#### Annual Report Board & Governance Reports 2021–22



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



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



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

The MAV was incorporated in 1907 by an Act of State Parliament. The Act defines our purpose, sets out how we operate and empowers our members to make Rules for the regulation of proceedings, subscriptions and other matters affecting the management of the Association.

The MAV is accountable to its members through State Council and an elected Board. State Council is when representatives come together, usually twice a year, to form the policy direction of the MAV, which is set in alignment with the 2021-25 MAV Strategy.

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

#### **Our Members**

Local government is 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 the quality of life for the people it serves.

In Victoria, local government is made up of 79 councils representing more than 6.6 million people. Councils are a significant driver of economic activity across many industry sectors including construction, public administration, community services and public infrastructure. In all, employing nearly 50,000 people across some 300 different occupations.

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

Councillors play a vital leadership role in creating and implementing their community's vision, strategic direction and the values within which they operate.

Each member council appoints a councillor as its MAV representative. As of 30 June 2022, the MAV's member councils and their representatives are:

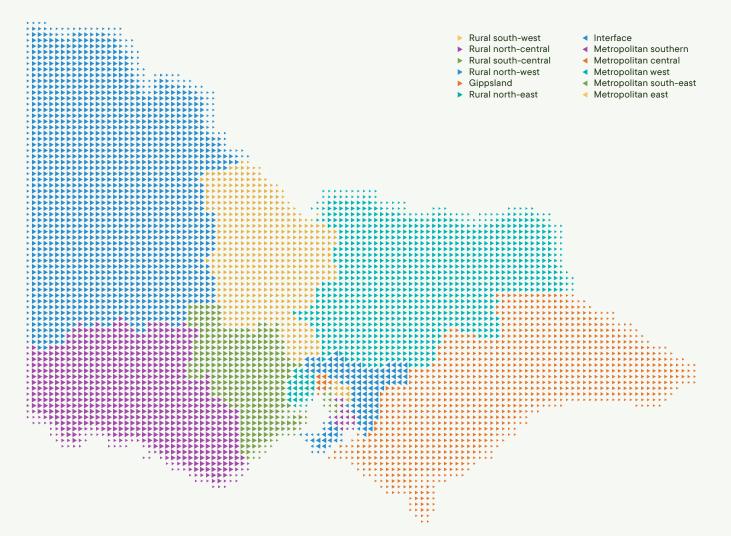
Alpine Shire Council, Cr John Forsyth Ararat Rural City Council, Cr Jo Armstrong Ballarat City Council, Cr Amy Johnson Banyule City Council, Cr Tom Melican Bass Coast Shire Council, Cr Michael Whelan Baw Baw Shire Council, Cr Michael Leaney Bayside City Council, Cr Alex del Porto Benalla Rural City Council, Cr Danny Claridge Boroondara City Council, Cr Lisa Hollingsworth Brimbank City Council, Cr Jasmine Nguyen Buloke Shire Council, Cr Daryl Warren Campaspe Shire Council, Cr Colleen Gates Cardinia Shire Council, Cr Jeff Springfield Casey City Council, Ms Noelene Duff\* Central Goldfields Shire Council, Cr Grace La Vella Colac Otway Shire Council, Cr Stephen Hart Corangamite Shire Council, Cr Ruth Gstrein Darebin City Council, Cr Susan Rennie East Gippsland Shire Council, Cr Mark Reeves Frankston City Council, Cr Nathan Conroy Gannawarra Shire Council, Cr Travis Collier Glen Eira City Council, Cr Anne-Marie Cade Glenelg Shire Council, Cr Anita Rank Golden Plains Shire Council, Cr Owen Sharkey Greater Bendigo City Council, Cr Rod Fyffe Greater Dandenong City Council, Cr Lana Formoso Greater Geelong City Council, Cr Kylie Grzybek Greater Shepparton City Council, Cr Seema Abdullah Hepburn Shire Council, Cr Lesley Hewitt Hindmarsh Shire Council, Cr Melanie Albrecht Hobsons Bay City Council, Cr Matt Tyler Horsham Rural City Council, Cr Robyn Gulline Hume City Council, Cr Joseph Haweil Indigo Shire Council, Cr Bernard Gaffney Kingston City Council, Cr Steve Staikos Knox City Council, Cr Susan Laukens Latrobe City Council, Cr Sharon Gibson Loddon Shire Council, Cr Gavan Holt Macedon Ranges Shire Council, Cr Jennifer Anderson Manningham City Council, Cr Stephen Mayne

