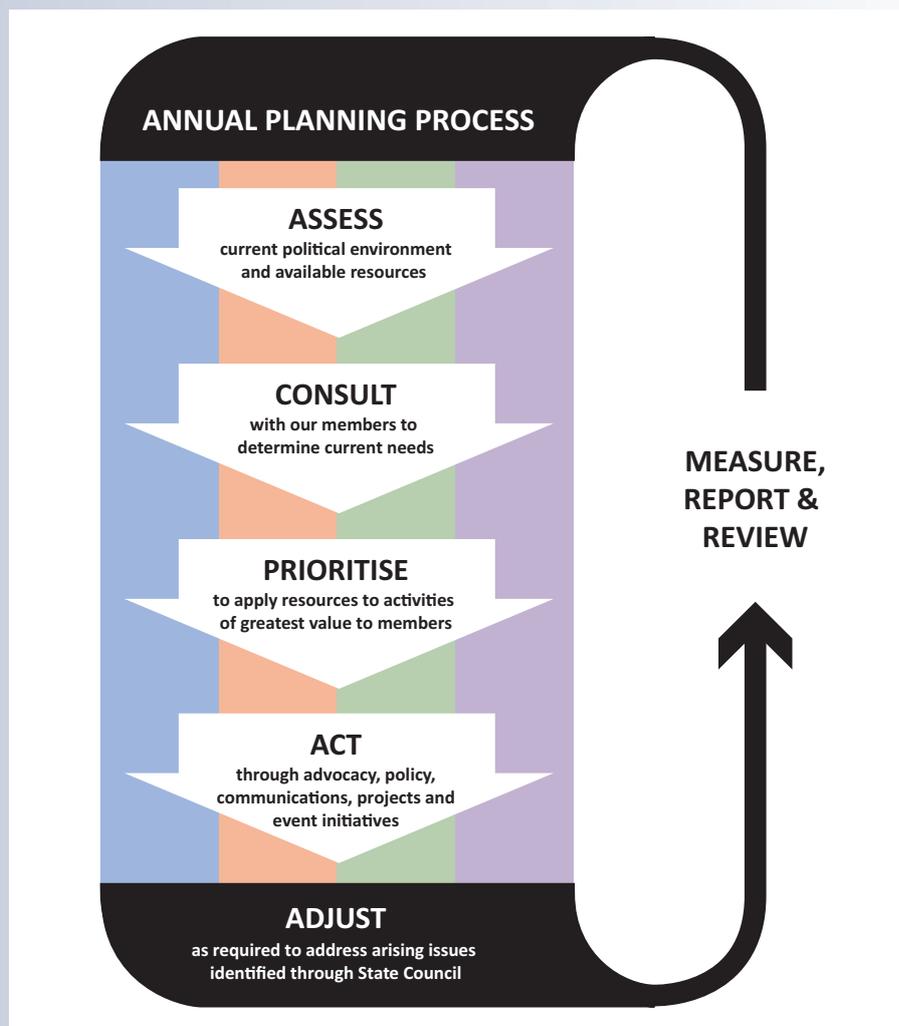
CONSULTING WITH OUR MEMBERS

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, Gippsland*, Melbourne, Warracknabeal, Benalla, 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.

*The Gippsland region consultation session was held in Melbourne.



CONSULTATION

Eight strategic planning sessions were conducted at seven locations during February and March 2017.

Participants were also asked to consider and propose three or four priority activities that would be of greatest value to members over the next 24 months.

This framework, which was introduced last year, again produced fewer ad hoc activity suggestions and better consensus on the few activities that would be of greatest benefit to members.

Supporting activities were identified through the consultation sessions, as well

as through MAV work area council networks and CEO forums.

MAV work areas identified 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.

ENGAGEMENT SURVEY

Member feedback from our 2016 engagement survey was a key driver in determining the priority issues in this plan.

PLAN FEEDBACK

The proposed Strategic Work Plan 2017-19 is distributed in draft form to all councils via their nominated MAV representative for 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 2017-19 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 issue 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.

Note: During 2017, the MAV Rules will be comprehensively reviewed. The review will include examination of the role, purpose and alignment of our strategic planning process, State Council, Board Committees and other MAV advisory committees. Outcomes may affect the structure and implementation of this plan.

MEASURING PERFORMANCE

Each activity included in the MAV Strategic Work Plan 2017-19 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 the outcomes 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.

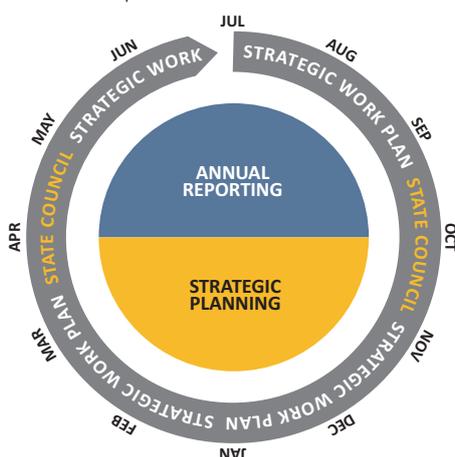
REVIEW

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 2017-19 features activities and priorities that align with objectives supported by our members.

Extensive consultation 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 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 influence future strategic work plan activities.

OUR WORK AREAS

GOVERNANCE



MAV 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 & WORKFORCE TRAINING



MAV's Councillor & Workforce Training 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. We also help councils increase employment of Torres Strait Islander and Aboriginal 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).

TECHNOLOGY & DIGITAL



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 2017-19 will be to progress the digital transformation of the sector to improve customer experience.

ENVIRONMENT



The MAV Environment team influence State policy, legislative and funding decision in relation to a range of environmental management issues, including climate change adaptation and mitigation, whole-of-water-cycle management, biodiversity management, waste and resource recovery, roadside weeds and pest management, and energy. We also provide management support to the Council Alliance for a Sustainable Built Environment (CASBE) and the Association of Bayside Municipalities (ABM).

The 2017-2019 period will see the finalisation of numerous reviews and reforms, including in relation to marine and coastal management, renewable energy, energy efficiency, biodiversity, climate change adaptation and water management. The MAV will continue to represent councils' interests in each of these processes.

