



Annual Report

Strategic Work Plan

Outcomes 2019



Strategic Work Plan outcomes

OBJECTIVE 1: HELP COUNCILS ACHIEVE FINANCIAL SUSTAINABILITY

STRATEGIC WORK PLAN PRIORITY OUTCOMES

TARGET	ON TRACK	COMMENTS
PRIORITY 1: SECURE FUNDING CERTAINTY		
Ongoing Commonwealth funding secured for provision of 15 hours of kindergarten.	✓	Secured funding to end of 2020. Negotiations continue.
State Government take over the funding of SES, Surf Life Saving and Coastguard.	✓	SES agreement finalised. Others ongoing.
Country roads and bridges funding is reinstated.	✓	Successful advocacy through ALGA for significant Federal road infrastructure funding.
School crossings funding model is reformed.	→	Part funding secured.
HACC model and funding post-2019 is agreed.	✓	CHSPC (formerly HACC) secured to June 2022.
Financial Assistance Grants indexation is reintroduced.	✓	Delivered.
Roadside weeds and pests funding secured.	✓	Secured \$2.7 million for roadside weeds and pests 2019-20. Advocacy for ongoing funding continues.
PRIORITY 2: REDUCE RED TAPE REPORTING COSTS		
State Government reporting costs on local government is quantified.	→	Ongoing.
20% reduction in State Government reporting costs by mid-2018.	X	Deadline extended.
Rate-cap exemption process is streamlined.	→	Ongoing.
PRIORITY 3: EXPLORE NEW FUNDING STREAMS AND SAVINGS OPPORTUNITIES		
New funding options, palatable to councils are identified.	→	Ongoing.
Council savings achieved through aggregation.	✓	WorkCover insurance scheme and procurement savings opportunities delivered.
Develop detailed understanding of impact of cost shifting on LG and seek funding to ensure minimum level of community service provision in all communities.	→	Ongoing.
Achieve access to landfill levy revenue to support council waste management and climate change mitigation and adaptation activities.	→	Ongoing.

STRATEGIC WORK PLAN SUPPORTING ACTIVITY OUTCOMES

TARGET	ON TRACK	COMMENTS
Community Services: Secure funding certainty. Advocate to sustain operational and capital funding		
Ongoing Commonwealth funding secured for provision of 15 hours of kindergarten.	✓	Priority activity – refer p3.
HACC model and funding post-2019 is agreed.	✓	Priority activity – refer p3.
Operational and capital funding levels from the State and Commonwealth are maintained or increased.	→	Funding achieved for expansion of Maternal and Child Health service. Awaiting outcomes of ongoing negotiations in other key areas.
Emergency Management: Secure funding certainty. Advocate for a more equitable and effective allocation of resources		
State Government take over the funding of SES, Surf Life Saving and Coastguard.	✓	Priority activity – refer p3.
Influence State – Commonwealth negotiations on natural disaster funding models.	✓	Delivered. Ongoing.
Environment: Secure funding certainty. Explore new funding streams and savings opportunities. Advocate local government interests in State environment-related reviews and reforms, including climate change mitigation policy and actions		
Secure funding for roadside weeds and pest management.	✓	Priority activity – refer p3.
Achieve access to landfill levy revenue to support council waste management and climate change mitigation and adaptation activities.	✓	Priority activity – refer p3.
The sector's position in response to State reviews and reform initiatives is clearly articulated.	✓	Achieved a fairer role for councils in the Victorian Rural Drainage Strategy.
Events and Training: Ensure financial sustainability for councils is discussed in key MAV events and training programs.		
Councils better understand financial sustainability challenges and potential solutions.	✓	Delivered. Ongoing.
Training and professional development pathway opportunities are available.	✓	Delivered. Ongoing.
Planning and Building: Influence planning and building reform agenda		
Local government voice is heard in reform initiatives.	✓	Delivered. Ongoing.
Corporate Services:		
Manage MAV human resources, policy compliance, hosted meetings and administration services to support this objective. .	✓	Delivered. Ongoing.