Mansfield Shire Council, Cr James Tehan Maribyrnong City Council, Cr Michael Clarke Maroondah City Council, Cr Mike Symon Melbourne City Council, Cr Rohan Leppert Melton City Council, Cr Kathy Majdlik Mildura Rural City Council, Cr Liam Wood Mitchell Shire Council, Cr Bill Chisholm Moira Shire Council, Cr Libro Mustica Monash City Council, Cr Stuart James Moonee Valley City Council, Cr Rose Iser Moorabool Shire Council, Cr Tom Sullivan Moreland City Council, Cr Mark Riley Mornington Peninsula Shire Council, Cr Anthony Marsh Mount Alexander Shire Council, Cr Bill Maltby Moyne Shire Council, Cr Ian Smith Murrindindi Shire Council, Cr Sandice McAulay Nillumbik Shire Council, Cr Peter Perkins Northern Grampians Shire Council, Cr Murray Emerson Port Phillip City Council, Cr Tim Baxter Pyrenees Shire, Cr Robert Vance Queenscliffe Borough Council, Cr Ross Ebbels South Gippsland Shire Council, Cr Mohya Davies Southern Grampians Shire Council, Cr Bruach Colliton Stonnington City Council, Cr Jami Klisaris Strathbogie Shire Council, Cr Laura Binks Surf Coast Shire Council, Cr Adrian Schonfelder Swan Hill Rural City Council, Cr Les McPhee Towong Shire Council, Cr Aaron Scales Wangaratta Rural City Council, Cr Dean Rees Warrnambool City Council, Cr Vicki Jellie AM Wellington Shire Council, Cr Scott Rossetti West Wimmera Shire Council, Cr Bruce Meyer Whitehorse City Council, Cr Tina Liu Whittlesea City Council, Ms Lydia Wilson\* Wodonga City Council, Cr Kev Poulton Wyndham City Council, Cr Sahana Ramesh Yarra City Council, Cr Claudia Nguyen Yarra Ranges Shire Council, Cr Jim Child Yarriambiack Shire Council, Cr Kylie Zanker

#### MAV Board

Our Board is elected by member council representatives that comprise the State Council. The President is elected by all members, while 12 Board members are elected by their region.

The MAV Board, which is elected for a two-year term, sets and evaluates directions, priorities and performance standards for the MAV, appoints and monitors the performance of the CEO and defines the detail of policies, objectives and strategies determined by State Council. Board members liaise with the MAV representatives from their regions.



# Board meeting attendanceJul Aug Sep Oct Nov Dec Feb Mar Apr May JunCr David Clark (President)</

No meeting held in January 2022

#### Board allowances and expenses

The MAV Board Allowance and Expenses Policy provides for Board Members to receive an annual allowance, paid quarterly in advance.

Board members are provided with a data allowance for accessing business papers and can claim out-of-pocket expenses for travel, parking, accommodation, and meals when undertaking duties as a Board member.

The policy also allows for Board members to attend our Annual Conference, Councillor Leadership Conference and other MAV events.

In 2021-22, Board Member allowances were:

- Annual President allowance: \$72,401.16 plus 10% super
- Annual Deputy President allowance: \$14,926.44
   plus 10% super
- Annual Board member allowance: \$10,163.44 plus 10% super

#### MAV Executive Team

Kerry Thompson Chief Executive Officer

Troy Edwards Executive Director, Policy and Advocacy

Anthony De Jong Chief Financial Officer

Owen Harvey-Beavis General Manager, MAV Insurance

Domenic Isola Acting Manager, MAV Procurement

Louise McFarlane Manager, Strategic Communications

Celia Robinson Manager, Governance

Alison Standish Manager, HR & Corporate Services



Cr David Clark Pyrenees Shire Council President

Councillor, 1992–94, 1996–2004, 2008–present Mayor, 1999, 2003, 2004, 2010 and 2018

Member, MAV Audit and Risk Committee, MAV Insurance Board, MAV WorkCare Board



Cr Rohan Leppert City of Melbourne, Deputy President Metropolitan — Metro Central Region

Councillor, 2012, 2016, 2020-present



Cr Ruth Gstrein Corangamite Shire Council, Deputy President Rural – Rural South West Representative

Councillor, 2002, 2004, 2008, 2016, 2020 Mayor, 2006–07, 2007–08, 2008–09, 2020– present