EMERGENCY MANAGEMENT



The MAV represents councils on Victoria's peak crisis and emergency management advisory body, the State Crisis and Resilience Council, and its subcommittees. We also work with councils and the State on a range of policy issues and projects, covering all hazards and all

phases of emergencies. In 2017-19 there will be a particular focus on defining the role of councils in emergency management, building capability and capacity through supporting collaborations and supporting systems, and seeking to resolve long-standing funding issues including the natural disaster funding arrangements, VicSES volunteer units and fire plugs.

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.

The MAV is committed to providing leadership in the creation of opportunities for arts, culture and libraries and to further the realisation of Creative State and its uptake across Victoria.

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.

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 continue to need to be well positioned in negotiating the implementation details of the new standard levy system. The SMART planning reforms will present both opportunities and challenges this area will be a key focus. 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.

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.

OUR ACTIVITIES

The following pages provide an overview of the priority and supporting activities that will be delivered to address our objectives during 2017-19.

HONORING OUR PURPOSE

The MAV works to maintain 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

Despite our limited resources, by focusing our activities, we aim to deliver even higher value outcomes for our members in 2017-19.

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 in helping councils to manage community expectations and improve the perception of local government, we will investigate ways to help councils engage with their communities. We will do this by exploring initiatives 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 will help them to improve customer experience, increase efficiency, save costs and improve customer understanding and appreciation of local government.

ADVOCACY FOR COUNCIL PROGRAMS & 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 & 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 more promotion of council achievements and better 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.

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 approach 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
COMMUNITY SERVICES			
P1> Secure funding certainty.	Ongoing Commonwealth funding secured for provision of 15 hours of kindergarten. HACC model and funding post-2019 is agreed.	<ul style="list-style-type: none"> • Advocacy to Commonwealth Government for kindergarten funding. • Advocacy and negotiation with Commonwealth Government for HACC model and funding. 	Funding achieved. Agreements reached.
1a> Advocate to sustain operational and capital funding.	Operational and capital funding levels from the State and Commonwealth are maintained or increased.	<ul style="list-style-type: none"> • Provide options and support for councils if post-2019 HACC funding is inadequate to maintain current service levels. • Advocate for expansion of funding for the Enhanced Maternal & Child Health (MCH) service by the State, and for partnership resourcing for the MCH Child Development Information System (CDIS). • Identify, plan and support capital funding priorities and opportunities for early childhood facilities. • Advocate for sustained funding youth services, and for building community inclusion for people with disabilities. • 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 and service agreements to be maintained to local government. • Advocate for more funding for development and maintenance of cultural assets. • Advocate to implement policies and influence social norms around the integration of arts and culture especially with regard to council strategic planning and delivery. • Build capacity within MAV and the sector so that opportunities for advancement and resourcing pressures are understood. 	Support initiatives delivered. Total percentage increase/decrease in operational and capital funding. New investment negotiated by MAV for additional program areas.
PLANNING & BUILDING			
1b> Influence planning and building reform agenda.	Local government voice is heard in reform initiatives.	<p>Work with councils to develop sector positions on:</p> <ul style="list-style-type: none"> • Planning fees • Infrastructure contributions • Building legislation • Maintaining quality open space in urban and growth areas • Balancing protection of heritage buildings with pressure for intense development. 	Number of opportunities for member input to MAV.

OBJECTIVE 1: HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
EMERGENCY MANAGEMENT			
P1> Secure funding certainty.	State Government take over the funding of SES, Surf Life Saving and Coastguard.	<ul style="list-style-type: none"> • Complete negotiations with the State Government. 	State Govt funds SES, Surf Life Saving and Coastguard.
1c> Advocate for a more equitable and effective allocation of resources.	Influence State – Commonwealth negotiations on natural disaster funding models.	<ul style="list-style-type: none"> • Secure confirmation that responsibility for fire plugs sits with water authorities, not councils • Review the State Fire Services Levy model to ensure equitable distribution across the State • Use multiple advocacy approaches, including Ministerial correspondence, media stories, influencing State stakeholders through positions on SCRC committees and leveraging ALGA's networks at the Federal level. 	MAV inclusion on State inter-departmental funding committee(s).
ENVIRONMENT			
P1> Secure funding certainty.	Secure funding for roadside weeds and pest management.	<ul style="list-style-type: none"> • Advocacy to State Government regarding funding for roadside weeds and pest management. 	Funding secured.
P3> Explore new funding streams and savings opportunities.	Achieve access to Landfill Levy revenue to fund decommissioning and establishment of landfill sites, and climate change mitigation.	<ul style="list-style-type: none"> • Review the Waste Levy impacts on local government. • Advocacy to State Government (including the Opposition) regarding access to Landfill Levy revenue. 	<p>Impacts assessed.</p> <p>Access to levy funds achieved.</p>
1d> 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.	<ul style="list-style-type: none"> • 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. • Encourage the development of State Climate Change Policy and associated investment in coastal adaptation, mitigation and coastal infrastructure maintenance. 	Number of written submissions, extent of input from members and substantive meetings with State.
TECHNOLOGY & DIGITAL			
1e> Explore new funding streams and savings opportunities.	Inefficiency reduced through digital transformation initiatives.	<ul style="list-style-type: none"> • Support, promote and facilitate evidence-based business transformation initiatives. 	Achieved? (Y/N)
1f> 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"> • Identify and develop high value ICT procurement opportunities. • Encourage participation in collaborative ICT procurement opportunities. • Develop, support and promote shared service opportunities. 	<p>Number of councils participating in collaborative ICT contracts.</p> <p>Number of shared services opportunities delivered or progressed.</p>

