



MUNICIPAL ASSOCIATION OF VICTORIA

STRATEGIC WORK PLAN

2015-16

Snapshot of Victorian Local Government

Municipalities



Land area varies from  **8 sq km to 22,000 sq km**

Employs **42,500** 

Budgets

Each municipality manages significantly different budgets.



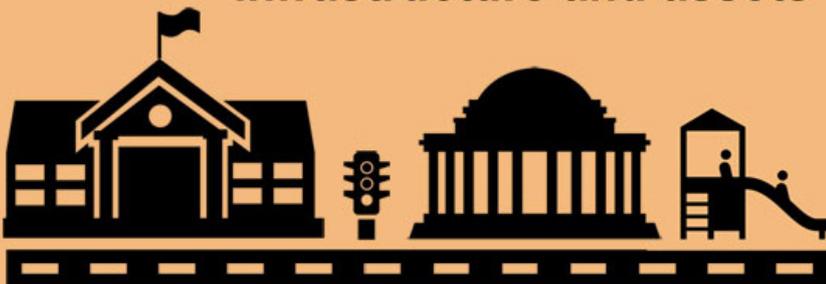
 Average metro council
 Average rural council


\$7.63 billion in annual revenue

Populations

range from  **3,100** to  **281,000**

\$73 billion in community infrastructure and assets



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Service delivery statistics in local government

Local government in Victoria delivers the following services each year



4.6 million hours
of home assistance, property maintenance, personal and respite care



306,600 immunisations for preschool and secondary schools



614,400 maternal and child health consultations



3.4 million meals delivered to home care recipients



129,735 km of roads serviced

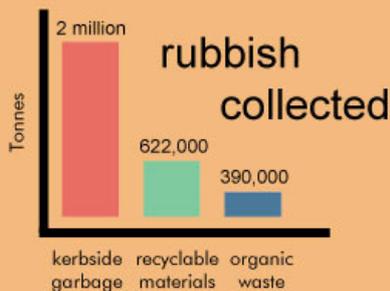
approximately **85%** of total road network



decides over **52,300** planning permit applications



over **\$50 million** on public street lighting



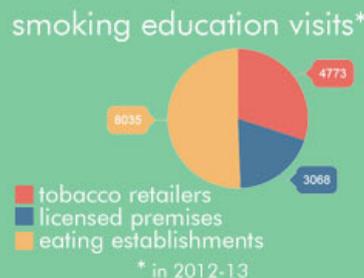

51 million items loaned from 300 public and mobile libraries



takes more than **3.4 million** bookings for internet access



maintains over **1,000** grassed sports surfaces




registers over **48,000** fixed and mobile food businesses

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About Local Government in Victoria

In Victoria, local government is made up of 79 councils representing over five-and-a-half million people. They operate with a legislative and electoral mandate to manage local issues and plan for the community's needs. In partnership with communities, councils manage more than \$73 billion worth of community infrastructure and assets.

Victorian local government has annual revenue of \$7.6 billion. It employs more than 42,500 people and provides more than 100 different services to people who live, work and visit the local council area. Key functions include health and community services; planning and land use; environmental services; recreational and cultural services; local roads, footpaths and street lighting services; domestic animal management; and emergency management planning.

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.

2015-16 challenges

A key role of local government is to build strong communities that have the resilience to adapt to the changes and challenges that impact them. Over the last decade, local government around the world has faced major economic change, climate change impacts and the fast-paced impacts of the digital revolution. At the same time, many are dealing with changing demographic needs caused by ageing populations, increasing obesity and chronic illness, community violence, homelessness, population growth and decline, industry transition and drug, alcohol and gaming abuse.

This year, in addition to addressing ongoing global trends, Victorian councils are faced with three significant financial issues: rate capping, the three year freeze on indexation of Financial Assistance Grants and the potential reform of Federation and Taxation. There is a significant financial divide between small rural and large metropolitan councils. Many councils, particularly those in rural and regional areas, are already planning and implementing measures to remain financially sustainable in the face of these changes.

In this challenging environment, councils faced with radical revenue cuts will be left with little choice other than to reduce staff, cut community services, or reduce spending on infrastructure maintenance and renewal.

Focus for 2015-16

To support the interests of our members, the MAV will advocate for local government's voice to be heard to reinstate Financial Assistance Grants indexation and the debate on both the Federation and Taxation White Papers. We will also work with the State Government to find a workable model and implementation plan for their rate capping mandate.

However, to avoid cutting services based solely on available revenue, the sector must also develop strategies to become more efficient, and better engaged with the communities they serve. The MAV will lead the sector in finding pathways to increase community appreciation of local government, improve sector-wide and whole of government collaboration, and improve efficiency and productivity through better use of technology and data analysis.

This focus is reflected in the seven key priorities of this Plan.

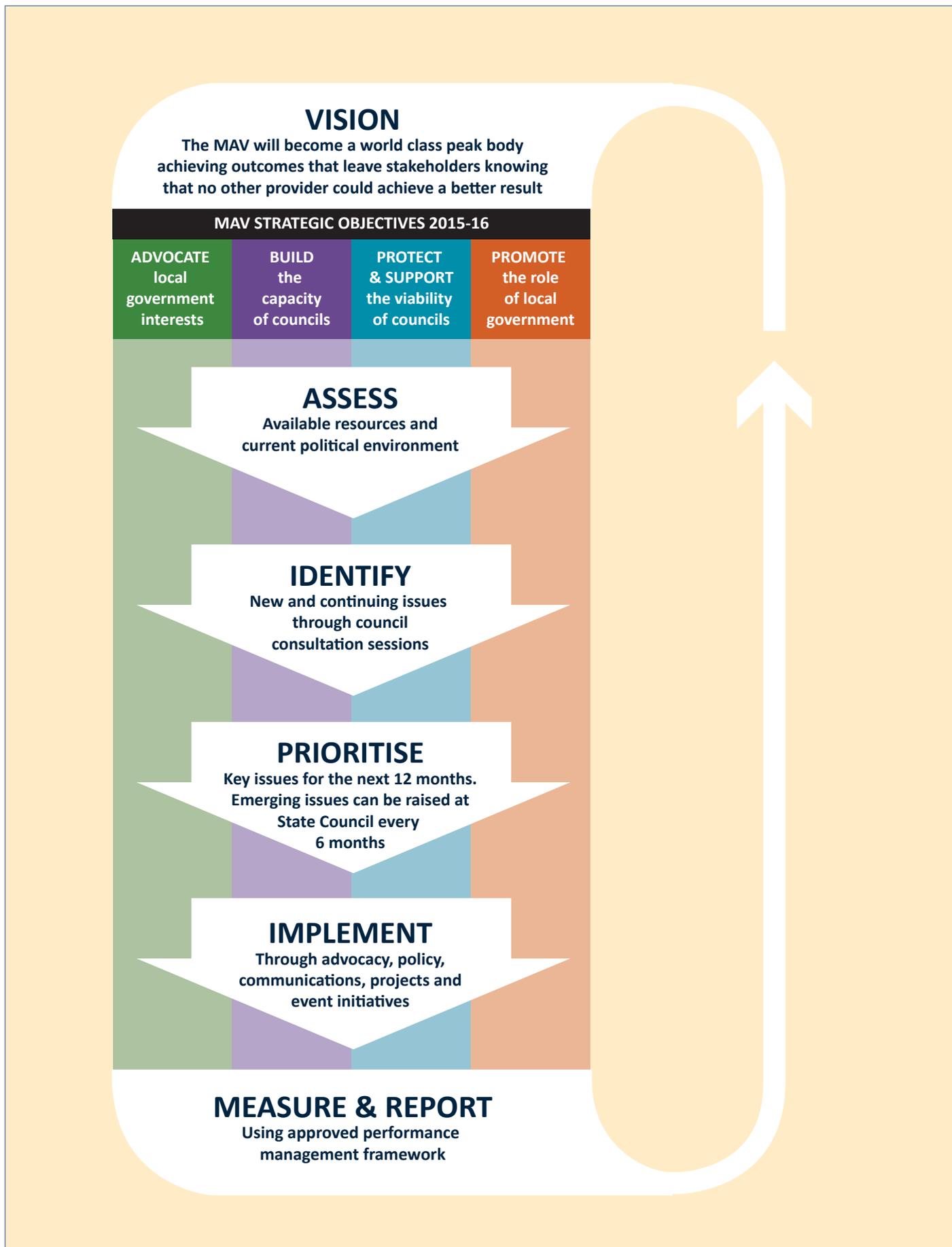
About this Plan

In response to member feedback, we have reduced the number of high level priorities, in order to better focus our limited resources on matters of critical significance to the entire sector. The executive summary provides context and presents the MAV's seven priority issues for 2015-16.

The plan then presents each of the MAV work areas in greater detail, including their emerging challenges, focus and proposed activities for 2015-16. Issues identified through our strategic planning and State Council processes are included in this section.

The priorities in this Strategic Work Plan will be delivered through a range of advocacy, policy, communications, projects and events initiatives. Progress will be reported through a performance management framework to the MAV Board every month and to member councils in our Annual Report at the end of the year. The project management framework will be developed in collaboration with our members and implemented by the MAV Board prior to 1 July 2015.

Strategic Framework



About the MAV

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 and councillors.

Origins & evolution

The Parliament of Victoria passed the Municipal Association Act in 1907, officially recognising the MAV as the voice of local government in the state. In the language of the day, the act stated that the role of the MAV 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.'

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

The MAV is a membership association, accountable to its constituent members through an elected Board. Membership of the MAV is discretionary (all 79 Victorian councils are current financial members), and participation in our insurance schemes, financial and procurement, events and other activities is voluntary.

Strategic objectives

The strategic objectives of the MAV reflect our core role and guide the development of our work programs.

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

The 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 79 member councils. Eight consultation sessions were conducted in seven locations across Victoria. MAV staff members also have significant input into the development of the plan.

State Council is a meeting of MAV membership that occurs at least twice a year. One of MAV's critical characteristics is its ability to respond in a timely manner to issues affecting the sector, as they arise. State Council is our members' opportunity to raise new issues as motions of business. Endorsed resolutions are incorporated into the MAV's work plan, as directed by our Board.

Determining priorities

Consultation for the annual strategic work plan typically identifies about 80 issues that councils identify as priorities. In addition to this, State Council can generate as many as 120 resolutions, which must be assessed by the MAV Board to determine how they will be progressed. Given the limited resources of the MAV, the Board must consider the impact of any additional activities on the staff's capacity to deliver the activities included in this strategic work plan, and assess each resolution against this criteria:

- **magnitude of impact** the issue is likely to have on councils and their communities
- **number of councils** affected by the issue
- **political ramifications** of the issue
- **immediacy** of the issue
- **likelihood of an outcome** in local government's favour.

Priority issues

This year's strategic planning consultation sessions identified seven priority issues:

1. **Rate capping**
2. **Financial Assistance Grant indexation & federation and taxation reform**
3. **The value perception of local government**
4. **Innovation, efficiency and productivity of local government**
5. **State and federal government funding & partnership obligations**
6. **The wellbeing of our communities**
7. **Improving MAV processes and outcomes**

These priority issues are discussed on pages 9-14 of this Plan.