Cr Tom Melican Banyule City Council Metropolitan East Representative

Councillor, 2003–present Mayor, 2008–09, 2011–12, 2017–2018 Member, MAV Audit and Risk Committee



Cr Jami Klisaris City of Stonnington Metropolitan South East Representative

Councillor, 2012–present Mayor, 2016–17, 2021–present



Cr Kris Bolam Frankston City Council Metropolitan Southern Representative

Councillor, 2008–2012, 2016–present Mayor, 2010–11, 2020–21 Dep. Mayor, 2011–2012



Cr Kathy Majdlik Melton City Council Metropolitan West Representative

Councillor, 2008-present Mayor, 2012-13, 2015-16, 2020-21



Cr Joseph Haweil Hume City Council Interface Representative

Councillor, 2016-present Mayor, 2020-21



Cr Aaron Scales Towong Shire Council Rural North East Representative

Councillor, 2012–present Mayor, 2017–18



Cr Kylie Grzybek City of Greater Geelong Rural South Central Representative

Councillor, 2017-present



Cr Jennifer Anderson Macedon Ranges Shire Council Rural North Central Representative

Councillor, 2012-present Mayor, 2014-15, 2016-17, 2017-18, 2020-21, 2021-22



Cr Brett Tessari Bass Coast Shire Council Rural Gippsland Representative

Councillor, 2016-present Mayor, 2018-19, 2019-20, 2020-21 Dep. Mayor, 2016-17, 2017-18



Cr Murray Emerson Northern Grampians Shire Council Rural North West Region

Councillor, 2012–present Mayor, 2019–2020, 2022 Member, MAV Insurance Board

#### 2021-22 Rules Review

#### The MAV is a membership association, established by the Municipal Association Act 1907 and governed in line with its Rules of Association, the MAV Rules.

The Rules are the foundation of MAV's governance framework. They were last formally reviewed in 2006 and amended in 2013. In 2021, through the *MAV Strategy 2021-*25 and at the May State Council meeting, it was recognised that a review of the Rules was needed to, amongst other things, reflect modern governance practices which have evolved since the last review of the Rules.

While the MAV has adopted many of these ways of working, the review is an opportunity to reflect such practices in the Rules.

Commencing in September 2021, consultation and engagement has been a key feature of the Rules review project. With over 180 participants attending online discussions and information sessions, 49 written submissions received from our members and other stakeholders in response to a Discussion Paper, followed by further consultation in response to a Directions Paper released in April with submissions closing in May 2022.

The feedback was clear – the Rules need to be modernised, be clearer and more widely understood to better enable the MAV to fulfil its role and function more effectively. The consultative process confirmed that the MAV must be:

- A strong sector leader highly influential, supported by its participating Councils and respected across a wide constituency.
- Modern and contemporary an adopter of best practice, nimble and agile in the way it can respond and adjust to change and opportunity.
- Credible well informed, highly skilled and capable of arguing complex issues with rigour, persuasion and timely data.
- Well governed seeking high performance, be highly accountable to its members and set a shining example of ethical practice.

Key to the process is ensuring the MAV Rules provide for sound governance arrangements to elect and support the role of the MAV President and Board, and our State Council's continues to be an effective forum for creating local government policy. At the June 2022 State Council meeting, MAV representatives considered and provided clear direction of support for all the following 10 specific proposals that were put forward for further consideration:

- Member Councils being required to submit matters for consideration at meetings of State Council and to do so by Council resolution.
- Councils being required to commit to two-year memberships of the MAV, payable by two annual instalments and requiring a council which intends to withdraw from financial membership of the MAV to provide notice of such intention no later than 31 December in the year prior to membership renewal.
- Councillors nominating for the office of MAV President being required to be the nominated MAV representative of their council.
- Elections for the office of MAV President and MAV Board members to be held every two years.
- Size of the Board to be a President and ten Board members with five Board members elected from rural and regional Councils and five Board members from metropolitan councils.
- Maintaining an equal number of regional groupings of rural and metropolitan councils for the purpose of electing members to the MAV Board.
- Presidential service being capped at four consecutive terms and Board service being capped at four consecutive terms.
- Specific new provisions which will apply to casual vacancies for the office of President and Board members.
- All voting at State Council being based on one vote per member rather than the current plural voting provisions.

- Revised State Council arrangements:
  - State Council continue to meet twice each calendar year.
  - MAV Board to be empowered to determine the strategic relevance of member proposed motions to be considered at State Council.
  - Member councils required to provide the MAV with a minimum of 60 days' notice of proposed motions.
  - MAV required to provide member councils with a minimum of 30 days' notice of the State Council meeting agenda.
  - MAV Board be empowered to put Board proposals before State Council.