OBJECTIVE 1: HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE	
GOVERNANCE, ECONOMICS & FINANCE				
P1>	Secure funding certainty.	FAGs indexation is reintroduced in 2017.	<ul style="list-style-type: none"> Advocate through the ALGA to ensure FAGs indexation is reintroduced in 2017 	Achieved? (Y/N)
P2>	Reduce red tape reporting costs.	State Govt reporting costs on local govt is quantified. 20% reduction in State Govt reporting costs by mid-2018. Rate cap exemption process is streamlined.	<ul style="list-style-type: none"> Undertake comprehensive review of cost of State Government reporting to councils. Develop and implement advocacy campaign informed by review data. Advocacy to the State Government (including the Opposition) to streamline the rate-cap exemption. 	Achieved? (Y/N) Achieved? (Y/N) Achieved? (Y/N)
P3>	Explore new funding streams and savings opportunities.	New funding options, palatable to councils are identified.	<ul style="list-style-type: none"> Review in partnership with ALGA and test with members. 	Achieved? (Y/N)
PUBLIC HEALTH & SAFETY				
1g>	Advocate for investment in local government to prevent and address public health and safety issues. Advocate for investment in local government leadership to prevent family violence and violence against women and children.	Continued support from the State Government for funding for the tobacco control service agreements. State Government continue to support community safety initiatives. State Government recognises local government as a key setting for prevention activity.	<ul style="list-style-type: none"> Maintain constructive relationship with the Tobacco Unit of the Department of Health and Human Services. Administer the service agreements accountably and efficiently. Participation in assessment processes for funding initiatives. Advocate for funding of local government to develop and deliver activities to prevent family violence and violence against women and children. 	Tobacco activity service agreements are operating and any issues raised by DHHS or councils are attended to. Councils funded through community crime prevention initiatives. Councils funded through preventing family violence initiatives.
TRANSPORT & INFRASTRUCTURE				
P1>	Secure funding certainty.	Reinstatement of funding for country roads and bridges.	<ul style="list-style-type: none"> Advocacy to Commonwealth and State Governments (including Opposition). 	Achieved? (Y/N)
P3>	Explore new funding streams and savings opportunities.	School crossings funding model is reformed.	<ul style="list-style-type: none"> Advocacy to State Government to reform school crossings funding. 	Achieved? (Y/N)
1h>	Support shared services (including freight transport planning); and advocate at State and Federal levels to address infrastructure renewal funding gap issues.	Double Roads to Recovery funding. Infrastructure renewal funding gap issues are progressed.	Work with councils to develop sector positions on: <ul style="list-style-type: none"> Transport Network Pricing Safety around schools review Freight plans and priorities Rail infrastructure priorities, including support for Metro Rail and its integration with existing public transport network. Road safety initiatives and funding. 	Percentage of councils participating in regional freight plans and priorities. Roads to Recovery funding increases.

OBJECTIVE 1: HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
PROCUREMENT			
P3> Explore new funding streams and savings opportunities.	Council savings achieved through aggregation.	<ul style="list-style-type: none"> Identify and facilitate aggregated procurement opportunities to generate savings for councils. 	Achieved? (Y/N)
1i> Drive council savings through aggregated procurement; and actively promote aggregated procurement opportunities.	<p>Continue to deliver high quality and relevant contracts to councils.</p> <p>Increased council awareness of aggregated procurement opportunities.</p>	<ul style="list-style-type: none"> Conduct sector-wide tenders including (but not limited to): <ul style="list-style-type: none"> - Fuel & Lubricants - Electricity - Library Management System - Library Materials - Local Government Funding Vehicle - Waste Management Services - General Hardware - Civil Construction and Road Maintenance. 	Council utilisation of contracts, cost and process savings (where measurable).
EVENTS & TRAINING			
1j> Ensure financial sustainability for councils is discussed in key MAV events and training programs.	<p>Councils better understand financial sustainability challenges and potential solutions.</p> <p>Training and professional development pathway opportunities are available.</p>	<ul style="list-style-type: none"> Ensure event program content and exhibition participants assist councils to address capacity, capability and credibility challenges. Work with facilitators/sector experts to ensure relevant content for training workshops/sessions. Improve the capacity and capability of councillors and mayors to achieve financial sustainability for their councils. 	<p>Event survey outcomes.</p> <p>Participation in MAV events and training initiatives.</p> <p>Councillor participation in training and development events.</p>
INSURANCE			
P3> Explore new funding streams and savings opportunities.	Council savings achieved through aggregation.	<ul style="list-style-type: none"> Implement the WorkCover Self-Insurance Scheme to generate savings for councils. 	Achieved? (Y/N)
1k> Provide not-for-profit, high-value, low cost insurance schemes for members.	Continue to deliver high quality and relevant insurance schemes for councils.	<ul style="list-style-type: none"> Place a comprehensive reinsurance program at optimum limits. 	Number of Liability Mutual, Commercial Crime and LGE Health insurance scheme members.
COMMUNICATIONS & MEDIA			
1l>	Facilitate and coordinate communications and media to support this objective. Support advocacy activities with evidence-based reports, resources and campaigns.		
CORPORATE SERVICES			
1m>	Manage MAV human resources, policy compliance, hosted meetings and administration services to support this objective.		

OBJECTIVE 2:

IMPROVE THE REPUTATION OF LOCAL GOVERNMENT

ACTIVITY	TARGET	METHOD	MEASURE
COMMUNITY SERVICES			
P4> Raise the profile and influence of local government.	Influence is increased with State and Commonwealth Governments.	<ul style="list-style-type: none"> • Initiate policy and legislative changes to Commonwealth and State Governments. 	Engagement & response rates.
2a> Increase profile of universal services and community and stakeholder awareness of services provided by councils. Continue to promote councils' civic leadership role.	Community and stakeholder awareness of services has increased. Local Government leads community in promoting / addressing social issues.	<ul style="list-style-type: none"> • Collect, share and promote council service case studies. • Strengthen 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. • Work with the State to identify and value LG investment across arts and culture assets and activities, and promote to community. • Promote advocacy campaign with councils in regard to gambling legislation reform and community safety initiatives. • Promote age friendly communities concept and increase profile of LG activities. • Promote promising practice local government is undertaking to prevent violence against women and to promote gender equality via the MAV website. • Support councils' advocacy efforts to increase the supply of social and more affordable housing. 	Improved kindergarten central enrolment polices and processes promote equity of access. Education State Plan includes LG universal services. Number of written submissions, extent of input from members. Increase in number of councils signed up to Age Friendly Declaration. Web visits analysis.
EMERGENCY MANAGEMENT			
P4> Raise the profile and influence of local government.	Influence is increased with State and Commonwealth Governments.	<ul style="list-style-type: none"> • Initiate policy and legislative changes to Commonwealth and State Governments. 	Engagement & response rates.
2b> Work with councils and the State on an agreed role for local government aligning with capability and capacity.	An agreed role statement for local government in emergency management.	<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. 	An agreed role statement is developed and communicated throughout the emergency management sector and the community.