Capability & resources

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

Our members play a significant role in how we operate. In consultation with them, we work strategically to set both a specific and broad agenda in terms of local government's needs and priorities. MAV work areas are also guided by input from eight MAV Board Advisory Committees, fourteen other MAV Committees and a long list of external committees. MAV staff coordinate and disseminate the work of these committees.

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

How to participate in the strategic planning process

There are two key avenues for our members to contribute to and shape our voice:

1. The annual strategic planning process involves council consultation through our CEO metro and rural forums, strategic planning sessions (held in January and February), as well as written submissions to the draft plan sought from councils via their MAV representatives in April.
2. State Council meetings, held at least twice a year (usually in May and October), consider and pass resolutions to action issues that have arisen since the strategic planning process was completed. Members appoint a representative to attend State Council meetings, exercise their council's vote and provide regular reports to their council on our activities. Current State Council member representatives are listed on page 35 of this Plan.

Improving MAV processes and outcomes

Earlier this year the Victorian Auditor-General's Office (VAGO) tabled its report *'Effectiveness of Support for Local Government'*. This report examined the support services provided by LGV and a selection of services provided by the MAV to local government. The thrust of much of the Audit was to assess the effectiveness of MAV processes against a range of legislation and processes that apply to State departments and agencies of government.

The VAGO Audit survey found that councils are satisfied with the MAV's identification of their support needs, and also with their level of engagement and approval of the MAV's work. However, it also identified a number of processes and practices that required improvement.

The VAGO Audit survey results also highlighted the high importance members' place on the MAV operating separately to government, with councils rating the MAV's independence as fundamental in advocating for local government and promoting the sector's interests. The MAV will explore ways to protect this independence over the course of the year.

The MAV Board has acknowledged the importance of the matters raised by VAGO and has resolved to fully address all matters raised in the report. In particular, the Board noted the breadth of the matters including:

1. The ongoing independence of the MAV
2. Review of the Municipal Association Act
3. MAV operations and governance
4. Monitoring and evaluation of support activities, and
5. Maintenance of effective working relationships with State Government.

The Board recognises that the report has identified a number of areas in which the board could improve its oversight and governance of the MAV and that the Board commits itself to using the matters raised in the Report to strive to become an exemplar of governance practice.

The Board will regularly update members of progress, including at State Council.

This MAV Strategic Work Plan 2015-16 is a transitional document that reflects our progress in improving our planning processes since the release of the VAGO report in late February 2015. Next year's strategic work plan will demonstrate the implementation of further improvements that address the complete annual cycle of planning and reporting; including proposed changes to our State Council process.

ABOUT OUR SUCCESS MEASURES for 2015-16

As part of the review of MAV processes and reporting practices, more meaningful success measures and reporting standards will be developed in consultation with our staff and Board members over the next few weeks. The new measures and reporting standards will be confirmed and implemented prior to 1 July 2015 and will be included in this Plan, upon their approval.

Priority issues for 2015-16

1. Rate capping
2. Financial Assistance Grant indexation & federation and taxation reform
3. The value perception of local government
4. Innovation, efficiency and productivity of local government
5. State and federal government funding & partnership obligations
6. The wellbeing of our communities
7. Improving MAV processes and outcomes

This year’s strategic planning consultation sessions identified these seven priority issues as critical to many individual councils and of great significance to the entire sector. The MAV has been directed by its members to assign effort and resources toward addressing these issues above all others over the next 12 months.

Emerging challenges, focus and proposed activities for each of the MAV work areas is presented on pages 16 - 30.

1. Rate capping

The new State Government made a pre-election promise to cap council rates, while also promising that the cap would not result in job losses or service cuts. Local government is a major employer; a major force for economic development; and a major provider of community services, particularly in rural areas.

According to Standard and Poor’s, rate capping in NSW resulted in “significant infrastructure backlogs, deteriorating asset quality and lower levels of service”. The proposed rate cap in Victoria threatens to produce a similar outcome, particularly for rural councils with few alternative revenue streams.

The MAV is working with the State Government, the Essential Services Commission (ESC) and other key stakeholders to find a viable solution, in an environment of high media interest and political pressure. We will:

- Work with the State to establish a fair measure of Councils costs of doing business and delivering services
- Work to ensure mechanisms for Councils to seek increases are equitable and fairly based
- Work to ensure rate capping does not blow out the predicted infrastructure gap across the sector further
- Clarify delivery arrangements for services where funding responsibility is shared with other levels of government
- Assist communities to understand the services provided through council rates
- Continue campaigns to support local government and community interests.

MAV WORK AREA ACTIVITIES SUPPORTING THIS PRIORITY	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Governance & Reform				
Refine the Local Government Index based on contemporary data that will underpin advocacy on financial sustainability and rate capping	✓	✓	✓	✓
Support the activities of the <i>Financial Assistance Grants and Rate Capping Taskforce</i>	✓	✓	✓	✓
Engage with, and make submissions on behalf of Councils to, Essential Services Commission on the rate capping processes	✓	✓	✓	✓
Financial Sustainability				
Work with State Government to define rate capping parameters that result in workable outcomes for councils and their communities	✓	✓	✓	✓
Communications & Media				
Develop and run campaigns profiling the good work and high value of local government	✓	✓	✓	✓

SUCCESS MEASURES: Minimal service disruption, No further escalation in the infrastructure gap, Service arrangements are consistent across the sector.

2. Financial Assistance Grant indexation & federation and taxation reform

The Federal Government’s three-year indexation freeze, announced in its 2014-15 budget, will adversely impact Victorian councils by \$134 million over the next four years. Rural communities will be hardest hit by this decision, as Financial Assistance Grants comprise up to 31 per cent of rural shires’ total budgeted revenue. The MAV will participate in a multi-stakeholder national campaign to restore indexation.

The national Federation and Taxation White Paper processes will go to the heart of how Australia’s federation and tax systems work, and will redefine local government’s place in them. Local government must be involved in the process to ensure there is adequate funding and resourcing assigned to infrastructure and services for local communities.

The MAV will work with stakeholders, including national and state local government associations, and our member councils to ensure the interests of local government and the communities they serve are advanced and protected through these reviews. Specifically, we will:

- Support and contribute to the national efforts of the Australian Local Government Association (ALGA)
- Encourage our member councils to participate in the White Paper processes
- Work with government to protect and advance the interests of the communities we serve.

MAV WORK AREA ACTIVITIES SUPPORTING THIS PRIORITY	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Governance & Reform				
Develop a credible Local Government Index based on contemporary data that will underpin advocacy on financial sustainability and rate capping	✓	✓	✓	✓
Support the activities of the <i>Financial Assistance Grants and Rate Capping Taskforce</i>	✓	✓	✓	✓
Influence and shape the government’s legislative agenda	✓			✓
Represent the interests of local government in the review of Federation & Taxation systems			✓	✓
Financial Sustainability				
Advocate for the restoration of indexation of Financial Assistance Grants	✓	✓	✓	✓

SUCCESS MEASURES: Negotiated improvements from current position, Federal engagement and influence (advocacy activities and outcomes), council engagement and participation levels.

3. The value perception of local government

Local government is the most trusted tier of government, yet the least understood by communities.

Councils need community appreciation of the value and scope of services that they provide to increase, so they can leverage community support for local government in negotiating with other levels of government and gain greater flexibility in aligning council service fees with council service value.

The MAV will work with councils to develop and deliver a range of sector-wide resources, campaigns and initiatives to assist councils in their efforts to improve value perceptions of local government by their communities and other levels of government. We will also work to increase media/social media coverage of the value of local government.

MAV WORK AREA ACTIVITIES SUPPORTING THIS PRIORITY	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Financial Sustainability				
Increase appreciation of the value of local government to communities and other levels of government	✓		✓	✓
Councillor Training				
Develop and commence ‘ <i>Stand for Council</i> ’ Campaign		✓		✓
Communications & Media				
Increase member and stakeholder engagement through social media	✓	✓		✓
Develop and run campaigns profiling the good work and high value of local government	✓	✓	✓	✓
Advocacy of sector-wide local government value perception communications initiatives	✓			✓

SUCCESS MEASURES: Member survey results, traditional and social media engagement statistics, quality and quantity of support resources available to councils and council participation and engagement levels.

4. Innovation, efficiency and productivity of local government

In an environment of rising community expectations and continuing revenue cuts for all levels of government, councils will need to need to work smarter and together to deliver services to their communities. By using technology as an enabler, councils can deliver services for less cost, and negotiate new strategic partnering arrangements with state and federal governments.

The MAV will facilitate and encourage sector-wide collaboration by developing opportunities for knowledge sharing and capacity building, including transformative and innovative initiatives such as the Swift library program, the Maternal and Child Health information management system, the new Regional Road Groups and the Local Government Enablement Platform. We will work with stakeholders to address sector sustainability issues including labour costs and skill shortages and we will maximise business improvement opportunities by embracing technology changes and increasing cost-saving collaborative procurement initiatives.

MAV WORK AREA ACTIVITIES SUPPORTING THIS PRIORITY	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Governance & Reform				
Develop <i>Local Government Enablement Platform</i> to facilitate sector-wide collaboration		✓	✓	✓
Progress the <i>Councils of the Future Group</i> (Future of Local Government Program)		✓	✓	✓
Use <i>Future of Local Government</i> conferences and workshops (events) to share knowledge of good practices and innovation			✓	✓
Financial sustainability				
Drive savings by increasing aggregated procurement	✓	✓	✓	✓
Public Health & Safety				
Commence implementation of the new <i>Maternal and Child Health Information System</i>		✓		✓
Planning & Building				
Work with councils to improve performance through the MAV planning improvement program and other initiatives		✓		
Transport & Infrastructure				
Use the <i>STEP Asset Management and Financial Sustainability Program</i> to encourage common data models, procurement processes and systems	✓	✓		
Emergency Management				
Support regional planning and cluster models	✓	✓		✓
Work with councils to improve Crisisworks software to meet local government needs and integrate with State systems	✓	✓		
Workforce				
Work with LGPro and other local government associations to review and address cost of labour issues	✓		✓	
Support the development of a sector-wide plan for transformation change in human capital management	✓	✓	✓	✓
Support initiatives that leverage cloud and mobile technology to share skills and standardise processes across the sector		✓	✓	
Procurement				
Develop and deliver tenders and contracts for key council service delivery resources		✓	✓	
Implement the <i>LEAP Procurement Development program</i> and identify opportunities for continuous improvement		✓	✓	
Develop guidelines to standardise processes across the sector		✓		
Develop the local government enablement platform proof of concept and strategy	✓	✓	✓	✓
Insurance				
Advocate for greater protections for councils, including for water claims	✓			
Rollout WorkCare self-insurance initiative	✓	✓	✓	
Technology				
Support the development and implementation of Local Government Enablement Platform	✓	✓	✓	✓
Support the establishment of open data standards for local government to improve integration with other levels of government and engagement with the community		✓		✓
Support council ICT practitioners to adapt to changing technologies and roles		✓		
Provide ICT research and best practice tools		✓		
Events				
Improve marketing efforts to retain existing and attract new delegates to key events to encourage council knowledge sharing, innovation, efficiency and productivity gains				✓

SUCCESS MEASURES: Negotiated improvements from current position, union engagement and influence (advocacy activities and outcomes), benchmarking of cost and productivity benefits from implementation of collaborative procurement and technology initiatives.