These proposals formed the instructions to Mark Hayes, Partner at Maddocks Lawyers who is drafting the new MAV Rules that will be considered by MAV representatives for adoption at a Special Meeting of State Council on Friday 16 September 2022. The Rules must be approved by Governor in Council before they can commence.

You can read more about the Rules Review here.

#### Audit & Risk Committee

The role of the Audit & Risk Committee is to provide independent assurance and assistance to the Board on the MAV's financial performance and reporting, the management of risk, the effectiveness of systems of internal controls, and the conduct of internal and external audit functions.

The committee comprises of five members:

- Three Independent Members (one of which is the Committee Chair), and
- two MAV (Cr) Representatives.

A total of five meetings were held during the period 1 July 2021 to 30 June 2022.

The following table provides a summary of meeting attendances.

Jul	Aug	Sep	Oct	Nov
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The committee has an established Annual Work Plan to enable it to discharge its responsibilities in line with its objectives as set out in the Audit and Risk Charter.

The workplan includes an annual program of internal audit with the following audits conducted in 2021-22:

- Sector Procurement
- Fraud and Corruption Control

In 2021-22, the sitting fees per meeting were:

- Independent Chair \$1,260.34
- Independent committee members \$757.39

#### Compliance

In addition to the requirements of the Municipal Association Act 1907 and MAV Rules, the MAV must comply with certain regulations and obligations applicable to statutory and public bodies.

The MAV is also required to comply with the conditions of its Australian Financial Services Licence (AFSL).

The MAV has established a significant compliance and governance structure to ensure it meets its obligations under the AFSL. This structure includes a compliance and risk management strategy, plan and table, and disaster recovery and business continuity plan.

An electronic risk management and compliance system operates within MAV Insurance to ensure compliance with its AFSL obligations and other related statutory requirements.

Compliance with this system is audited annually by the MAV's independent external auditor, and findings are reported to both the MAV Insurance Board and the MAV Board.



#### MAV Insurance Board

#### The MAV Board has delegated authority and responsibility for MAV Insurance to the MAV Insurance Board (MAVIB).

The LMI scheme's deed of establishment enables the formation of a management committee, formalises duties and powers of delegation by the Board and provides guidance on the day-to-day operation of the MAVIB members are appointed by the MAV Board from the insurance industry and local government. MAVIB has also been delegated oversight of the Commercial Crime Fund.

The MAV holds an Australian Financial Services Licence (AFSL No 271438). The MAV and MAV Insurance have AFSLcompliant processes and activities in place to maintain the highest standards of governance, provide operational efficiency and enhance the future viability of MAV Insurance.

The MAVIB carries out oversight and management of the operational activities of MAV Insurance. JLT Risk Solutions (JLT) provides claims, risk management, general administration and reinsurance placement services. Taylor Fry is the scheme's actuary. Frontier Advisors provide investment consultant services. The investment manager is Kapstream Capital.

#### 2021-22 Overview

The MAV Insurance Liability Mutual Insurance (LMI) scheme offers public liability and professional indemnity insurance to Victorian and Tasmanian councils and other local government authorities.

The scheme is not-for-profit, which means any excess revenue is held in the fund to help keep premiums down for members – rather than paying income tax and dividends to shareholders like commercial providers.

The LMI scheme is tailored specifically to local government and includes cover designed to respond to unique sector risks. This is achieved using over 25 years of claims data, and regular monitoring of new and emerging risks and exposures facing local government. MAV Insurance continued a program of reform to the LMI through the implementation of the service provider tender to select a provider/s to deliver reinsurance broking, claims management, risk management and underwriting and administration services. Additional major projects for the year included the delivery of the LMI Scheme Reform Working Group's report to the MAV Board, which seeks to identify the optimum structure of the scheme and the implementation of the expanded Australian Financial Services Licence authorisations to include new claims handling requirements. The latter reflects the implementation of a key recommendation relating to the Hayne Royal Commission.

#### Financial summary

Financial statements include MAV Fidelity or commercial crime, and the LMI Scheme.

With all 79 Victorian Councils and all Tasmanian Councils members of the LMI Scheme in 2021-22 the financial results improved, with net assets of \$4.76m as of 30 June 2022.