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

ACTIVITY	TARGET	METHOD	MEASURE
ENVIRONMENT			
2c> Increase awareness of environmental services provided by councils.	Better community understanding of environmental services provided by councils.	<ul style="list-style-type: none"> Support council initiatives that promote local government environmental issues and services including management of roadside weeds and pests, landfills, renewable energy and energy efficiency initiatives, marine and coastal management, biodiversity, climate change adaptation, water management, and waste and resource recovery. Support investigation into collaborative renewable energy initiatives. 	<p>Awareness of council services survey outcomes.</p> <p>Facilitation of council collaborations on environmental issues.</p>
GOVERNANCE, ECONOMIC & FINANCE			
P4> Raise the profile and influence of local government.	<p>Influence is increased with State and Commonwealth Governments.</p> <p>Communities better understand issues affecting financial sustainability of LG</p>	<ul style="list-style-type: none"> Initiate policy and legislative changes to Commonwealth and State Governments. Monitor and communicate the impact of rate capping on council services. 	<p>Engagement & response rates.</p> <p>Social media & web analytics.</p>
P5> Influence the LG Act and MAV Act reviews.	A more contemporary LG Act with increased council autonomy and a contemporary MAV Act that expands and clarifies the objects, functions and powers of the MAV.	<ul style="list-style-type: none"> Make submissions and advocate to government on the form, content and draft legislation of the Acts. 	Achieved? (Y/N)
P6> Review and amend the MAV Rules.	The performance and potential of the MAV (including State Council) is maximised.	<ul style="list-style-type: none"> Undertake a comprehensive review of the governance structure of the MAV, including the role of State Council and MAV committees. 	Achieved? (Y/N)
2d> Continue to improve standards of MAV governance and organisational performance.	Better practice is achieved in MAV governance, performance and management.	<ul style="list-style-type: none"> Further review policies and management practices to ensure better practice is achieved in board governance and organisational performance. 	<p>Achieved? (Y/N)</p> <p>Number of reviews of policies undertaken and number of new policies developed.</p>

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

ACTIVITY	TARGET	METHOD	MEASURE
PUBLIC HEALTH & SAFETY			
P4> Raise the profile and influence of local government.	Influence is increased with State and Commonwealth Governments.	<ul style="list-style-type: none"> Initiate policy and legislative changes to Commonwealth and State Governments. 	Engagement & response rates.
2e> Increase community awareness of local government public health and safety services.	Communities are aware of public health and safety issues and activities.	<ul style="list-style-type: none"> Advocating on councils' behalf about the implementation of the new outdoor dining smoking laws due to commence in 2017. Advocate councils' priorities identified in municipal health and wellbeing plans to other levels of government e.g. harm from gambling. Promote councils' preventing violence against women and gender equality strategies. 	<p>Resources and advice are available to councils.</p> <p>Councils evaluations published.</p> <p>Council plans and strategies are published on the MAV website.</p>
TRANSPORT & INFRASTRUCTURE			
P4> Raise the profile and influence of local government.	Influence is increased with State and Commonwealth Governments.	<ul style="list-style-type: none"> Initiate policy and legislative changes to Commonwealth and State Governments. 	Engagement & response rates.
2f> Strengthen advocacy role to increase influence on transport-related policies and programs.	Influence is increased.	<ul style="list-style-type: none"> Work to raise the profile of the MAV to increase our influence on transport-related policies and programs. 	Member survey outcomes.
TECHNOLOGY & DIGITAL			
P4> Raise the profile and influence of local government.	Influence is increased with State and Commonwealth Governments.	<ul style="list-style-type: none"> Initiate policy and legislative changes to Commonwealth and State Governments. 	Engagement & response rates.
2g> 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 digital transformation. 	<p>Number of councils engaged in digital transformation planning.</p> <p>Available resources.</p>
PROCUREMENT			
2h> Improve council procurement processes and supplier engagement through procurement training and professional development.	Delivery of procurement and contract management training to councils.	<ul style="list-style-type: none"> Ongoing delivery of procurement and contract management training, including the rollout and ongoing development of eLearning modules. Development of a standard suite of tender documents for councils will simplify the engagement process for councils and reduce costs. 	<p>Participation rates and qualitative assessment of participants (i.e. conduct surveys).</p> <p>Assessment of eLearning uptake and outcomes.</p> <p>Take up of standard documents.</p>

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

ACTIVITY	TARGET	METHOD	MEASURE
EVENTS & TRAINING			
P4> Raise the profile and influence of local government.	Community understanding of the breadth and value of council services has increased.	<ul style="list-style-type: none"> Support initiatives that raise awareness of councils' role, services and performance. 	Social media & web analytics.
2i> Ensure prospective and new Councillors are aware of the roles and responsibilities of local government.	Public perception of councillor capability improves.	<ul style="list-style-type: none"> Conduct a range of training and events to increase the capability and capacity of councillors and mayors, including a Councillor Development Weekend, councillor induction program, councillor fundamentals and other training programs. 	Measure participation in events and seek qualitative feedback from participants via surveys.
INSURANCE			
2j> 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>	<ul style="list-style-type: none"> 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			
P4> Raise the profile and influence of local government.	<p>Influence is increased with State and Commonwealth Governments.</p> <p>Community understanding of the breadth and value of council services has increased.</p> <p>More resources are available to help councils meet community expectations.</p>	<ul style="list-style-type: none"> Initiate policy and legislative changes to Commonwealth and State Governments. Support initiatives that raise awareness of councils' role, services and performance. Undertake perception of LG research and develop a member engagement strategy that includes a focus on improving the reputation of the sector. 	<p>Engagement & response rates.</p> <p>Social media & web analytics.</p> <p>Number of resources available to councils.</p>
2k> Develop and deliver resources to help councils manage community expectations.	Communications resources and initiatives are leveraged by councils to help manage community expectations.	<ul style="list-style-type: none"> Improve presence of Victorian councils through social media, including National Twitter Day campaign, and other digital channels. Work with media stakeholders to identify positive local government story opportunities. Review and restructure the MAV website. MCH Centenary celebration initiatives. 	<p>Social media analytics.</p> <p>Member use of resource materials.</p> <p>Member satisfaction survey outcomes.</p>