5. State and federal government funding & partnership obligations

Councils manage and maintain local infrastructure and facilities, and deliver a surprisingly diverse range of services that the people of Victoria rely upon to go about their daily lives.

When state and federal government budgets make cuts, people turn even more to their council to access high quality, reliable, low cost public services. As these service demands grow, so do council costs, yet funding from other levels of government fails to adequately cover these growing costs. The MAV seeks to build closer working relationships with the Victorian and Australian Governments to advance the shared interests of all levels of government in providing better outcomes for our communities.

High level priorities include long-term funding solutions for the delivery of services critical to the ongoing liveability of our communities, including Home and Community Care (HACC), public libraries, kindergartens, maternal and child health, pensioner rate discounts, community building and youth services, road and infrastructure maintenance, waste management, weed and pest management, and climate change adaptation.

MAV WORK AREA ACTIVITIES SUPPORTING THIS PRIORITY	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Financial Sustainability				
Advocate for the reinstatement of funding equivalent to the former Country Roads and Bridges program and the Local Infrastructure program	✓		✓	
Advocate to state and federal governments to continue funding pensioner discount on rates	✓		✓	
Community Services				
Negotiate with government in regard to funding reform of community services	✓	✓	✓	
Participate in identifying, planning and supporting State capital funding priorities with councils for early childhood facilities	✓	✓	✓	✓
Negotiate fairer funding for public libraries	✓	✓	✓	✓
Advocate for an ongoing national partnership on funding of 15 hours of kindergarten	✓	✓	✓	✓
Public Health & Safety				
Strengthen and improve the Maternal and Child Health service and negotiate renewed Memorandum of Understanding and increased unit price with the State	✓	✓		✓
Advocate for an improved funding model for council provision of immunisation services	✓		✓	✓
Planning & Building				
Represent local government interests in State planning and building related reviews and reforms	✓			✓
Transport & Infrastructure				
Advocate for a statewide, long term and adequately resourced integrated transport infrastructure plan	✓	✓	✓	
Advocate for an independent and transparent process and governance model for infrastructure evaluation, prioritisation and decision-making	✓			
Advocate for growth area infrastructure funding	✓	✓	✓	
Advocate for a cooperative approach to freight strategies	✓	✓		
Advocate for rural and regional infrastructure funding	✓	✓	✓	
Environment				
Represent local government interests in State environment-related reviews and reforms	✓		✓	✓
Advocate for long-term funding for council roadside weed and pest management activities	✓	✓	✓	
Advocate for greater investment of Sustainability Fund savings into council waste management and sustainability projects and programs	✓	✓	✓	
Emergency Management				
Advocate for a review of all legislation that allocates emergency management responsibilities to councils	✓		✓	
Work with councils and the State on an agreed role for local government in emergency management that aligns with their capability and capacity.	✓		✓	✓
Advocate for a sustainable model of State and Federal funding support for council mitigation and recovery activities following the release of the Productivity Commission's inquiry into natural disaster funding arrangements.	✓		✓	✓
Technology				
Partner with fellow local government ICT societies, industry, educators and government to deliver priority ICT projects.		✓		✓

SUCCESS MEASURES: Negotiated improvements from current position, engagement and influence with other levels of government (advocacy activities and outcomes), VSLGA agreement.

6. The wellbeing of our communities

Local government is well placed to observe, advise on and address issues that impact the wellbeing of the people in our communities. The diversity of these issues is reflected by the range of socio-economic and environmental services provided by councils and includes access to transport, education, food, health services, community connection, volunteering and support services. Councils must also address the ever-increasing waste, water and climate change issues that will continue to impact people’s lives and councils’ budgets, infrastructure and planning rules.

This year, MAV advocacy and policy development in planning, environment, transport, public health, emergency management and community services will focus on the activities presented in the MAV work areas section of this Plan (pages 17 - 31). In particular we will seek:

- Whole-of-government partnerships based on mutual respect, open and honest dialogue, and recognition of our shared roles in serving the people of Victoria; and
- More consultation on policy affecting local government community service delivery obligations in order to:
 - ensure the sustainability of council infrastructure, facilities and services;
 - inform policy and reform agendas; and
 - clarify roles and responsibilities in the delivery of key community services.

MAV WORK AREA ACTIVITIES SUPPORTING THIS PRIORITY	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Community Services				
Work to secure Commonwealth and State commitment to a Home and Community Care (HACC) Victoria Transition Plan in conjunction with local government	✓			✓
Advocate for the State to retain a planning and management role for HACC services and coordination of regional HACC assessment and service system planning	✓			
Advocate for sustained funding for programs such as Community Building and Youth Services	✓	✓		
Public Health & Safety				
Strengthen the capacity of councils to support communities to redress the burden of pokies	✓	✓		✓
Advocate for investment in local government towards the primary prevention of violence against women	✓	✓		✓
Advocate for continued support for councils to fulfil their role in promoting the health and well-being of communities	✓		✓	✓
Transport & Infrastructure				
Support greater freight efficiency to reduce road congestion and improve economic development		✓		
Environment				
Advocate for improved clarity around council roles and responsibilities in relation to climate change adaptation and onsite domestic wastewater management	✓		✓	✓
Advocate for local government roles and responsibilities in environmental management that are aligned with councils’ strengths, capacity and capabilities	✓		✓	
Advocate for a renewed and strengthened Sustainability Accord to enable councils to work together with the State Government on community adaptation initiatives	✓	✓	✓	
Emergency Management				
Advocate for a review of Neighbourhood Safer Places and Community Fire Refuges policy and legislation, including the development of a comprehensive integrated approach to shelter options, warnings and community education.	✓		✓	✓
Workforce				
Promote the Victorian Local Government Aboriginal Employment Framework	✓			✓
Technology				
Advocate for faster, cost effective Internet access for councils, particularly in regional and remote areas	✓	✓	✓	

SUCCESS MEASURES: Negotiated improvements from current position, engagement and influence with other levels of government (advocacy activities and outcomes).

7. Improving MAV processes and outcomes

Earlier this year the Victorian Auditor-General’s Office tabled its report ‘Effectiveness of Support for Local Government’. This report examined the support services provided by LGV and a limited number of services provided by MAV to local government. The two key outcomes from the VAGO report for the MAV have been a strengthening of our resolve to remain an independent membership association that will vigorously pursue the priorities defined by our members; and the implementation of improvements to our internal processes and practices, particularly how we document them.

Emerging challenges

An ongoing challenge for the MAV is providing the level of advice and services requested by councils, with very limited resources. The MAV has 23 full-time and 11 part-time staff members who implement the MAV’s Strategic Work Plan; provide policy support, advice and capacity-building programs to councils; and maintain representation of Victorian local government views to other governments and stakeholders.

Almost a third of our workforce is funded from Victorian and Australian government grants or other sources to deliver specific project and programs to councils. When those funding arrangements are discontinued, so too is a large part of the associated service or program.

A key finding of the VAGO report was that the Department of Environment, Land, Water and Planning should review and determine the MAV’s functions, roles, responsibilities, powers and obligations... including the role, functions and make-up of the MAV Board. This view of the MAV is in stark contrast to the QC’s advice to the MAV, provided to VAGO, that the MAV is an independent, member constituted body over which neither the Minister nor the State has power to manage or control. As the advice stated... “it would be an incongruous result if a body established to represent the interests of one tier of government was subject to the control or direction of another level of government”.

Focus for 2015-16

In response to the VAGO report ‘Effectiveness of Support for Local Government’, the MAV Board will consider options for the MAV’s legal structure (including the Municipal Association Act) in consultation with members, to ensure the independence of the MAV in delivering advocacy for and services to our members. We will also accelerate improvements to our internal processes and practices, including the strategic planning and State Council processes and reporting practices, in line with VAGO recommendations.

The MAV will work with councils to meet the challenge of change, addressing issues including how councils can scale the digital divide, how they can do more with less, and how innovation can transform council services.

We will strengthen our member communications to better align reporting of our performance against strategic objectives. The implementation of benchmarking and performance reporting will be a key focus of this year.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Protect the independence and influence of the MAV				
Review the Association’s legal structure to protect the independence and influence of the MAV	✓			✓
Ensure that the MAV’s Board, governance and performance reflect better practice				
Fully address all matters raised in the VAGO report	✓			✓
Improve processes to strengthen support for councils				
Review the MAV’s strategic planning and State Council processes to improve the strategic value of our activities	✓			
Influence and shape the government’s legislative agenda by actively participating in reviews of the Local Government and the Municipal Association Acts	✓	✓	✓	✓
Work with LGV to develop an agreed work plan under its VSLGA		✓		✓
Improve performance reporting				
Revise the Strategic Work Plan to align with strategic objectives and improve reporting processes				✓
Revise the Annual Report to include performance management framework reporting				✓
Improve consistency of internal reporting formats including the establishment of a regime for review and updates of governance standards and policies				✓
Undertake member communications/engagement survey				✓

SUCCESS MEASURES: Preferred legal structure of the MAV confirmed, actions to address VAGO report recommendations completed, Strategic Planning and State Council processes more effective and productive, influence and engagement with other levels of government increased, improved collaboration with LGV, better reporting standards implemented, member satisfaction sustained or improved.

State of play

Victorians are facing challenging times. In a fiscally constrained environment, in which unemployment is relatively high, people are turning to their local council to help them as their needs grow. Demand for council services and the need for council infrastructure and facilities is high and growing. At the same time, the funding that councils rely upon to provide these services is decreasing.

The impacts of the new state government’s promised rate capping, the freezing of federal Financial Assistance Grant indexation and the review of Australia’s Federation and Taxation systems could make the situation even worse. The first two of these issues look set to reduce local government funding by hundreds of millions of dollars over the next four years, while the third issue could redefine the future roles, responsibilities and funding structure for local government in Australia and negatively impact the capacity of councils to meet growing community needs.



Community assets are deteriorating faster than councils can fund their maintenance, renewal and replacement. The Auditor General predicts that councils’ \$225 million asset renewal gap will grow to \$2.6 billion by 2026 unless drastic action is taken to invest more in capital works programs.

Population growth, industry transition, climate change impacts and population health status issues are ongoing challenges for local government in Victoria. Public transport, telecommunications and social networks are vital to the liveability of our growing and changing population. Local road networks must be maintained and improved to support economic development and access to services, in addition to improving the safety of residents and visitors.

Increases in extreme weather events like heat waves, bushfire, severe storms and flooding will continue to impact on industries and communities. Councils play an important role in the management of emergency responses and post event support, yet current funding and consultation practices with other levels of government sometimes fail to recognise the vital role of local government in this area.