The MAV Insurances financial position over the past two years reflecting full scheme membership, a prudent reinsurance strategy, outperformance of investment benchmarks and beneficial movement in the economic assumptions for the scheme. Partially offsetting these positive developments has been a material increase in claim numbers for the personal injury and property damage claim cohorts.

The Commercial Crime Fund recorded a small operating surplus of \$9,619 for the year ending 30 June 2022, similar to the previous year and in line with the Fund's objective.

Board meeting attendance	20 Aug	27 Sep	29 Oct	15 Dec	25 Mar	10 Jun	27 Jun
Rob Spence (Chair)	~	~	~	~	~	~	~
John Bennie	×	~	~	~	$\times$	~	~
Cr David Clark	×	~	~	~	~	~	~
James Dryburgh					~	~	~
Cr Murray Emerson	~	$\times$	~	~	~	~	~
Michael Guilmartin	~	~	~				
Dion Lester	~	~	~	$\times$	$\times$	~	~
Kate Reid	~	~	~	$\times$	~	~	~
Bruce Richards	~	~	~	~	~	~	~
Katrena Stephenson	~	~	~	~			
Kerrie Williams	~	~	~	~	~	~	~
Paul Woodhouse	~	~	~	~	~	~	~
Kerry Thompson	×	~	~	~	×	~	~

#### Board sitting fees

Independent Board members receive an annual fee. In 2021-22, the annual fee was:

Chair — \$25,000 Independent Board Member — \$15,300

#### Executive Team

Kerry Thompson Chief Executive Officer

Owen Harvey-Beavis General Manager, MAV Insurance

Kristine Minghella Insurance Counsel

Ivan Ciardullo Claims Consultant

Mony Sarem Board Secretariat

#### Service Providers

JLT Risk Solutions Pty Ltd

Taylor Fry Pty Ltd Actuary

Frontier Advisors Investment Adviser

Kapstream Capital Pty Ltd Investment Manager

VAGO Auditor

National Australia Bank Asset Servicing Custodian Services

#### Legal Panel

Minter Ellison DLA Piper Moray & Agnew Gilchrist Connell (Victoria)

Barry Nilsson (Tasmania)



Rob Spence Chair, appointed 21 August 2018 Independent Representative

Former Chief Executive Officer, Municipal Association of Victoria (until 20 August 2018)



Cr Murray Emerson MAV Board Representative Appointed 2019

Board Member, Municipal Association of Victoria Councillor, 2012 – present Mayor, 2019-2020



Kate Reid Independent Representative Appointed 2019

General Counsel, Risk team Corrs Chambers Westgarth

Professional Standards & Indemnity Counsel, Corrs Chambers Westgarth 2010–20

Special/General Counsel Corrs Chambers Westgarth 2006-10



Kerry Thompson Victorian Association Representative Appointed 2018

Chief Executive Officer, Municipal Association of Victoria (Member of MAV WorkCare)

Director, Vision Super

Chair, cohealth

Acting Chief Executive Officer, VicRoads 2018

Deputy Secretary Investment and Business, Transport for Victoria 2016–18

Chief Executive Officer, Lost Dogs Home 2015-16

Chief Executive Officer, Wyndham City Council 2010–15

Chief Executive Officer, Maribyrnong City Council 2003–10



Kerrie Williams Independent Representative Appointed 2019

Non-Executive Director, U Ethical Investors Chair, Investment Committee, U Ethical Investors

Member, People and Nominations Committee, U Ethical Investors

Member, Audit, Risk and Compliance Committee, U Ethical Investors

Member, Sisters of St John of God Finance Advisory Committee

Director of Strategy & People/ Head of Practice, Frontier Advisors 2010–17

Investment Consultant, Frontier Advisors 1997–2017



Dion Lester LGAT Representative Appointed 2021

Chief Executive Officer, Local Government Association of Tasmania Board Member (Observer), Local Government Professionals Tasmania



John Bennie Victorian Council Representative Appointed 2016

Chief Executive Officer, City of Greater Dandenong

Past Chair Southern Melbourne Regional Development Australia Committee

State President, LGPRO 2005-06

National President, LGMA 2011

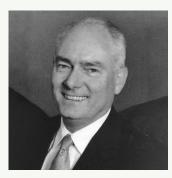
Public Service Medal 2014



Paul Woodhouse Independent Representative Appointed 2019

A qualified accountant and general insurance professional.

Held senior roles in General Insurance and Insurance Broking including as General Manager of Corporate Services at the Community Broker Network 2018 and General Manager of Swann Insurance.