OBJECTIVE 3:

INCREASE PRODUCTIVITY AND EFFICIENCY

ACTIVITY	TARGET	METHOD	MEASURE
COMMUNITY SERVICES			
P9> Address local government capacity, capability and credibility challenges.	Councils leverage information, experiences, business processes and innovation initiatives of other councils, advisory groups, all levels of government, the education sector and the private sector.	<ul style="list-style-type: none"> Host forums, conferences, workshops and training courses to improve knowledge and skills development of councillors and council officers. Develop digital solutions for sharing of information, experience and innovation initiatives. Encourage use of common data standards and business processes. 	<p>Stakeholders participating in MAV events and programs.</p> <p>Survey outcomes.</p> <p>Use of common standards and practices.</p>
3a> Build on intergovernmental partnerships to support councils innovation and ongoing investment in community priorities. Develop and support program, process and infrastructure improvements.	<p>Local Government supported to plan, coordinate and deliver services for older people, people with disabilities and families.</p> <p>Improved coordination between universal/ secondary and tertiary services for vulnerable families.</p>	<ul style="list-style-type: none"> Facilitate Trilateral Community Care Officials Group with Commonwealth & State to support effective outcomes from Aged and Disability reforms. Lead the revision of the Maternal & Child Health (MCH) guidelines, and develop guidance on records keeping / risk management. Councils actively contribute to the design of the child protection / family violence prevention strategy & response, including the design of Support and Safety Hubs / Networks. Advocate for the MCH CDIS platform's place as foundational to Family Violence Royal Commission reforms on information sharing. Support the implementation of the Creative State as outlined in the MoU with the MAV. 	<p>Improved collective outcomes negotiated in comparison to individual councils dealing one by one with governments.</p> <p>LG input reflected in the Victorian Prevention Strategy, the design of Safety Hubs, information sharing reforms & MCH review.</p> <p>Creative State strategies and activities promoted with LG.</p>
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"> Publish monthly MAV Environment bulletin. Restructure and improve content of MAV website environment pages. Convene forums for councils to share information and showcase best practice. 	<p>MAV Bulletin subscription base.</p> <p>Web page analysis.</p> <p>Number of delegates at forums survey outcomes.</p>
GOVERNANCE, ECONOMICS & FINANCE			
3c> Support the standardisation of policies and governance frameworks, where practicable.	Increased standardisation and improved capacity and capability.	<ul style="list-style-type: none"> Work with LGV and the sector to develop guidelines/templates for policies and governance frameworks, where practicable. Engage with all new councillors and mayors and encourage them to participate in MAV training and events to improve their capability and capacity. 	<p>Number of guidelines/template developed.</p> <p>Rate of engagement with councillors and mayors.</p>

OBJECTIVE 3: INCREASE PRODUCTIVITY AND EFFICIENCY (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
PLANNING & BUILDING			
3d> Support councils to improve services.	Develop a business case for future improvement projects.	<ul style="list-style-type: none"> Establish a task force(s) to inform the development of future improvement programs. 	Development of business case. Council participation levels.
PUBLIC HEALTH & SAFETY			
3e> Improve health and safety service delivery processes.	Local government's contribution to the food safety regulatory system is recognised.	<ul style="list-style-type: none"> 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 & DIGITAL			
P8> Encourage and facilitate sharing of services, technology and business processes.	Implementation of a sector-led business solution that enables more efficient and effective collaboration, cooperation and innovation through shared technology and processes.	<ul style="list-style-type: none"> Deliver Victorian Local Government Enablement Platform proof-of-concept. Develop production, governance and resourcing model for Local Government Digital Transformation Centre. Showcase share services opportunities. 	Achieved? (Y/N) Achieved? (Y/N) Achieved? (Y/N)
P9> Address local government capacity, capability and credibility challenges.	Councils leverage information, experiences, business processes and innovation initiatives of other councils, advisory groups, all levels of government, the education sector and the private sector.	<ul style="list-style-type: none"> Develop digital solutions for sharing of information, experience and innovation initiatives. Host forums, conferences, workshops and training courses to improve knowledge and skills development of councillors and council officers. Encourage use of common data standards and business processes. 	Stakeholders participating in MAV events and programs. Survey outcomes. Use of common standards and practices.
3f> Standardise, simplify and share ICT systems and processes. Develop and support business solutions enabled by digital.	ICT and digital capability is improved.	<ul style="list-style-type: none"> Produce research and best practice guidelines to increase ICT knowledge and development of new skills. 	Number of councils engaged in initiatives to standardise systems and processes. Number of councils engaged in ICT skills development initiatives. Councils participating in events and programs. Survey outcomes.