TARGET	ON TRACK	COMMENTS
Public Health and Safety: Advocate for investment in local government to prevent and address public health and safety issues; and 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.	✓	Further funding secured to support tobacco education and enforcement activities and prevention of family violence. Improved regulatory oversight of registered beauty premises.
State Government continue to support community safety initiatives.	✓	
State Government recognises local government as a key setting for prevention activity.	✓	
Technology: Improve ICT procurement practices; and develop and support shared services.		
Inefficiency reduced through transformation initiatives.	✓	Delivered. Ongoing.
Participation in collaborative ICT procurement and shared services plans and opportunities are increased.	✓	Delivered. Ongoing.
Transport and Infrastructure: Secure funding certainty. Explore new funding streams and savings opportunities. Support shared services (including freight transport planning); and advocate at State and Federal levels to address infrastructure renewal funding gap issues.		
Reinstatement of funding for country roads and bridges.	✓	Priority activity – refer p3
School crossings funding model is reformed.	→	Priority activity – refer p3.
Double Roads to Recovery funding.	→	Funding increased, but not doubled.
Infrastructure renewal funding gap issues are progressed.	→	Negotiations ongoing..
Procurement: Explore new funding streams and savings opportunities. Drive council savings through aggregated procurement; and actively promote aggregated procurement opportunities.		
Council savings achieved through aggregation.	✓	Priority activity – refer p3.
Continue to deliver high-quality and relevant contracts to councils.	✓	Delivered. Ongoing.
Increased council awareness of aggregated procurement opportunities.	✓	Delivered. Ongoing..
Insurance: Explore new funding streams and savings opportunities. Provide not-for-profit, high-value, low cost insurance schemes for members.		
Council savings achieved through aggregation.	✓	Priority activity – refer p3.
Continue to deliver high-quality and relevant insurance schemes for councils.	✓	Insurance limits increased to \$600m under LMI Scheme.
Communications and Media:		
Facilitate and coordinate communications and media to support this objective.	✓	Delivered. Ongoing.
Support advocacy activities with evidence-based reports, resources and campaigns.	✓	Delivered. Ongoing.



OBJECTIVE 2: IMPROVE THE REPUTATION OF LOCAL GOVERNMENT

STRATEGIC WORK PLAN PRIORITY OUTCOMES

TARGET	ON TRACK	COMMENTS
PRIORITY 4: RAISE THE PROFILE AND INFLUENCE OF LOCAL GOVERNMENT		
Influence is increased with State and Federal governments.	✓	Delivered. Ongoing.
Community understanding of the breadth and value of council services has increased.	✓	Delivered VicCouncils website, National Twitter Day and Council Careers Victoria.
Communities better understand issues affecting financial sustainability of local government.	✓	Delivered rate-capping campaign. Ongoing.
More resources are available to help councils meet community expectations.	✓	Delivered several successful campaigns and resources.
PRIORITY 5: INFLUENCE THE LOCAL GOVERNMENT AND MUNICIPAL ASSOCIATION ACT REVIEWS		
A more contemporary <i>Local Government Act</i> with increased council autonomy.	✓	Delivered.
A contemporary <i>Municipal Association Act</i> that expands and clarifies the objects, functions and powers of the MAV.	→	Awaiting outcomes of submissions and advocacy.
PRIORITY 6: REVIEW AND AMEND THE MAV RULES		
The performance and potential of the MAV (including State Council) is maximised.	✓ →	State Council process reviewed and amended. Awaiting outcomes of <i>Municipal Act</i> review.