Councils strive to create healthier communities by providing spaces and places for healthy, active lifestyles. They also provide early life foundations for good health and services to combat domestic violence, smoking, alcohol and gambling abuse, obesity and mental health issues, particularly for people in disadvantaged and vulnerable groups of our communities.

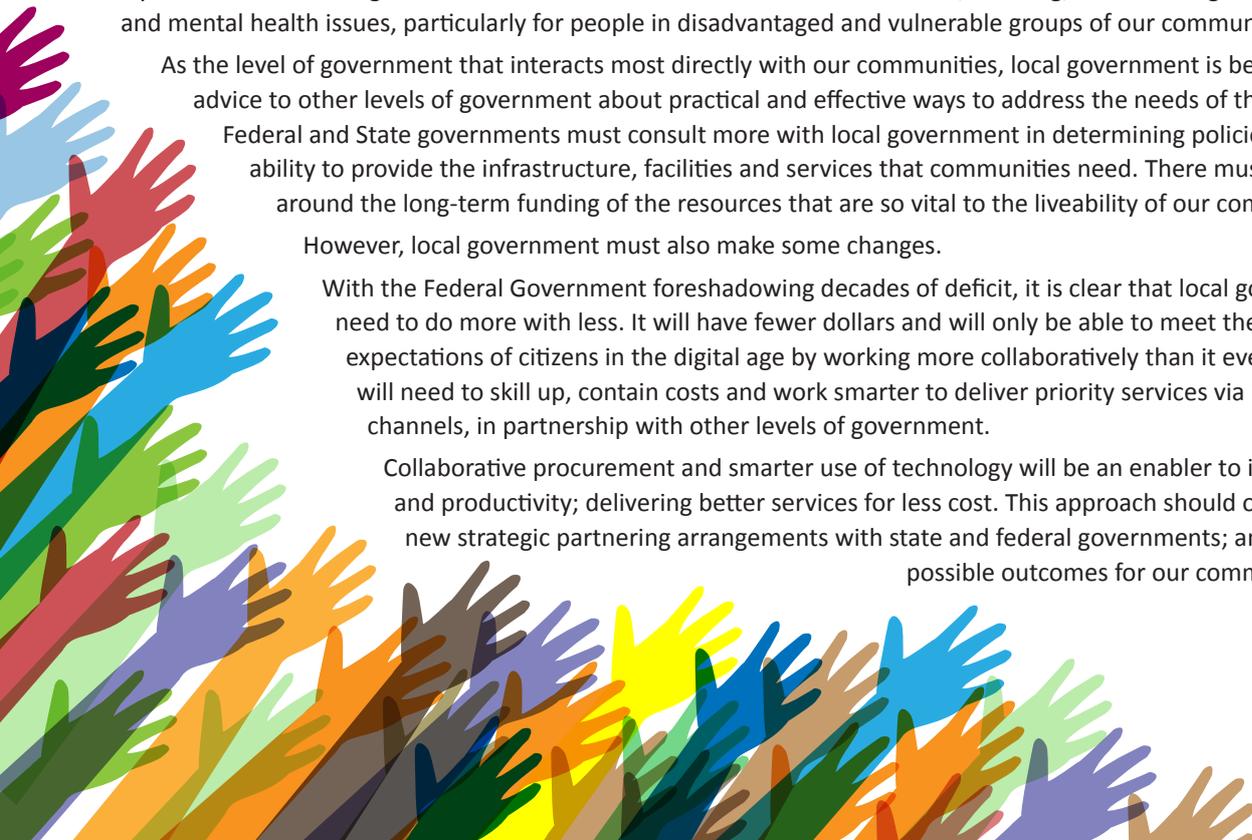
As the level of government that interacts most directly with our communities, local government is best placed to provide advice to other levels of government about practical and effective ways to address the needs of their communities.

Federal and State governments must consult more with local government in determining policies that impact upon its ability to provide the infrastructure, facilities and services that communities need. There must be more certainty around the long-term funding of the resources that are so vital to the liveability of our communities.

However, local government must also make some changes.

With the Federal Government foreshadowing decades of deficit, it is clear that local government will need to do more with less. It will have fewer dollars and will only be able to meet the rapidly changing expectations of citizens in the digital age by working more collaboratively than it ever has before. Councils will need to skill up, contain costs and work smarter to deliver priority services via ‘joined up’ delivery channels, in partnership with other levels of government.

Collaborative procurement and smarter use of technology will be an enabler to improving efficiency and productivity; delivering better services for less cost. This approach should open the door to new strategic partnering arrangements with state and federal governments; and provide the best possible outcomes for our communities.



Governance & Reform

Local government has a duty to its communities to be open, transparent and accountable; and to ensure it continues to improve the efficiency and effectiveness of its operations.

The sector has maintained a long-term commitment to self-reform. This has included improvements to its asset management, procurement, governance and land use planning performance. Expansion into technological innovation has also seen Victorian councils identify further ways to reduce costs, share service delivery, and improve the efficiency of their operations.

Emerging challenges

Local government needs to do more with less. Underlying operating position shows 39% of councils running deficits and an asset renewal gap of \$225m pa in Victoria. The new State Government have pledged to cap rates at CPI and the Federal Grants Commission escalation is frozen for three years, the combination of which equates to a further loss of hundreds of millions of dollars over four years.

Publicly available comparative performance information and greater scrutiny from the Victorian Auditor-General’s Office (VAGO) are increasing performance reporting demands on local government and the MAV.

The White Paper reviews of Australia’s Federation and Taxation systems could fundamentally change the environment in which local government must operate. Local government must be involved in the processes to ensure there is adequate funding and resourcing assigned to infrastructure and services for communities.

Over the next 10 years, changes to local government will be driven by technology changes, an ageing workforce, increasing community demand for access to council services and information, and fewer resources with which to deliver them.

Focus for 2015-16

The MAV will work with councils to meet the challenge of change, addressing issues including how councils can scale the digital divide, how they can do more with less, and how innovation can transform council services.

The MAV will provide thought leadership and drive change through the Future of Local Government Program: Smart Councils, Strong Communities. Activities will include the assessment of strategic gaps in councils; support for the identification of regional collaborative opportunities; development of the pre-conditions for joined up government (common standards, etc.); sharing of innovation knowledge and good practice; and encouragement for councils to become more citizen-centric by sharing knowledge of community planning, participatory budgeting, co-design processes and case studies.

The MAV aims to lead councils towards a collaborative service delivery model, using new technology as a key enabler. Success will result in a more collaborative and productive local government, delivering better outcomes to a more engaged community.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Leverage technology for sector reform					
4	Develop <i>Local Government Enablement Platform</i> to facilitate sector-wide collaboration		✓	✓	✓
	Provide technology research and best practice advice		✓		✓
Increase strategic collaboration					
1	Refine the Local Government Index based on contemporary data that will underpin advocacy on financial sustainability and rate capping	✓	✓	✓	✓
1	Support the activities of the <i>Financial Assistance Grants and Rate Capping Taskforce</i>	✓	✓	✓	✓
1	Engage with, and make submissions to ESC on the rate capping processes	✓	✓	✓	✓
	Improve communication with local government associations to facilitate the sharing and development of knowledge and skills	✓	✓		
5	Work with LGV to develop an agreed work plan under its VSLGA			✓	✓
2	Influence and shape the government’s legislative agenda	✓			✓
	Independently assess Local Government Performance Reporting Framework indicators	✓			✓
Provide thought leadership and drive change					
2	Represent the interests of local government in the review of Federation & Taxation			✓	✓
4	Progress the <i>Councils of the Future Group (Future of Local Government program)</i>		✓	✓	✓
4	Use <i>Future of Local Government</i> conferences and workshops (events) to share knowledge of good practices and innovation			✓	✓
Alignment to priority issues is marked with red symbol					

Financial Sustainability

Collectively Victorian councils spend \$7.6 billion annually. Rates comprises up to 56 per cent of total council revenue, with the remainder from government grants, fees, charges, borrowings and asset sales.

Emerging challenges

The capping of council rates to the Consumer Price Index (CPI) is a critical challenge for local government that threatens to result in job and service cuts across the sector, with the greatest impacts to be felt in rural and regional areas.

Core financial assistance grants have also declined, while population and costs to deliver services continue to rise. The Federal Government's three-year indexation freeze will adversely impact Victorian councils by \$134 million over four years. Again, rural communities will be hardest hit.

Local infrastructure is declining faster than councils can afford to repair and renew it. The Auditor General's report identifies local government's asset renewal gap will grow from \$225 million to a projected \$2.6 billion by 2026.

An ongoing challenge facing local government is the devolution of responsibilities requiring councils to deliver new or expanded services, often without long-term funding to cover councils' costs.

Focus for 2015-16

The MAV will work to protect current funding programs, secure new funding programs, promote financial sustainability, reduce risk and improve productivity and efficiency in local government.

In response to rate capping, the MAV will implement an advocacy strategy through its Financial Assistance Grants and Rate Capping Taskforce, which will identify the consequences of rate capping on councils and their communities and seek to identify a practicable solution through the Essential Services Commission inquiry. We will also ensure that any implementation issues are identified and communicated to reduce delays in councils' budget preparations.

The MAV will represent its members, as well as encourage them to participate in the reviews of Australia's Federation and Taxation systems to ensure there is adequate funding and resourcing assigned to infrastructure and services for local communities.

Further activities will include a range of advocacy campaigns, and the development of collaborative and innovative insurance and procurement initiatives to improve councils' efficiency and deliver cost savings.

The MAV aims to secure a strong financial future for councils through advocacy, economic analysis, funding agreements, development of resources and partnerships, and reforms that achieve whole-of-sector productivity gains.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Protect and increase current funding programs					
1	Work with State Government to define rate capping parameters that result in workable outcomes for councils and their communities	✓	✓	✓	✓
2	Advocate for the restoration of indexation of Financial Assistance Grants (FAGs)	✓	✓	✓	✓
5	Advocate for the reinstatement of funding equivalent to the former Country Roads and Bridges program and the Local Infrastructure program	✓		✓	
5	Advocate to the state and federal governments to continue funding the pensioner discount on rates	✓		✓	
Promote financial sustainability					
3	Increase appreciation of the value of local government to communities and other levels of government	✓		✓	✓
	Deliver self-insurance model for worker's compensation	✓	✓	✓	✓
4	Drive savings by increasing aggregated procurement	✓	✓	✓	✓
Alignment to priority issues is marked with red symbol					

Community Services

Provision of everyday community services and public facilities are the cornerstone of local government’s role. Iconic services that are accessed, appreciated and relied upon by local communities on a daily basis include public libraries, Home and Community Care, preschools and a range of child care options.

Public libraries make an invaluable contribution to lifelong learning and literacy, keep communities socially connected, offer equitable access to technology, and promote workforce participation.

Home and Community Care (HACC) provides meals, personal and respite care, allied health, social support, property maintenance and basic cleaning to more than 300,000 older Victorians.

Eighty-eight per cent of Victoria’s kindergartens operate from council-owned buildings at a cost to ratepayers. Councils also support, directly operate and provide buildings for long day care, family day care and occasional care to ensure families have a range of flexible options that suit their care and work needs.