Bruce Richards Independent Representative Appointed 2019

President, Richard Oliver Risk Managers Chicago, 1993–95

Director and Managing Principal Consulting Sedgwick/Marsh, 1995–2000

General Manager Operations and Client Services, VMIA, 2000–08

National Manager, Risk Engineering CGU Insurance, 2008–12



Cr David Clark MAV Board Representative Appointed 2021

President, Municipal Association of Victoria

Councillor, 1992-94, 1996-2004, 2008-present

Mayor, 1999, 2003, 2004, 2010 and 2018

Board Member, MAV Audit and Risk Committee, MAV WorkCare Board, and Australian Local Government Association



James Dryburgh Tasmanian Council Representative Appointed 2022

General Manager, Brighton Council (Tasmania) Divisional Councillor, AICD Tasmania Division Acting General Manager, Tasman Council 2019–20

Director, Microwise Australia 2019–22 Director, Spring Bay Mill 2018–22

#### MAV WorkCare

### The MAV WorkCare local government workers' compensation self-insurance scheme was approved by WorkSafe Victoria on 3 May 2017.

In October 2017, the MAV Board appointed a WorkCare Board to oversee the operations of the Scheme in line with Participation Agreement requirements.

The last day the Scheme operated was 30 June 2021 with the Scheme now deemed a Ceased Self-Insurer Scheme until 30 June 2027.

#### 2021-22 Overview

The MAV transferred all claims liabilities to WorkSafe effective from 1 July 2021 following WorkSafe Victoria's decision to not grant a licence renewal.

The MAV worked collaboratively with WorkSafe and its members to meet its obligations under the Workplace Injury Rehabilitation and Compensation Act as a ceased selfinsurer. These included paying \$74m across two tranches in October and November 2021 to meet actuarially estimated claims liabilities transferred to WorkSafe.

The MAV also established bank guarantee structures to meet the requirements of the WIRC Act. Key cessation tasks included the commutation of the impaired reinsurance contracts, transfer of claims and related files to WorkSafe and their appointed agents, establishment of revised bank guarantee arrangements and transfer of funds to WorkSafe.

Due to the inadequacy of scheme assets against the WorkSafe appointed actuary's estimate of claims liabilities, MAV worked with members on the financial contributions required to meet the deficiency. MAV also pursued multiple advocacy efforts to mitigate the effect of the call on members.

Jul	Sep	Dec	Apr
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#### Board sitting fees

Independent Board members receive a sitting fee. In 2021-22, the annual sitting fee was:

Chair — \$25,000

Independent Board Member - \$15,000

#### Executive Team

Kerry Thompson MAV Chief Executive Officer

Owen Harvey-Beavis MAV General Manager, Insurance

Anthony DeJong Chief Financial Officer



Marilyn Duncan Chair, Independent Representative Appointed 2017

Former Chief Executive Officer, City of Brimbank

President The Youth Junction Inc. Sunshine



Janet Dore Independent Representative Appointed 2017

Former Chief Executive Officer, City of Ballarat

Former Chief Executive Officer, City of Newcastle

Former Chief Executive Officer, Transport Accident Commission

Former Non-Executive Director, nib Health Funds, Newcastle Airport and Institute for Safety Compensation and Recovery Research

Fellow, Australian Institute of Company Directors (AICD)

Former Municipal Monitor, Ararat Rural City Council



Cr David Clark MAV Board Representative Appointed March 2020

Elected President 2021 Past deputy President of the MAV Board Board member (2013- 2019) Past-Mayor of the Pyrenees Shire Council Elected to Council in 1992 and re-elected in 2008, 2012, 2016 and 2020



Cr Tom Melican MAV Board Representative Appointed November 2021

Councillor, 2003–present Mayor, 2008–09, 2011–12, 2017–2018 Member, MAV Audit and Risk Committee



Kerry Thompson MAV Representative Appointed 2018

Chief Executive Officer, Municipal Association of Victoria

Board Member, MAV Insurance

Member, State Crisis and Resilience Council

Chair, cohealth

Acting Chief Executive Officer, VicRoads 2018

Deputy Secretary, Investment and Business Transport for Victoria 2016-18

Chief Executive Officer, Lost Dogs Home 2015-16

Chief Executive Officer, Wyndham City Council 2010-15

Chief Executive Officer, Maribyrnong City Council 2003-10 The MAV Board & Governance Report 2021–22 is supported by more detailed information that can be accessed <u>through our website</u> or directly through the links below.





Municipal Association of Victoria mav.asn.au

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