STRATEGIC WORK PLAN SUPPORTING ACTIVITY OUTCOMES

TARGET	ON TRACK	COMMENTS
Community Services: Raise the profile and influence of local government. Increase profile of universal services, and community and stakeholder awareness of services provided by councils. Continue to promote councils' civic leadership role.		
Influence is increased with State and Federal governments. Community and stakeholder awareness of services has increased. Local government leads community in promoting / addressing social issues.	✓ ✓ ✓	Priority activity – refer p7. Delivered through VicCouncils website and campaigns addressing MCH, aged care, violence against women, pokies, tobacco laws and the arts.
Emergency Management: Raise the profile and influence of local government. Work with councils and the State on an agreed role for local government aligning with capability and capacity.		
Influence is increased with State and Federal governments. An agreed role statement for local government in emergency management.	✓ ✓	Priority activity – refer p7. Negotiations ongoing for support to enhance council capability and capacity in emergency management.
Environment: Increase awareness of environmental services provided by councils.		
Better community understanding of environmental services provided by councils.	✓	Delivered. Ongoing.
Governance: Raise the profile and influence of local government. Influence the <i>Local Government Act</i> and <i>Municipal Association Act</i> reviews. Review and amend the MAV Rules. Continue to improve standards of MAV governance and organisational performance.		
Better practice is achieved in MAV governance, performance and management.	✓	Delivered. Ongoing – awaiting outcomes of Act reviews.
Public Health and Safety: Raise the profile and influence of local government. Increase community awareness of local government public health and safety services.		
Influence is increased with State and Federal governments. Communities are aware of public health and safety issues and activities.	✓ ✓	Priority activity – refer p7. Delivered outdoor smoking, and preventing violence against women campaigns. Other key areas ongoing.
Technology: Raise the profile and influence of local government. Develop and support collaborative technical solutions for customer-facing service delivery. Facilitate community input to deliver co-designed solutions.		
Influence is increased with State and Federal governments. Customer satisfaction rates are improved.	✓ ✓	State funding, support and participation in activities. Customer Experience achievements recognised in <i>Awards for Excellence</i> .

TARGET	ON TRACK	COMMENTS
Transport and Infrastructure: Raise the profile and influence of local government. Strengthen advocacy role to increase influence on transport-related policies and programs.		
Influence is increased with State and Federal governments.	✓	Priority activity – refer p7.
Procurement: Improve council procurement processes and supplier engagement through procurement training and professional development.		
Delivery of procurement and contract management training to councils.	✓	39 councils participate in the LEAP continuous improvement program.
Events and Training: Raise the profile and influence of local government. Ensure prospective and new councillors are aware of the roles and responsibilities of local government.		
Community understanding of the breadth and value of council services has increased.	✓	More than 100 events and training sessions delivered. Survey outcomes required to confirm public perceptions.
Public perception of councillor capability improves.	→	
Insurance: Help members to reduce liability risks for employees and communities.		
Reduce number of claims per member revenue.	✓	Achieved a 13 per cent reduction against the 2018 year claim lodgements.
Increase member participation in risk management training programs.	✓	Provided 19 Best Practice Forums across Victoria and Tasmania, which briefed members on key risk and claim issues, legal developments and information on the scheme. Responded to over 1,000 help desk queries for claims, legal, underwriting and risk.
Communications and Media: Raise the profile and influence of local government. Develop and deliver resources to help councils manage community expectations.		
Influence is increased with State and Federal governments.	✓	Priority activity – refer p7
Community understanding of the breadth and value of council services has increased.	✓	Delivered VicCouncils website, new MAV website, MCH Centenary celebration campaign, National Twitter Day, extensive social media coverage and positive media stories distributed. Survey outcomes required to confirm public perceptions.
More resources are available to help councils meet community expectations.	✓	
Communications resources and initiatives are leveraged by councils to help manage community expectations.	✓	
	✓	



OBJECTIVE 3: IMPROVE SECTOR PRODUCTIVITY AND EFFICIENCY

STRATEGIC WORK PLAN PRIORITY OUTCOMES

TARGET	ON TRACK	COMMENTS
PRIORITY 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.	✓	39 councils participated in continuous improvement LEAP program to identify cost savings, collaborative procurement and shared services opportunities.
PRIORITY 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.	✓	<p>Delivered a business plan for a sector-wide discovery and engagement program to identify how the MAV can best support the equitable digital transformation of councils. Implementation to commence pending funding.</p> <p>Shared business processes and platforms explored or developed in areas including statewide Library Management System, Maternal and Child Health (CDIS), Planning (BESS), food safety, road data standards, volunteering and open data.</p>
PRIORITY 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.	✓	<p>Delivered and ongoing. More than 100 events and training sessions attended by more than 7,400 council staff and elected officials.</p> <p>Delivered MAVHACK to co-design digital solutions for enduring council pain points.</p>