Emerging challenges

The State Government’s intention to cap rates may lead to negative impacts on community services, unless a modified approach can be negotiated which supports councils in responding to the needs of their communities. Home and Community Care services are particularly challenging to provide in rural areas with a sparse population.

The strength of Victoria’s successful service system partnership is at risk. It is a critical time for negotiation with Commonwealth and State governments in relation to aged, Home and Community Care and disability reform.

Local government makes a disproportionately high contribution to the funding of libraries. In the constrained fiscal environment created by revenue cuts including rate capping, it is vital that the State pays a fairer share.

Without renewed commitment to kindergarten funding contribution from the Federal Government, parents will face potential 129% fee hikes, up from an average \$1,200 to \$2,750 per child per year.

Focus for 2015-16

The MAV will negotiate with the State and Commonwealth governments to reform and fund community services provided by councils. We will also support councils in negotiating Area Partnerships.

Another key activity for this year will be providing leadership for councils in the promotion of arts, culture and diversity. We will 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. Work on the development of an MAV Reconciliation Action Plan will also continue this year.

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

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Support councils to maintain a leadership role					
5	Negotiate with other levels of government for funding reform of community services	✓	✓	✓	✓
6	Work to secure Commonwealth and State commitment to a Home and Community Care (HACC) Victoria Transition Plan in conjunction with local government	✓			✓
6	Advocate for the State to retain a planning and management role for HACC services, and coordination of regional HACC assessment and service system planning	✓			
5	Participate in identifying, planning and supporting State capital funding priorities with councils for early childhood facilities	✓	✓	✓	✓
Advocate to sustain operational and capital funding					
5	Negotiate fairer funding for public libraries	✓	✓	✓	✓
5	Advocate for an ongoing national partnership on funding of 15 hours of kindergarten	✓	✓	✓	✓
6	Advocate for sustained funding for programs such as Community Building and Youth Services	✓			
Alignment to priority issues is marked with red symbol					

Public Health & Safety

Protecting the wellbeing of communities is a shared responsibility and duty of all levels of government. Councils are responding to their communities in leading the way to promote health and well-being through a 'whole of community' approach to opportunities for increased health eating, physical activity and social inclusion. Operating from a whole of life cycle approach, councils invest significantly in early childhood development to give children the best start in life. Increasingly councils are providing civic leadership to address the impact of harm on vulnerable communities from pokies, alcohol and other drugs, and the epidemic of violence that claims the life of one woman in this country every week.

Emerging challenges

A recent report by the Auditor General highlighted that governments will face significant risk management issues if the current Maternal and Child Health data system and reliable reporting are not improved.

Men's violence is the leading contributor to ill health, death and disability among Victorian women aged 15 to 44. Violence against women costs the Australian economy \$13.6 billion annually, yet no funding for prevention activities was allocated in the 2014 State Budget.

Problem gambling, predominantly in Victoria's most disadvantaged communities, has also led to a range of physical and mental health, social and economic harms. In 2012/13 \$5.4 billion was lost on gambling. Current tests and time frames do not prioritise the best interests of communities.

Health indicators in rural areas are generally worse than in metropolitan areas, particularly levels of obesity and heart disease.

Illness and death from smoking and second-hand smoke continues to have a huge human toll, costing around 4,000 lives and \$5 billion every year. Further action is needed by all governments to achieve national benchmarks to reduce tobacco use and meet the goals set out in the Victorian Health Priority Framework 2012-2022.

Focus for 2015-16

This year, the MAV will focus on providing leadership in preventive health, gambling reform, gender equity, preventing violence against women and positive ageing. We will also coordinate the roll out of a new *Maternal & Child Health information system*; negotiate the statewide expansion of our successful *Patchwork* and *Casserole* programs; and continue to represent local government on the Victorian Food Regulators Forum to strengthen and improve health and safety services.

The MAV will also continue to strongly advocate 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.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Strengthen and improve health and safety services					
5	Strengthen and improve the Maternal and Child Health service and negotiate renewed Memorandum of Understanding and increased unit price with the State	✓	✓		✓
6	Strengthen the capacity of councils to support communities to redress the burden of pokies	✓	✓		✓
	Represent local government on the Victorian Food Regulators Forum	✓			
5	Advocate for an improved funding model for council provision of immunisation services	✓		✓	✓
Advocate support for councils' leadership role					
6	Advocate for investment in local government towards the primary prevention of violence against women	✓	✓		✓
	Advocate for statewide smoking bans for alfresco dining	✓			
6	Advocate for continued support for councils to fulfil their role in promoting the health and well-being of communities	✓		✓	✓
Innovate to improve collaboration					
4	Commence implementation of the new <i>Maternal and Child Health Information System</i> enabling more responsive services		✓		✓
	Negotiate for the state-wide expansion of the <i>Patchwork</i> public service sector linking program		✓		✓
	Support expansion of the <i>Casserole</i> food sharing/social isolation program				✓
Alignment to priority issues is marked with red symbol					

Planning & Building

As a sector, we successfully facilitated \$19 billion worth of development activity in 2013/14 through the planning permit process and developed strategic plans to deliver on community aspirations.

The MAV supports local government to fulfill its planning and building roles through the MAV Planning Improvement program and by sharing innovative practice among councils.

Our advocacy is designed to influence government’s policy and reform agenda. Through brokering strong working relationships with government departments and authorities, we are well positioned to promote sector interests and provide a platform to work through emerging challenges, including potential climate change impacts, in a collaborative fashion.

Emerging challenges

Planning is complex and often contentious. Building surveyor shortages exist in some rural areas. Proactive sector-led planning reform that positions councils to do more with less is critical in promoting a positive image of the planning system.

In the context of rate capping and increasing community expectation of quicker permit decision making, a review of planning fees is critical to stop the subsidisation of a planning permit regime that in part, provides a private benefit.

In the lead up to the election, the Victorian Labor Party foreshadowed a number of planning and building policy reviews. Positioning the sector for the next wave of reform will be critical during the year ahead.

Focus for 2015-16

Our focus will be on influencing the Government’s policy and reform agenda. We will support councils to deliver a more efficient planning service by expanding our MAV STEP program, facilitating the development of referral agreements and enabling a risk-based approach to enforcement of permit conditions under the Bushfire Management Overlay. We will also focus on seeking clarity of building enforcement responsibilities between the VBA, private building surveyors and municipal building surveyors.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Influence policy and reform agenda					
	Advocate for a review and introduction of new planning and subdivision fees prior to the introduction of rate capping	✓		✓	✓
	Create an evidence base to inform future reform of the Victoria Planning Provisions	✓			
5	Represent local government interests in anticipated State planning and building related reviews and reforms	✓			
Support councils to improve services					
	Provide clarity of roles on building enforcement	✓	✓		
	Refine approach to enforcement of planning permit conditions in the bushfire management overlay		✓		
	Streamline permit assessment by facilitating the development of agreements between councils and referral agencies		✓		
4	Work with councils to improve performance through the MAV planning improvement program and other initiatives		✓		
Alignment to priority issues is marked with red symbol					

Transport & Infrastructure

Council infrastructure is critical to Victoria. The sector owns and manages approximately 85 per cent of Victoria's road network. Smart management of local government infrastructure is one of the most significant challenges facing councils today, particularly in an environment of funding cuts. By brokering strong working relationships with government departments and authorities, the MAV is well positioned to promote local government interests and provide a platform to work through emerging challenges.

The MAV's *STEP Asset Management Program* builds sector capacity, reduces infrastructure backlogs, and improves councils' asset knowledge and management capability. Between 2007 and 2011, Victorian councils faced an annual underspend of \$280 million. Participation in the STEP Program helped reduce the annual infrastructure spending shortfall by more than \$180 million per annum.

Emerging challenges

In addition to accommodating increasing freight and congestion pressures, our road network also needs to be capable of responding to climate change impacts, peak oil, ageing and transport disadvantage. There is a critical need for a statewide, long term, adequately resourced integrated transport infrastructure plan, including a significant expansion and effective integration of the public transport network and public transport services, and provision for improved walking and cycling infrastructure. Rural shires, in particular, are faced with the pressures of long road lengths, large land size, declining populations and limited capacity to grow their rates revenue to provide the essential services and infrastructure needed by their communities.

Focus for 2015-16

The MAV will improve the capacity of councils in managing assets to underpin efficient service delivery through the continuation of our *STEP Asset Management Program*. We will deliver a number of initiatives to support greater freight efficiency, reduce road congestion and improve economic development, and we will help councils to be more competitive in attracting funding for local roads.

The MAV will also advocate for the development of a long-term investment plan for State-significant infrastructure to leverage private sector investment, and allow councils to plan and deliver complementary projects in a timely way.

We will advocate for greater investment in transport infrastructure across all models, and call for renewal of funding for country roads and community facilities for rural councils. We will also support growth councils in their efforts to secure greater State investment in community and transport infrastructure.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Influence policy and reform agenda					
5	Advocate for a statewide, long-term and adequately resourced integrated transport infrastructure plan	✓	✓	✓	
5	Advocate for the reinstatement of funding equivalent to the former Country Roads and Bridges program and the Local Infrastructure program	✓		✓	
5	Advocate for an independent and transparent process and governance model for infrastructure evaluation, prioritisation and decision-making	✓			
5	Advocate for growth area infrastructure funding	✓		✓	
5	Advocate for a cooperative approach to freight strategies	✓	✓	✓	
5	Advocate for rural and regional infrastructure funding	✓	✓	✓	
5	Support advocacy for federal Roads to Recovery program funding	✓			
Support councils to improve services					
4	Use the <i>STEP Asset Management and Financial Sustainability Program</i> to encourage common data models, procurement processes and systems		✓		
6	Support greater freight efficiency to reduce road congestion and improve economic development		✓		
Build capacity through innovation and best practice					
	Develop a paper capturing council examples of innovation practice in the transport policy area	✓			✓
	Deliver events on transport and infrastructure matters		✓	✓	
Alignment to priority issues is marked with red symbol					

Environment

Communities rightfully expect all three tiers of government to work together to deliver outcomes that help preserve the environment for future generations. It is incumbent on federal and state governments to lead efforts to reduce greenhouse emissions, and to be at the forefront of adaptation planning and investment.

The effects of climate change and an increase in extreme weather events are critical considerations in local government land use planning, asset management and service delivery decisions. Councils undertake a range of activities in order to protect and enhance their local environment, including contributing to the management of waste, water, native vegetation, and roadside weeds and pests.

Emerging challenges

Over the last few years there has been a reduction in state and federal resourcing and support for environmental work, growing uncertainty around a range of policy settings, and a noticeable lack of monitoring, evaluation and reporting on the state of Victoria’s environment. Too often, local government has been expected to fill the gaps left by others.

In the lead up to the election, the Victorian Labor Party foreshadowed a number of environment-related legislative, policy and institutional reviews, as well as a renewed interest in pursuing greenhouse emission reductions and energy efficiency initiatives. Little detail is currently available about the scope and timing of their work plan.