OBJECTIVE 3: INCREASE PRODUCTIVITY AND EFFICIENCY (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
TRANSPORT & INFRASTRUCTURE			
<p>3g> Support councils to improve transport and infrastructure services, including advocacy to support the development of rail infrastructure and services.</p> <p>Advocate for sustainable community transport services in rural areas.</p>	<p>All councils reach STEP “core” status.</p> <p>Local and regional community transport services attract State funding investment.</p>	<ul style="list-style-type: none"> • Work with councils to develop sector positions on: <ul style="list-style-type: none"> - Infrastructure Victoria 30 year strategy - School Crossing Program reform - Transport Network Pricing - Parliamentary Enquiry into VicRoads’ Management of Country Roads. • Promote STEP program to remaining councils. • Advocate for the development of a community transport policy and investment program by the State, particularly in rural areas. • Continue to support and advocate for the road/rail interchange upgrades. 	<p>Number of interactions and participation in State Government working groups.</p> <p>Percentage of councils that have attained STEP “core” status.</p> <p>Number of interactions with State Government.</p>
PROCUREMENT			
<p>P7> Improve procurement practices and outcomes.</p>	<p>Data analysis drives efficiencies, savings and compliance as well as local and regional economic development and collaboration outcomes including shared services.</p>	<ul style="list-style-type: none"> • Ongoing delivery of the LEAP procurement development program, including participation from additional councils. • LEAP provides data to councils and regions through online ‘Dashboards’ that can be interrogated at individual council and regional levels. The data enables analysis that assists in driving efficiencies, savings and compliance as well as local and regional economic development and collaboration outcomes including shared services. 	<p>Participation in the LEAP program and tracking of council and regional benefits.</p>
<p>P8> Encourage and facilitate sharing of services, technology and business processes.</p>	<p>Implementation of a sector-led business solution that enables more efficient and effective collaboration, cooperation and innovation through shared technology and processes.</p>	<ul style="list-style-type: none"> • Deliver Victorian Local Government Enablement Platform proof-of-concept. • Develop production, governance and resourcing model for Local Government Digital Transformation Centre. • Showcase share services opportunities. 	<p>Achieved? (Y/N)</p> <p>Achieved? (Y/N)</p> <p>Achieved? (Y/N)</p>
<p>P9> Address local government capacity, capability and credibility challenges.</p>	<p>Councils leverage information, experiences, business processes and innovation initiatives of other councils, advisory groups, all levels of government, the education sector and the private sector.</p>	<ul style="list-style-type: none"> • Develop digital solutions for sharing of information, experience and innovation initiatives. • Host forums, conferences, workshops and training courses to improve knowledge and skills development of councillors and council officers. • Encourage use of common data standards and business processes. 	<p>Stakeholders participating in MAV events and programs.</p> <p>Survey outcomes.</p> <p>Use of common standards and practices.</p>

OBJECTIVE 3: INCREASE PRODUCTIVITY AND EFFICIENCY (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
EVENTS & TRAINING			
P9> Address local government capacity, capability and credibility challenges.	Councils leverage information, experiences, business processes and innovation initiatives of other councils, advisory groups, all levels of government, the education sector and the private sector.	<ul style="list-style-type: none"> • Host forums, conferences, workshops and training courses to improve knowledge and skills development of councillors and council officers. 	<p>Stakeholders participating in MAV events and programs.</p> <p>Survey outcomes.</p>
3h> Provide training and events for councillors and council officers that address capability, capacity and credibility challenges in local government.	Councils are informed of and inspired to act upon productivity and efficiency challenges and solutions.	<ul style="list-style-type: none"> • Provide training and events to increase the capability and capacity of new and returning councillors. • Provide training and events to increase the capability and capacity of new and returning mayors. 	<p>Number of mayors and councillors participating in MAV training and events</p> <p>Member and delegate survey outcomes.</p>
INSURANCE			
3i> Provide seamless and comprehensive insurance services for local government.	Member efficiency and productivity gains are realised.	<ul style="list-style-type: none"> • Provide liability cover, claims and risk management and legal advice. 	Efficiency and productivity benefits as determined by member survey.
COMMUNICATIONS & MEDIA			
P9> Address local government capacity, capability and credibility challenges.	Councils leverage information, experiences, business processes and innovation initiatives of other councils, advisory groups, all levels of government, the education sector and the private sector.	<ul style="list-style-type: none"> • Develop digital solutions for sharing of information, experience and innovation initiatives. 	<p>Stakeholders participating in MAV events and programs.</p> <p>Survey outcomes.</p>
3j> Support and share resources with councils, offer communications training opportunities, and positively profile MAV and council case studies. Progressive improvements to be made to MAV communications channels, informed by results of member surveys and user analytics.	Councils leverage information, experiences, business processes and innovation initiatives of other stakeholders.	<ul style="list-style-type: none"> • Trial of MAV member services six-monthly tailored reports. • Implementation of Patchwork communications plan. • Bulletin analytics and communications survey results. to inform format and design improvements to MAV communications channels. • New MAV website design. 	<p>Members' use of resources.</p> <p>Member feedback through survey outcomes.</p>

OBJECTIVE 4:

INCREASE INNOVATION AND COLLABORATION

ACTIVITY	TARGET	METHOD	MEASURE
COMMUNITY SERVICES			
4a> Support councils to maintain a leadership role.	Levels of State and Commonwealth consultation with local government are maintained or increased. Councils community leadership role strengthened.	<ul style="list-style-type: none"> Support the implementation of 10 year Early Years Compact with DHHS & DET and MAV on behalf of councils. Support and promote council leadership in diversity and social cohesion initiatives and programs. Promote councils innovation in preventing violence against women activities and increasing gender equality. Strengthen councils' capacity to implement, integrate and leverage sustainable arts and culture programs. Increase collaboration between councils and Aboriginal Community Controlled Organisations (ACCOs). Advocate for State support to councils for 'Patchwork' and 'Casserole' programs. Build on 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. Support gender equity / Preventing Violence Against Women initiatives. 	<p>Increase in local government representation and influence in targeted areas.</p> <p>Councils share their innovation and progress through MAV survey.</p> <p>MAV / VACCHO protocol signed off on behalf of councils and ACCOs.</p>
ENVIRONMENT			
4b> Encourage and promote council initiatives to address climate change.	Councils are working together to address climate change impacts.	<ul style="list-style-type: none"> Hold events and host networks to encourage collaboration on environmental issues. Support collaboration to improve the environmental impacts of councils. Support collaboration in addressing climate change. 	<p>Participation in collaborative networks and events.</p>
EVENTS & TRAINING			
4c> Work with councils to identify and implement preferred future directions for the sector.	Innovation and collaboration is encouraged.	<ul style="list-style-type: none"> Deliver events and training opportunities that encourage whole-of-government collaboration and builds partnerships with other local government associations and stakeholders. Deliver events and training opportunities that encourage and promote better engagement with the private sector. Deliver events and training opportunities address local government capacity, capability and credibility challenges. Deliver events and training opportunities that challenge entrenched business practices and cultures in local government. 	<p>Participation in MAV events and training.</p> <p>Partnerships, collaborations and projects supported by MAV events.</p> <p>Event and training effectiveness via participant surveys.</p>