STRATEGIC WORK PLAN SUPPORTING ACTIVITY OUTCOMES

TARGET	ON TRACK	COMMENTS
Community Services: Address local government capacity, capability and credibility challenges. Build on intergovernmental partnerships to support council innovation and ongoing investment in community priorities. Develop and support program, process and infrastructure improvements.		
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.	✓	Delivered. Ongoing.
Local government supported to plan, coordinate and deliver services for older people, people with disabilities and families.	✓	Delivered. Ongoing.
Improved coordination between universal/secondary and tertiary services for vulnerable families.	✓	Delivered. Ongoing.
Environment: 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.	✓	Delivered. Ongoing.
Governance: Support the standardisation of policies and governance frameworks, where practicable.		
Increased standardisation and improved capacity and capability.	✓	Delivered. Ongoing.
Planning and Building: Support councils to improve services.		
Develop a business case for future improvement projects.	→	Progressed and ongoing.
Public Health and Safety: Improve health and safety service delivery processes.		
Local government's contribution to the food safety regulatory system is recognised.	→	Progressed and ongoing.
Technology: Encourage and facilitate sharing of services, technology and business processes. Address local government capacity, capability and credibility challenges. Standardise, simplify and share ICT systems and processes. Develop and support business solutions enabled by digital.		
Implementation of a sector-led business solution that enables more efficient and effective collaboration, cooperation and innovation through shared technology and processes.	✓	Priority activity – refer p11.
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.	✓	Priority activity – refer p11.
ICT and digital capability is improved.	✓	Progressed and ongoing. Hosted conferences, forums, workshops, Yammer network, websites and wikis for knowledge sharing.

TARGET	ON TRACK	COMMENTS
Transport and Infrastructure: Support councils to improve transport and infrastructure services, including advocacy to support the development of rail infrastructure and services. Advocate for sustainable community transport services in rural areas.		
All councils reach STEP "core" status.	X	STEP program discontinued.
Local and regional community transport services attract State funding investment.	✓	Delivered. Ongoing.
Procurement: Improve procurement practices and outcomes. Encourage and facilitate sharing of services, technology and business processes. Address local government capacity, capability and credibility challenges.		
Data analysis drives efficiencies, savings and compliance as well as local and regional economic development and collaboration outcomes including shared services.	✓	Priority activity – refer p11.
Implementation of a sector-led business solution that enables more efficient and effective collaboration, cooperation and innovation through shared technology and processes.	✓	Priority activity – refer p11.
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.	✓	Priority activity – refer p11.
Events and Training: Provide training and events for councillors and council officers that address capability, capacity and credibility challenges in local government.		
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.	✓	Priority activity – refer p11.
Councils are informed of and inspired to act upon productivity and efficiency challenges and solutions.	✓	Delivered. Ongoing.
Insurance: Provide seamless and comprehensive insurance services for local government.		
Member efficiency and productivity gains are realised.	✓	Delivered. Ongoing.
Communications and Media: Address local government capacity, capability and credibility challenges. 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 councils, advisory groups, all levels of government, the education sector and the private sector.	✓	Priority activity – refer p11.
Councils leverage information, experiences, business processes and innovation initiatives of other stakeholders.	✓	Delivered and ongoing. Council case studies shared through media campaigns, MAV Bulletin articles, National Twitter Day and VicCouncils website.