The centrepiece of the Federal Government’s response to climate change – the emissions reduction fund – appears to offer limited, if any, opportunities for councils.

Focus for 2015-16

Councils continue to be frustrated by a lack of clarity around roles and responsibilities, and inadequate funding and technical support to enable important work to take place. Adaptation, landfills and onsite wastewater remain three areas of pressing concern for local government. Councils need leadership and support from the State Government to work through these and other complex issues.

The MAV will advocate for greater certainty and clarity around roles and responsibilities, improved access to data and funding, and better collaboration and partnerships that are critical to helping councils achieve the best outcomes for their communities.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Influence policy reform and agenda					
5	Represent local government interests in anticipated State environment-related reviews and reforms	✓		✓	✓
Clarify roles and responsibilities					
6	Advocate for improved clarity around council roles and responsibilities in relation to climate change adaptation and onsite domestic wastewater management	✓		✓	✓
6	Advocate for local government roles and responsibilities in environmental management that are aligned with councils’ strengths, capacity and capabilities	✓		✓	
Advocate for operational and program funding					
6	Seek a renewed and strengthened Sustainability Accord to enable councils to work together with the State Government on community adaptation initiatives	✓	✓	✓	
5	Advocate for long-term funding for council roadside weed and pest management activities	✓	✓	✓	
5	Seek greater investment of Sustainability Fund savings into council waste management and sustainability projects and programs	✓	✓	✓	
Build council capacity					
	Facilitate information exchange across councils via online resource sharing platforms		✓		✓
Alignment to priority issues is marked with red symbol					

Emergency Management

In recent years, the role of local government in emergency management has been changing and expanding. The State Government's current reform of Victoria's emergency management arrangements offers an opportunity to clarify councils' responsibilities, and advocate for a role that better aligns with councils' strengths and capabilities.

The MAV now formally represents councils in emergency management through our place on the State Crisis and Resilience Council (SCRC) and the three SCRC subcommittees. The emergency management capability of councils is improved through our support of existing programs and the development of new models for sharing knowledge and resources among councils.

Over the last few years councils have increasingly collaborated across municipal borders to better align practices and procedures and more efficiently use their scarce resources. There is a need for policy and legislation to better support this approach to emergency management.

Emerging challenges

The Productivity Commission's inquiry into natural disaster funding and draft recommendations – if adopted by government – have the potential to significantly reduce funding to States and councils for relief and recovery after a natural disaster. Reduced Federal funding has implications for community recovery, and infrastructure repair and renewal at the local level.

The current neighbourhood safer places policy and legislation, and community fire refuges policy and legislation require review. Roles, responsibilities and liability issues need to be addressed.

The current funding model for Victoria State Emergency Service (VicSES) volunteer units is a long-standing issue for councils. The VicSES is the control agency for flood, storm, earthquake and tsunami. However, volunteer units are reliant on local government for funding, and in many cases accommodation, equipment and insurance.

The cessation of Victorian Bushfires Royal Commission grant funding makes it challenging for the MAV to maintain its previous level of emergency management support to councils.

Focus for 2015-16

The MAV will advocate strongly for a review of local government emergency management responsibilities, and for an agreed role for local government in emergency management that aligns with their capability and capacity.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Clarification of roles and responsibilities					
5	Advocate for a review of all legislation that allocates emergency management responsibilities to councils	✓		✓	
5	Work with councils and the State on an agreed role for local government in emergency management that aligns with their capability and capacity.	✓		✓	✓
6	Advocate for a review of Neighbourhood Safer Places and Community Fire Refuges policy and legislation, including development of a comprehensive integrated approach to shelter options, warnings and community education.	✓		✓	✓
Support councils to improve services					
4	Support regional planning and cluster models	✓	✓		✓
4	Work with councils to improve Crisisworks software to meet local government needs and integrate with State systems	✓	✓		
Advocate to increase resources					
5	Advocate for a sustainable model of State and Federal funding support for council mitigation and recovery activities following release of the Productivity Commission's inquiry into natural disaster funding arrangements.	✓		✓	✓
	Advocate for a review of funding arrangements for SES volunteer units	✓		✓	✓
	Seek two years' funding for the MAV to support councils through the State Government's reform agenda	✓			✓
Alignment to priority issues is marked with red symbol					

Workforce

Local government is one of the most significant place-based employers of people, especially in rural and regional communities. In addition to the already substantial portfolio of services, rural and regional councils also deliver many State and Commonwealth government services. They are the service hubs of these communities, responsible for facilitating economic, livability, health and wellbeing, learning and development outcomes for local populations.

Accordingly, the depth and diversity of occupations employed is substantial; from nurses with triple post-graduate degrees to school leaver apprenticeships. The impact of local government on communities is profound and is heavily influenced by the talents of its people. How the sector manages its people over the next decade will have a critical impact on its capability and capacity to create the communities that people demand.

Emerging challenges

Labour costs for local government are not commensurate with other government agencies and the private sector, and are a key factor in ongoing financial sustainability issues for councils. A sector-wide strategy for this critical issue must be developed to address the fragmented approach to EBA negotiation across the sector.

At the same time, over the next five to fifteen years many councils will see critical knowhow and community knowledge walk out the door as a high proportion of the workforce reaches retirement. Failure to address the people challenges with a timely and effective response will undermine strategic investments by local government in managing the fiscal imbalance, asset renewal gaps and service productivity.

On every critical issue (leadership, retention and engagement, learning and development, analytics), council executives recognise the need to take action. However the speed and extent of change has outstripped the ability of many councils' talent management programs to meet business needs.

Focus for 2015-16

The MAV will prepare a report for councils that will identify the current status of the sector's workforce age profile; challenges facing the sector; and potential solutions to assist councils in developing a strategic approach to workforce.

We will work with LGPro and other local government stakeholders to review and address labour cost issues.

We will support initiatives that encourage a sector-wide, transformational change in the way we approach human capital management; leveraging cloud and mobile technology and building insight through data analytics.

		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16					
Address critical skill shortages for local government					
6	Promote the Victorian Local Government Aboriginal Employment Framework				✓
	Build insight into current and anticipated skill requirements and shortages through data analytics		✓		
4	Support initiatives that leverage cloud and mobile technology to share skills and standardise processes across the sector		✓	✓	
	Prepare a report on the current workforce age profile and workforce challenges			✓	
Review and address labour costs					
4	Work with LGPro and other local government associations to review and address cost of labour issues	✓		✓	
4	Support the development of a sector-wide plan for transformation change in human capital management	✓	✓	✓	✓
Alignment to priority issues is marked with red symbol					

Councillor Training

Roles and responsibilities of modern councils have steadily expanded over the past 20 years, and the diversity of services and programs expected of local government continues to increase.

As the governing body of a local municipality, councillors play a vital leadership role in creating and implementing their community's vision, strategic direction and the values within which they operate. Local government is complex and vibrant, requiring talented and dedicated individuals to participate in making the decisions that count. Councils are expected to support new councillors by offering them professional development programs to provide all the tools, training, experience and competencies that might be required over a four-year term.

Emerging challenges

Barriers to participation in the Councillor Fundamentals and other core programs exist, particularly for those in rural and regional areas.

Successful delivery of high-level training, including the Diploma of Local Government, will require the development of strategic partnerships.

In an increasingly challenging environment, attracting and preparing a diverse range of prospective candidates for 2016 council positions is a challenge, particularly in rural and remote areas.

Focus for 2015-16

Leading into the pre 2016 municipal election period, the MAV will develop and implement a multi-faceted program to support councils in attracting and preparing prospective candidates and inducting new councillors. This will include provision of key resources and working with agencies to inform potential candidates from diverse communities. We will also work on ways to make our training resources more accessible to current and prospective councillors through a range of online and face-to-face delivery channels.

MAV education courses and training partnerships will be more accessible to elected representatives, particularly those in rural and remote areas. The MAV will encourage engagement and support the needs of a diversity of elected representatives to achieve stronger, better informed and more diverse council representatives across the sector.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16	MAV STRATEGIC OBJECTIVES			
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Overcome barriers to participation				
Diversify locations and session times for Councillor Fundamentals program		✓		
Promote in-house delivery of training options		✓	✓	
Continue to explore online training delivery				✓
Develop partnerships for high level training				
Create new partnership for delivery of the Diploma of Local Government (Elected Members)		✓		✓
Attract, prepare and induct a diversity of councillors				
3 Develop and commence 'Stand for Council' Campaign		✓		✓
Develop and conduct candidate briefing sessions for requesting councils				✓
Develop induction package for new councillors		✓		✓
Promote the principles of the <i>Victorian Local Government Women's Charter</i> to increase the number of women standing for council at the 2016 local government elections				✓
Alignment to priority issues is marked with red symbol				

Procurement

Victoria’s councils purchase more than \$2.7billion worth of goods and services annually. MAV Procurement aims to achieve better procurement outcomes for local government by leveraging the combined purchasing power of councils and delivering continuous improvement programs, training and policy support to strengthen councils’ procurement capacity and practices.

Working with our members, suppliers and industry groups, we support councils to reduce procurement costs, minimise compliance risk, simplify processes and improve services while delivering sustainable outcomes for communities.

Recent major projects include the establishment of the first Australian local government public bond issue (the Local Government Funding Vehicle), which will drive intergeneration savings across the sector; the energy efficient street lighting replacement program, Australian local government’s largest energy efficiency program; and the new Maternal and Child Health information system, which will transform the way these services are delivered across the state.

Emerging challenges

A key procurement challenge in 2015-16 arises from growing community expectations around service delivery, in the face of reductions in council funding due to state and federal government cutbacks.

An ongoing challenge for local government procurement is the limited progress in leveraging the combined purchasing power of councils due to inconsistent processes, timing and requirements; variations in contract terms and contract management capacity; and a lack of relevant data to inform collaborative procurement opportunities at the regional and sector-wide levels.

Focus for 2015-16

Implementation of the MAV’s *LEAP Procurement Development* program.

Provision of new contracts and retendering of existing contracts to drive economies of scale and best value, and policy support to the sector including implementation of a social procurement panel.

		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16					
Leverage the combined purchasing power of councils					
4	Develop and deliver tenders and contracts for key council service delivery resources across the state		✓	✓	
	Work with providers to establish innovative and efficient delivery models	✓	✓	✓	
	Work with regions to identify and implement regional procurement opportunities				✓
Improve the procurement capacity of councils					
4	Implement the <i>LEAP Procurement Development</i> program and identify opportunities for continuous improvement		✓	✓	
	Develop and offer courses to build capacity in procurement and contract management		✓		
4	Develop guidelines to standardise processes across the sector		✓		
Support council policy objectives					
4	Develop the local government enablement platform proof of concept and strategy	✓	✓	✓	✓
	Implement social enterprise panel to enhance local and social outcomes through procurement		✓		
	Work with stakeholder groups to identify opportunities where procurement can support strategic opportunities		✓		
Alignment to priority issues is marked with red symbol					

Insurance

MAV Insurance provides a range of high quality, low cost public liability, professional indemnity and commercial crime insurance products tailored for local government and statutory authorities. We are the market leader for councils' liability insurance and set the benchmark prices.