OBJECTIVE 4: INCREASE COLLABORATION AND INNOVATION (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
GOVERNANCE, ECONOMIC & FINANCE			
P10> Drive business transformation.	Data quality, standards, management and analysis capability is increased.	<ul style="list-style-type: none"> Encourage and support initiatives that help councils make better use of data to inform business decisions and influence funding submissions. 	Number of collaborative data initiatives.
P12> Enable innovation partnerships.	Local government knowledge, capability and capacity is increased through effective partnerships with government, business, education and civic stakeholders.	<ul style="list-style-type: none"> Address legislative and regulatory barriers to innovation initiatives. 	Barriers removed.
4d> Develop and implement annual collaboration plans with LGV.	Collaborate with LGV to improve support to the sector.	<ul style="list-style-type: none"> Identify sector priorities for inclusion in the joint collaboration plan with LGV. 	Development and implementation of an annual collaboration plan.
INSURANCE			
4e> Develop and support insurance shared services opportunities.	Increase in best practice.	<ul style="list-style-type: none"> Deliver innovative claims-reduction programs. 	Member participation in best practice programs. Claims-reduction.
PLANNING & BUILDING			
P10> Drive business transformation.	Data quality, standards, management and analysis capability is increased.	<ul style="list-style-type: none"> Encourage and support initiatives that help councils make better use of data to inform business decisions and influence funding submissions. 	Number of collaborative data initiatives.
4f> Build capacity through sharing innovation and best practice.	Increase participation and engagement in events.	<ul style="list-style-type: none"> Increase participation and engagement in events. 	Number of delegates and conference event evaluation survey.
PUBLIC HEALTH & SAFETY			
4g> Facilitate and support innovation that improves collaboration.	<p>Increased participation in Streatrader program.</p> <p>Strategic stakeholder partnerships established or strengthened.</p>	<ul style="list-style-type: none"> Improve the Streatrader registration system. Strengthen partnerships between councils and key stakeholders in health & safety. 	<p>Number of registrations.</p> <p>Number and influence of partnerships.</p>
COMMUNICATIONS & MEDIA			
4h> Improve accountability and transparency to our members. Improve digital presence of MAV to showcase positive sector stories.	Member satisfaction levels have increased.	<ul style="list-style-type: none"> Improve planning and reporting frameworks, processes and documentation. Provide new opportunities and platforms to showcase sector innovation. Redevelop MAV website to better profile and showcase Victorian local government innovation. 	<p>Survey outcomes.</p> <p>Pilot of biannual tailored member services reports.</p> <p>Member use of resources.</p>

OBJECTIVE 4: INCREASE COLLABORATION AND INNOVATION (CONTINUED)

ACTIVITY	TARGET	METHOD	MEASURE
TECHNOLOGY & DIGITAL			
<p>P10> Drive business transformation.</p>	<p>Facilitate opportunities to improve business processes by providing data and training, and by removing roadblocks.</p> <p>Councils are establishing more efficient and consistent business process.</p> <p>Data quality, standards, management and analysis capability is increased.</p>	<ul style="list-style-type: none"> • Best practice guidelines. • Implement the recommendations of the Local Government Digital Transformation Task Force. • Encourage and support initiatives that help councils make better use of data to inform business decisions and influence funding submissions. 	<p>Number of improved business processes.</p> <p>Achieved? (Y/N)</p> <p>Number of collaborative data initiatives.</p>
<p>P11> Address digital access and equity issues.</p>	<p>Councils have access to affordable, reliable ICT infrastructure.</p> <p>Councils better understand the challenges and opportunities of the digital era.</p>	<ul style="list-style-type: none"> • Work with ALGA to influence ICT access issues including high-quality, high-speed broadband and mobile phone coverage. • Deliver and support initiatives that improve digital maturity of councils. 	<p>Councils with affordable access to critical ICT infrastructure.</p> <p>Digital maturity survey outcomes.</p>
TRANSPORT & INFRASTRUCTURE			
<p>4i> Build capacity through innovation and best practice.</p>	<p>Increase interactions with other levels of government.</p> <p>All councils reach STEP "core" status.</p>	<ul style="list-style-type: none"> • 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			
<p>P10> Drive business transformation.</p>	<p>Facilitate opportunities to improve business processes by providing data and training, and by removing roadblocks.</p>	<ul style="list-style-type: none"> • LEAP Procurement program. • Best practice guidelines. • Implement the recommendations of the Local Government Digital Transformation Task Force. 	<p>Number of improved business processes.</p> <p>Barriers removed.</p>
<p>P12> Enable innovation partnerships.</p>	<p>Local government knowledge, capability and capacity is increased through effective partnerships with government, business, education and civic stakeholders.</p>	<ul style="list-style-type: none"> • Strengthen and encourage partnerships between councils, and between councils and other levels of government. • Explore opportunities for PPPs. 	<p>Partnerships established.</p> <p>Barriers removed.</p>
<p>4j> Support regional procurement and shared services opportunities.</p>	<p>Local government knowledge, capability and capacity is increased through effective partnerships with government, business, education and civic stakeholders.</p>	<ul style="list-style-type: none"> • Conduct sector-wide and regional tenders, such as the EAGA solar savers project and major roads street lighting. • Identify opportunities for innovative processes and projects in consultation with councils and other MAV stakeholders. 	<p>Establishment of collaborative contracts including identification and delivery of regional projects.</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. Today, 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 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

MAV advocacy and capacity building services for councils include:

- Community services (incorporating maternal and child health, early years, vulnerable children, disability, active lifestyle, positive ageing, multicultural, Aboriginal, gambling, and arts and culture)
- 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
- MAV Workcover, worker's compensation self-insurance scheme for members (in progress).

The MAV has a strong reputation in both the state and federal arenas 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.

State Council is our members' opportunity to raise new issues as motions of business. Endorsed resolutions are addressed 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.

Over the term of this plan, the MAV Rules will be comprehensively reviewed. The review will include examination of the role, purpose and alignment of our strategic planning process, State Council, Board Committees and other MAV advisory committees. The aim of the review is to maximise the effectiveness and influence of the MAV in supporting member councils. The review will occur during 2017.

Outcomes may affect the structure and implementation of this plan.

OUTCOMES

As presented in our most recent Annual Report (2015-16), 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 \$300 million in member service benefits including new funding for maternal and child health services, kindergarten infrastructure and operations, strategic land use planning, preventing violence against women, emergency resources, age-friendly projects and coastal climate change impacts.