OBJECTIVE 4: ENCOURAGE INNOVATION AND COLLABORATION

STRATEGIC WORK PLAN PRIORITY OUTCOMES

TARGET	ON TRACK	COMMENTS
PRIORITY 10: DRIVE BUSINESS TRANSFORMATION		
Facilitate opportunities to improve business processes by providing data and training, and by removing roadblocks.	✓	Delivered. Ongoing.
Councils are collaborating to implement more efficient and consistent business process.	✓	Delivered. Ongoing.
Data quality, standards, management and analysis capability is increased.	✓	Delivered. Ongoing.
PRIORITY 11: ADDRESS DIGITAL ACCESS AND EQUITY ISSUES		
Councils have access to affordable, reliable ICT infrastructure.	✓	Delivered and ongoing. Leveraged ALGA partnership to address mobile black spots and broadband internet access.
Councils better understand the challenges and opportunities of the digital era.	✓	Delivered and ongoing. Hosted conferences, forums, workshops, Yammer network, websites and wikis for knowledge sharing.
PRIORITY 12: ENABLE INNOVATION PARTNERSHIPS		
Local government knowledge, capability and capacity is increased through effective partnerships with government, business, education and civic stakeholders.	✓	Delivered and ongoing. Hosted the inaugural MAVHACK event with participants from councils, service users, industry, the MAV, RMIT, Telstra and VicRoads working together over three days to deliver new ideas to address three community 'pain points'. Progressing two multi-partner proof-of-concepts to develop centralised online systems for Disability Parking Permits; and for planning permits.

STRATEGIC WORK PLAN SUPPORTING ACTIVITY OUTCOMES

TARGET	ON TRACK	COMMENTS
Community Services: Support councils to maintain a leadership role.		
Levels of State and Federal consultation with local government are maintained or increased.	✓	Delivered and ongoing.
Council community leadership role strengthened.	✓	Supported implementation of 10-year Early Years Compact, gender equity and preventing violence against women, arts and culture programs, positive ageing and social cohesion programs.
Environment: Encourage and promote council initiatives to address climate change.		
Councils are working together to address climate change impacts.	✓	Progressed and ongoing. Secured contained catchment oversight for rural drainage.
Governance: Drive business transformation. Enable innovation partnerships. Develop and implement annual collaboration plans with LGV.		
Data quality, standards, management and analysis capability is increased.	✓	Priority activity – refer p15.
Local government knowledge, capability and capacity is increased through effective partnerships with government, business, education and civic stakeholders.	✓	Priority activity – refer p15.
Collaborate with LGV to improve support to the sector.	✓	Progressed and ongoing. Developed and delivered MAV-LGV Strategic Action Plan
Planning and Building: Drive business transformation. Build capacity through sharing innovation and best practice.		
Data quality, standards, management and analysis capability is increased.	✓	Priority activity – refer p15.
Increase participation and engagement in events.	✓	Delivered and ongoing.
Public Health and Safety: Facilitate and support innovation that improves collaboration.		
Strategic stakeholder partnerships established or strengthened.	✓	Progressed and ongoing.

TARGET	ON TRACK	COMMENTS
Technology: Drive business transformation. Address digital access and equity issues.		
Facilitate opportunities to improve business processes by providing data and training, and by removing road blocks.	✓	Priority activity – refer p15.
Councils are establishing more efficient and consistent business processes.	✓	Priority activity – refer p15.
Data quality, standards, management and analysis capability is increased.	✓	Progressed and ongoing – including open data standards established, procurement best practice, harmonised road data and local road access applications.
Councils have access to affordable, reliable ICT infrastructure.	✓	Priority activity – refer p15.
Councils better understand the challenges and opportunities of the digital era.	✓	Priority activity – refer p15.
Transport and Infrastructure: Build capacity through innovation and best practice.		
Increase interactions with other levels of government.	✓	Delivered and ongoing.
All councils reach STEP "core" status.	X	STEP program discontinued.
Procurement: Drive business transformation. Enable innovation partnerships. Support regional procurement and shared servicesw opportunities.		
Facilitate opportunities to improve business processes by providing data and training, and by removing road blocks.	✓	Priority activity – refer p15.
Local government knowledge, capability and capacity is increased through effective partnerships with government, business, education and civic stakeholders.	✓	Priority activity – refer p15.
Events and Training: Work with councils to identify and implement preferred future directions for the sector.		
Work with councils to identify and implement preferred future directions for the sector.	✓	Delivered and ongoing. Delegate surveys and feedback from many of the 7,400+ event participants inform future directions.
Insurance: Develop and support insurance shared services opportunities.		
Increase in best practice.	✓	Progressed and ongoing through innovative claims-reduction programs.
Communications and Media: Improve accountability and transparency to our members. Improve digital presence of MAV to showcase positive sector stories.		
Member satisfaction levels have increased.	✓	Delivered and ongoing. Redeveloped MAV and VicCouncils websites to better profile and showcase Victorian local government innovation.



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