MAV Insurance provides a range of benefits to members that aren't available with traditional insurance providers and all profits are kept in the fund for the benefit of members.

Despite Commercial Crime operating since 1907 and LMI since 1993, and facing major market failures, we have never made a call on members and our long-term financial strategy is intended to maintain this record. In current dollar terms, Victorian councils are paying nearly 20 per cent lower premiums than they did 10 years ago.

Emerging challenges

The current reinsurance market is soft due to weak European economic conditions and fewer catastrophic insurance losses. Our experience has shown that soft markets will harden as claims costs become apparent and reinsurers respond to broader economic shifts and withdraw from markets. In the interim, the LMI scheme may face a more competitive environment. The scheme also needs to be carefully tuned to new and novel risk factors, from changing patterns of transport to climate change, shifts in the responsibilities of members, and changes to or new interpretations of the law. Extreme environmental conditions have in the recent past given rise to spikes in property damage claims. Initially related to the drought and then followed by subsequent extreme rainfall events, this appears to be moderating as the state experiences more benign weather conditions.

Focus for 2015-16

We expect to further enhance the financial position of the scheme over the next two years in line with our long-term strategy. This will lead to an improved environment for members and greater protection from the unpredictable private insurance markets.

Under difficult claims and investment circumstances, we are progressively implementing our plan to improve the Liability Mutual Insurance scheme's financial base. We are cooperatively working with members to cut claim numbers through revised and strengthened tailored risk management services and are seeing some positives from these efforts.

The application for a self-insurance licence for MAV WorkCare Mutual self-insurance Scheme will be lodged with the Victorian WorkCover Authority in July 2015. The application will seek approval for a self-insurance licence for an initial three-year period commencing July 2016.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Improve the Liability Mutual Insurance scheme's financial base					
	Negotiate favourable reinsurance contracts	✓		✓	
	Review internal cost structures			✓	
	Conduct a tender for the scheme's investment service provider			✓	
Improve the sector's risk management					
	Implement second phase of LMI's revised risk management services		✓		
4	Advocate for greater protections for councils, including for water claims	✓		✓	
Expand suite of products and services					
4	Rollout WorkCare self-insurance initiative	✓	✓	✓	
Alignment to priority issues is marked with red symbol					

Technology

Governments around the world are faced with the challenge of responding to community demand for quick access to information and better customer service in a constrained fiscal environment. Technology is a key enabler.

MAV Technology was established by the MAV in 2004. It is an independently funded group of local government IT managers and officers, who are committed to demonstrating leadership in ICT to support effective delivery of council and community services. MAV Technology hosts events; advocates for and funds projects; and improves opportunities for communication and collaboration.

Emerging challenges

The digital revolution has created a rapidly increasing demand by community members for access to council services online anywhere, any time. However, the resources available to deliver these ever-expanding requirements are decreasing.

Interoperability between councils and other levels of government is impaired by insufficient collaboration and a lack of standards for systems and data. ICT procurement practices are also fragmented, often failing to leverage the buying power of the sector and also resulting in inefficient duplication of processes.

Council ICT staff need support to acquire skills and resources to advance their careers and deliver efficient and effective ICT services to their council and community.

Focus for 2015-16

Addressing these issues will require a change to the way local government uses data and technology to gain performance improvements, as well as greater strategic engagement with other levels of government, the ICT industry and IT service providers.

MAV Technology will work with councils to meet the challenge of technical change, addressing issues including how to transition to cloud computing, support and retain ICT staff, and increase community engagement.

Smart application of technology will result in a more collaborative and productive local government, delivering better outcomes to a more engaged community.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Increase council knowledge of technology impacts					
	Increase visibility of local government technology opportunities with councils; and with other levels of government	✓			✓
5	Partner with fellow LGICT societies, industry, educators and government to deliver priority ICT projects		✓		
Improve the ICT efficiency of council operations					
4	Support the development and implementation of MAV Local Government Enablement Platform	✓	✓	✓	✓
4	Support the establishment of open data standards for local government to improve integration with other levels of government and engagement with the community				✓
	Support collaborative ICT procurement initiatives		✓	✓	
Improve ICT service provision capability					
4	Support council ICT practitioners to adapt to changing technologies and roles		✓		
6	Advocate for faster, cost effective internet access for councils, particularly in regional and remote areas	✓	✓	✓	
4	Provide ICT research and best practice tools		✓	✓	
Alignment to priority issues is marked with red symbol					

Events

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

With a broad local government audience, MAV events, including conferences, forums and workshops, cover a range of topics that support the delivery of key council services, including: governance, infrastructure and asset management, information and communications technology, planning, environment, emergency management, social, community and human services, as well as professional development for elected members.

Emerging challenges and focus for 2015-16

The MAV saw strong participation in 2014 with 9256 delegates attending 137 events. This year, MAV events will look to maintain and build on member participation by ensuring that:

- We work with councils and internal stakeholders to identify new events of relevance and benefit to the sector
- Event programs remain relevant and topical to current local government issues and council objectives, identified through the strategic planning sessions, consultative committees and regular contact with members
- We work with inter and intra state stakeholders to host national travelling events such as the *2015 National Local Government Human Resources Conference*
- We address the impending 2016 council elections and cater for this transitional process, where some councillors will be nearing the end of their term and others will be new to the sector, both requiring transitional training and support
- Marketing is effective, with communications targeted to both retaining existing attendees and attracting new delegates to key events
- Events continue to provide value for money for participants
- Events are routinely reviewed to determine effectiveness, delegate satisfaction and opportunities for ongoing enhancement
- Events provide additional value to delegates through the engagement of innovative and relevant sponsors and exhibitors.

MAV events will continue to grow in scope, diversity and attendance, while remaining affordable and of high value to councillors and council officers.

MAV STRATEGIC OBJECTIVES				
	ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16				
Increase the capability and effectiveness of the sector				
Work with councils and internal stakeholders to identify new events of relevance and benefit to the sector	✓	✓		✓
Provide transitional training and support for councillors		✓		✓
Provide collaboration and knowledge sharing opportunities				
4 Improve marketing efforts to retain existing attendees and attract new delegates to key events to encourage council knowledge sharing, innovation, efficiency and productivity gains				✓
Work with other inter and intra state stakeholders to host national travelling events that reach a wider audience				✓
Attract high quality speakers and thought-provoking program content to encourage discussion, learning and innovation		✓		
Increase understanding of emerging services				
Provide additional value to delegates through the engagement of innovative and relevant sponsors and exhibitors				✓
Alignment to priority issues is marked with red symbol				

Communications & Media

The MAV communications team facilitates the sharing of knowledge from all MAV work areas to members and other stakeholders. Communication channels include the MAV Bulletin, Annual Report, CiVic magazine, the MAV website and extranet, supporting websites for work areas, social media channels and an extensive Yammer network that facilitates direct collaboration between councils.

MAV communications also influence commentary as the voice of local government to external audiences, maintaining a strong media presence on key issues, as well as extensively coordinating MAV advocacy initiatives and campaigns on behalf of the sector to improve community understanding and appreciation of the value of local government.

Emerging challenges

Over recent years, more people are choosing to access and interact with information and resources from mobile devices. The MAV has been responding to this change through a variety of initiatives including our members only Comms Hub. However, there is a risk that audience engagement could decline, reducing councils’ ability to access vital support resources, if we don’t embrace new communications channels, particularly in relation to providing better usability for mobile devices.

We also need to enhance the profile and marketing of our various business units (such as procurement, insurance, events, technology) to ensure councils can access the full value of their membership.

Focus for 2015-16

A key activity for this year will be the redevelopment of our online presence to improve content management, usability, design and marketing of our services. This will include development of a plan to improve our usage of social media, to increase stakeholder engagement with the MAV through these mediums.

To support advocacy efforts in relation to funding for the sector, we will develop and run campaigns that profile the good work of councils and improve perceptions of their value to local communities.

The MAV will strengthen the voice of local government through better engagement with key audiences, greater access to information and resources, and improved reporting and measurement practices.

PROPOSED MAV WORK AREA ACTIVITIES FOR 2015-16		MAV STRATEGIC OBJECTIVES			
		ADVOCATE local government interests	BUILD the capacity of councils	PROTECT & SUPPORT the viability of councils	PROMOTE the role of local government
Improve online presence					
3	Redevelop website and improve mobile interface to better represent local government in a changing technology environment		✓		✓
3	Increase member and stakeholder engagement through social media	✓	✓		✓
	Enhance profile of MAV business units to ensure councils are utilising the full value of member services and products available to them		✓	✓	
Improve value perceptions of local government					
1	Develop and run campaigns profiling the good work and high value of local government	✓	✓	✓	✓
3	Advocacy of sector-wide local government value perception communications initiatives	✓			✓
Alignment to priority issues is marked with red symbol					

Acknowledgments

We gratefully acknowledge the participation of the following council representatives in our strategic planning consultation sessions. In addition to these sessions, the MAV invites written submissions for amendments to the draft Plan from all councils at the conclusion of a two-week review period commencing in late April. The resulting Strategic Work Plan is then submitted to the MAV Board for endorsement, prior to submission for the consideration of State Council on 15 May 2015.

Bendigo, Monday 2 February 2015

Cr James Williams	Bendigo
CEO John Hicks	Buloke
Cr Barry Lyons	Bendigo
Cr Brian Gibson	Gannawarra
CEO Gerard Jose	Mildura
Cr Neville Goulding	Gannawarra
CEO Jason Russell	Gannawarra
Cr Wendy Mclvor	Central Goldfields
CEO Mark Johnston	Central Goldfields
Cr Cheryl McKinnon	Loddon
Trevor Budge (officer)	Bendigo
CEO John McLinden	Loddon
Cr Gavan Holt	Loddon
CEO Craig Niemann	Bendigo
Cr Peter Cox	Bendigo
Cr Lorraine Learmonth	Macedon Ranges
Cr Jenifer Anderson	Macedon Ranges
CEO Peter Johnston	Macedon Ranges
Cr Rhonda Sanderson	Mitchell Shire
Cr Leigh Wilson	Campaspe
Cr Neil Pankhurst	Campaspe
Actg CEO Keith Oberin	Campaspe
Cr Christine Henderson	Mt Alexander
Cr Sharon Telford	Mt Alexander
CEO Phil Roland	Mt Alexander
Cr Rod Campbell	Bendigo
Cr Rod Fyffe	Bendigo
Cr Helen Leach	Bendigo
Cr Bill McArthur	MAV
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV

Warrnambool, Thursday 5 February 2015

Cr Jill Parker	Moyne
Cr Geoff Smith	Corangamite
Cr Jim Doukas	Moyne
Cr Michael Neoh	Warrnambool
Cr Ruth Gstrein	Corangamite
Cr Peter Dark	Sth Gramps
Cr Frank Buchanan	Colac Otway
Cr Neil Trotter	Corangamite
Cr Colin Ryan	Moyne
Cr John Northcott	Glenelg
Cr Bill McArthur	MAV
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV

Wonthaggi, Friday 13 February 2015

Matthew Cripps (Officer)	Baw Baw
Cr Debbie Brown	Baw Baw
CEO Gary Van Driel	Latrobe City
CEO Paul Buckley	Bass Coast
Cr Kimberly Brown	Bass Coast
Cr Carolyn Crossley	Wellington
CEO David Morcom	Wellington
CEO Gary Gaffney	East Gippsland
Cr Peter Neal	East Gippsland
CEO Tim Tamlin	South Gippsland
Cr Bill McArthur	MAV
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV

Bannockburn, Monday 16 February 2015

Cr David Clark	Pyrenees
CEO Rob Croxford	Moorabool
Cr Tom Sullivan	Moorabool
Cr Belinda Coates	Ballarat
Anthony Schink	Ballarat
Vicki Coltman	Ballarat
Richard Trigg (officer)	Golden Plains
CEO Rod Nicholls	Golden Plains
Cr Lynn Russell	Colac Otway
Cr Rose Hodge	Surf Coast
Mike Barrow (officer)	Golden Plains
Greg Anders (officer)	Golden Plains
Cr Bill McClenaghan	Hepburn
Cr Sue Wasterval	Queenscliffe
CEO Lenny Jenner	Queenscliffe
Cr Neil Newitt	Hepburn
CEO Aaron van Egmond	Hepburn
Cr Des Phelan	Golden Plains
Cr Bill McArthur	MAV
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV

Melbourne, Tuesday 24 February 2015

Cr Phillip Vlahogiannis	Yarra
CEO Vijaya Vaidyanath	Yarra
Cr Bob Fairclough	Wyndham
Cr John Gibbons	Wyndham
CEO Mike Tyler	Casey
Cr Andrew Munro	Whitehorse
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV
Lisa Bennetto	MAV

Melbourne, Thursday 26 February 2015

Bill McArthur	Golden Plains
Cr Peter Lockwood	Knox
Cr David Clark	Pyrenees
Cr Tim Rodgers	Morn Pen
Cr Hugh Fraser	Morn Pen
Cr Bev Columb	Morn Pen
Cr Felicity Frederico	Bayside
Griff Davis (officer)	Whittlesea
Cr Tom Melican	Banyule
Cr Kathy Majdlik	Melton
Cr Jenny Mulholand	Banyule
Cr Steve Hurd	Borondarra
Michael Tudball (officer)	Melton
Celia Robinson	Maribyrnong
John Watson	Brimbank
Cr Bo Li	Darebin
Cr Leticia Wilmott	Cardinia
CEO Gary McQuillan	Cardinia
Paul Franklin (officer)	Kingston
Cr Geoff Gledhill	Kingston
Cr Jacki Fristacky	Yarra
Melissa Hams (officer)	Manningham
Georgina Snadden (officer)	Manningham
Cr Helen Coleman	Nillumbik
Clem Gillings (officer)	Nillumbik
Cr Geoff Lake	Monash
Cr Bernadene Voss	Port Phillip
Cr Angela Altair	Hobsons Bay
Cr Paul Morgan	Hobsons Bay
CEO Noelene Duff	Whitehorse
Anthony Smith (officer)	Moonee Valley
Cr Guatam Gupta	Wyndham
Cr Mary Lalios	Whittlesea
Cr Maria McCarthy	Yarra Ranges
Cr Sophy Galbally	Manningham
Cr Oliver Walsh	Darebin
Cr Coral Ross	Boroondarra
Cr Oscar Yildiz	Moreland
Cr Paul McLeish	Manningham
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV

Horsham, Friday 27 February 2015

Cr Gary Norton	Swan Hill
Cr Bill McArthur	Golden Plains
Cr Mark Radford	Horsham
Cr Pam Clarke	Horsham
Graeme Harrison (officer)	Horsham
Cr Helen Ballentine	Yarriambiack
Cr Kylie Zanker	Yarriambiack
Cr Graeme Massey	Yarriambiack
Cr Murray Emerson	North Gramps
Greg Little (officer)	North Gramps
Cr Michael O'Connor	Pyrenees
Cr Tanya Kehoe	Pyrenees
Cr Leo Telleson	Buloke
Cr Tony Phelan	Horsham
Cr Rob Gersch	Hindmarsh
Cr Ron Lowe	Hindmarsh
Cr Ellen White	Buloke
Cr Robin Barber	Horsham
Cr Judi Harris	Mildura
Cr Ron Hawkins	West Wimmera
Cr Annette Jones	West Wimmera
Cr Andrew McLean	Yarriambiack
Cr Heather Phillips	Horsham
Cr Sue Exell	Horsham
CEO Dean Miller	Swan Hill
CEO Mark Crouch	West Wimmera
CEO Ray Campling	Yarriambiack
Cr Paul Hooper	Ararat
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV

Wangaratta, Thursday 5 March 2015

CEO Juliana Phelps	Towong
Cr Aaron Scales	Towong
Cr Bernard Gaffney	Indigo
Cr Rodney Wangman	Wodonga
CEO Patience Harrington	Wodonga
CEO Brendan McGrath	Wangaratta
Adm Ailsa Fox	Wangaratta
Cr Katrina Farrell	Alpine
Cr Marg Attley	Mansfield
CEO David Roff	Mansfield
Cr Peter Mansfield	Moirra
CEO Mark Henderson	Moirra
CEO Tony Mcllroy	Benalla
Cr Bill McArthur	Golden Plains
Cr Barbara Alexander	Benalla
Cr Ellen Crocker	Benalla
CEO Marg Abbey	Murrindindi
Cr Margaret Rae	Murrindindi
CEO Rebecca McKenzie	Mitchell
Cr Rodney Parker	Wodonga
Cr Jan Vornarx	Alpine
CEO Dave Barry	Alpine
Cr Dinney Adem	Shepparton
Rob Spence	MAV
Alison Lyon	MAV
Gavin Mahoney	MAV
Darcy Mansfield	MAV
Lisa Bennetto	MAV

MAV Board

Cr Bill McArthur	President	Golden Plains Shire Council
Cr Angela Altair	Metro West	Hobsons Bay City Council
Cr Mark Byatt	Rural North East	Wodonga City Council
Cr David Clark	Rural South Central	Pyrenees Shire Council
Cr Helen Coleman	Interface	Nillumbik Shire Council
Cr Rod Fyffe	Rural North Central	City of Greater Bendigo Council
Cr Ruth Gstrein	Rural South West	Corangamite Shire Council
Cr Malcom Hole	Rural Gippsland	Wellington Shire Council
Cr Geoff Lake	Metro Southern	Monash City Council
Cr Tom Melican	Metro East	Banyule City Council
Cr Gary Norton	Rural North West	Swan Hill Rural City Council
Cr Coral Ross	Metro South East	Boroondara City Council
Cr Bernadene Voss	Metro Central	Port Phillip City Council

MAV State Council Representatives 2015

Alpine Shire Council	Cr Jan Vonarx
Ararat Rural City Council	Cr Paul Hooper
Ballarat City Council	Cr Belinda Coates
Banyule City Council	Cr Tom Melican
Bass Coast Shire Council	Cr Kimberley Brown
Baw Baw Shire Council	Cr Deborah Brown
Bayside City Council	Cr Felicity Frederico
Benalla Rural City Council	Cr Justin King
Boroondara City Council	Cr Coral Ross
Brimbank City Council	Mr John Watson
Buloke Shire Council	Cr Reid Mather
Campaspe Shire Council	Cr Leigh Wilson
Cardinia Shire Council	Cr Leticia Wilmot
Casey City Council	Cr Mick Morlan
Central Goldfields Shire Council	Cr Wendy McIvor
Colac Otway Shire Council	Cr Stephen Hart
Corangamite Shire Council	Cr Ruth Gstrein
Darebin City Council	Cr Tim Laurence
East Gippsland Shire Council	Cr Peter Neal
Frankston City Council	Cr Sandra Mayer
Gannawarra Shire Council	Cr Neville Goulding
Glen Eira City Council	Cr Margaret Esakoff
Glenelg Shire Council	Cr Robert Halliday
Golden Plains Shire Council	Cr Bill McArthur
Greater Bendigo City Council	Cr Rod Fyffe
Greater Dandenong City Council	Cr Peter Brown
Greater Geelong City Council	Cr Andy Richards
Greater Shepparton City Council	Cr Dinny Adem
Hepburn Shire Council	Cr Bill McClenaghan
Hindmarsh Shire Council	Cr Ron Lowe
Hobsons Bay City Council	Cr Angela Altair
Horsham Rural City Council	Cr Mark Radford
Hume City Council	Cr Adem Atmaca
Indigo Shire Council	Cr Bernard Gaffney
Kingston City Council	Cr Geoff Gledhill
Knox City Council	Cr Peter Lockwood
Latrobe City Council	Cr Dale Hariman
Loddon Shire Council	Cr Gavan Holt
Macedon Ranges Shire Council	Cr John Letchford
Manningham City Council	Cr Sophy Galbally

Mansfield Shire Council	Cr Marg Attley
Maribyrnong City Council	Cr Catherine Cumming
Maroondah City Council	Cr Les Willmott
Melton City Council	Cr Kathy Majdlik
Melbourne City Council	Cr Stephen Mayne
Mildura Rural City Council	Cr Glenn Milne
Mitchell Shire Council	Cr Rodney Parker
Moira Shire Council	Cr Marie Martin
Monash City Council	Cr Geoff Lake
Moonee Valley City Council	Cr John Sipek
Moorabool Shire Council	Cr Tom Sullivan
Moreland City Council	Cr Oscar Yildiz
Mornington Peninsula Shire Council	Cr Hugh Fraser
Mount Alexander Shire Council	Cr Sharon Telford
Moyne Shire Council	Cr Colin Ryan
Murrindindi Shire Council	Cr Margaret Rae
Nillumbik Shire Council	Cr Helen Coleman
Northern Grampians Shire Council	Cr Murray Emerson
Port Philip City Council	Cr Bernadene Voss
Pyrenees Shire Council	Cr David Clark
Queenscliffe Borough Council	Cr Helene Cameron
South Gippsland Shire Council	Cr Jeanette Harding
Southern Grampians Shire Council	Cr Peter Dark
Stonnington City Council	Cr Jami Klisaris
Strathbogie Shire Council	Cr Debra Swan
Surf Coast Shire Council	Cr Rob Nockles
Swan Hill Rural City Council	Cr Gary Norton
Towong Shire Council	Cr Peter Joyce
Wangaratta Rural City Council	Mrs Ailsa Fox
Warrnambool City Council	Cr Michael Neoh
Wellington Shire Council	Cr Malcolm Hole
West Wimmera Shire Council	Cr Annette Jones
Whitehorse City Council	Cr Andrew Munroe
Whittlesea City Council	Cr Mary Lalios
Wodonga City Council	Cr Mark Byatt
Wyndham City Council	Cr John Gibbons
Yarra City Council	Cr Jackie Fristacky
Yarra Ranges Shire Council	Cr Maria McCarthy
Yarriambiack Shire Council	Cr Kylie Zanker





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STRATEGIC WORK PLAN 2015-16