We also negotiated new partnerships and agreements for planning fees, home and community care, social procurement and energy efficient street lighting. We facilitated improved efficiency and productivity through collaborative procurement, the roll out of the Child Development Information System (CDIS), improving asset management and procurement capability, open data publishing, professional development initiatives and the second issuance of 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.

ACKNOWLEDGMENTS

We gratefully acknowledge the contribution of the representatives from the following councils at the 2017-19 MAV Strategic Planning Consultation sessions.

BENDIGO

Ballarat City
Buloke Shire
Campaspe Shire
Central Goldfields Shire
Gannawarra Shire
Greater Bendigo City
Hepburn Shire
Loddon Shire
Macedon Ranges Shire
Maribyrnong City
Melbourne City
Mitchell Shire
Mount Alexander Shire
Port Phillip City
Pyrenees Shire
Whittlesea City

GIPPSLAND

Bass Coast Shire
Baw Baw Shire
East Gippsland Shire
Hobsons Bay City
Latrobe City
Maribyrnong City
Port Phillip City
Pyrenees Shire
South Gippsland Shire
Wellington Shire
Whittlesea City

MELBOURNE (DAYTIME)

Bass Coast Shire
Bayside City
Brimbank City
Darebin City
Glen Eira City
Hobsons Bay City
Manningham City
Port Phillip City
Pyrenees Shire
Wellington Shire
Whitehorse City
Whittlesea City
Wyndham City
Yarra City
Boroondara City

WARRACKNABEAL

West Wimmera Shire
Hindmarsh Shire
Yarriambiack Shire
Buloke Shire
Swan Hill Rural City
Horsham Rural City
Northern Grampians Shire
Port Phillip City
Pyrenees Shire
Whittlesea City
Maribyrnong City

BENALLA

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

GEELONG

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

WARRNAMBOOL

Warrnambool City
Corangamite Shire
Southern Grampians Shire
Colac Otway Shire
Ararat Shire
Maribyrnong City
Pyrenees Shire
Moyne Shire

MELBOURNE (EVENING)

Maroondah City
Banyule City
Whitehorse City
Whittlesea City
Port Phillip City
Moonee Valley City

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 31 March 2017 are:

Alpine Shire Council
Cr Ron Janas

Ararat Rural City Council
Cr Paul Hooper

Ballarat City Council
Cr Amy Johnson

Banyule City Council
Cr Tom Melican

Bass Coast Shire Council
Cr Les Larke

Baw Baw Shire Council
Cr Jessica O'Donnell

Bayside City Council
Cr Alex del Porto

Benalla Rural City Council
Cr Don Firth

Boroondara City Council
No representative appointed

Brimbank City Council
Cr Lucinda Congreve

Buloke Shire Council
Cr David Pollard

Campaspe Shire Council
Cr Adrian Weston

Cardinia Shire Council
Cr Brett Owen

Casey City Council
Cr Amanda Stapledon

Central Goldfields Shire Council
Cr Geoff Lovett

City of Greater Bendigo Council
Cr Rod Fyffe

Colac Otway Shire Council
Cr Terry Woodcroft

Corangamite Shire Council
Cr Ruth Gstrein

Darebin City Council
Cr Susan Rennie

East Gippsland Shire Council
Cr Richard Ellis

Gannawarra Shire Council
Cr Jodie Basile

Glen Eira City Council
Cr Margaret Esakoff

Glenelg Shire Council
Cr Anita Rank

Golden Plains Shire Council
Cr Nathan Hansford

Greater Dandenong City Council
Cr Sean O'Reilly

Greater Geelong City Council
Mr Peter Dorling

Greater Shepparton City Council
Cr Dinny Adem

Hepburn Shire Council
Cr John Cottrell

Hindmarsh Shire Council
Cr Debra Nelson

Hobsons Bay City Council
Cr Angela Altair

Horsham Rural City Council
Cr Pam Clarke

Hume City Council
Cr Joseph Haweil

Indigo Shire Council
Cr Jenny O'Connor

Kingston City Council
Cr David Eden

Knox City Council
Cr Peter Lockwood

Latrobe City Council
Cr Dale Harriman

Loddon Shire Council
Cr Gavan Holt

Macedon Ranges Shire Council
Cr Jennifer Anderson

Manningham City Council
Cr Paul McLeish

Mansfield Shire Council
Cr Paul Volkering

Maribyrnong City Council
Cr Catherine Cumming

Maroondah City Council
Cr Mike Symon

Melbourne City Council
Cr Rohan Leppert

Melton City Council
Cr Kathy Majdlik

Mildura Rural City Council
Cr Glenn Milne

Mitchell Shire Council
Cr Rhonda Sanderson

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 Mark Riley

Mornington Peninsula Shire Council
Cr Hugh Fraser

Mount Alexander Shire Council
Cr Christine Henderson

Moyne Shire Council
Cr Jim Doukas

Murrindindi Shire Council
Cr Charlotte Bisset

Nillumbik Shire Council
Cr Peter Perkins

Northern Grampians Shire Council
Cr Murray Emerson

Port Phillip City Council
Cr Dick Gross

Pyrenees Shire
Cr David Clark

Queenscliffe Borough Council
Cr Tony Francis

South Gippsland Shire Council
Cr Ray Argento

Southern Grampians Shire Council
Cr Mary-Ann Brown

Stonnington City Council
Cr Jami Klisaris

Strathbogie Shire Council
Cr Amanda McClaren

Surf Coast Shire Council
Cr Libby Coker

Swan Hill Rural City Council
Cr Gary Norton

Towong Shire Council
Cr Aaron Scales

Wangaratta Rural City Council
Cr Ken Clarke

Warrnambool City Council
Cr Kylie Gaston

Wellington Shire Council
Cr Malcolm Hole

West Wimmera Shire Council
Cr Bruce Meyer

Whitehorse City Council
Cr Denise Massoud

Whittlesea City Council
Cr Mary Lalios

Wodonga City Council
Cr Anna Speedie

Wyndham City Council
Cr Josh Gilligan

Yarra City Council
Cr James Searle

Yarra Ranges Shire Council
Cr Noel Cliff

Yarriambiack Shire Council
Cr Graeme Massey

Implementing the
STRATEGIC WORK PLAN
2017-19



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