



Our **Strategic Work Plan 2017-19** identifies four key objectives to drive the MAV's priority work actions to deliver outcomes of significant benefit to our members:

1. **Help councils achieve financial sustainability**
2. **Improve the reputation of local government**
3. **Increase sector productivity and efficiency**
4. **Increase innovation and collaboration.**

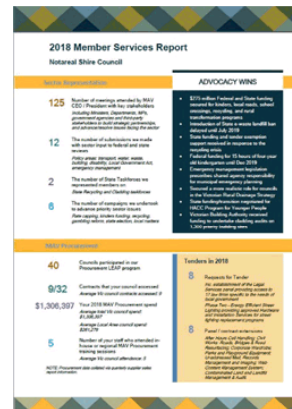
Our **key achievements for 2018-19** are summarised on the following pages. These will be further detailed in our 2018-19 annual report, which will include an assessment of outcomes against target measures identified in our Strategic Work Plan.

The MAV provided each council with a **tailored Member Services Report** in May this year to highlight and summarise the value received from your membership.

Some outcomes delivered by the MAV provide a benefit to the whole local government sector, such as funding wins, while other member services provide a direct benefit to individual councils who participate. This includes councils accessing MAV procurement initiatives; training and events; participation in working groups and committees; and in our not-for-profit Insurance and WorkCare schemes.

While some member services provide a clear cost benefit or saving to participating councils, other member benefits are more difficult to attribute a dollar value to, including:

- Opportunity to inform and influence the MAV's policy, advocacy and strategic directions; participation in State Council, member meetings, submissions, costings and surveys
- Key relationships with Ministers that provide capacity to influence the design of policy reforms before they are introduced by governments
- Participation on working groups, committees and networks that inform and influence the MAV's advocacy and policy work
- Participation in free workshops and seminars, and low-cost tailored training, events and networking activities for councillors, CEOs and council staff
- Access to information, networks and specialist advice including through MAV email circulars, confidential advice, surveys and research, benchmarking of sector positions, sharing of legal advice, and member-only briefings
- Affiliated membership with the Australian Local Government Association (ALGA).





1. Help councils achieve financial sustainability

Significant advocacy by the MAV alongside councils helped to secure a range of funding and policy outcomes in 2018-19 to improve the financial sustainability of the sector:

- Joint advocacy with the State Government helped to secure \$440 million Federal funding for **continuation of 15 hours kindergarten** until the end of 2020. We also actively participated in the I Love Kinder campaign led by Wyndham City Council, including a key federal electorates campaign in the lead up to the election
- We were instrumental in influencing record **early childhood infrastructure investment** of \$473.2 million and funding to councils of between \$10,000 and \$80,000 to support the statewide capacity assessment process for three-year-old kindergarten reform.
- Provided evidence before the Royal Commission into Aged Care Quality and Safety around the need for **future reform of community aged care**
- Conducted a federal advocacy campaign, *Fix Community Care*, which helped secure a further two years of block funding for the **Commonwealth Home Support Program** until 2022
- Advocated alongside councils for continuation of the **Growing Suburbs Fund**, with a further \$50 million committed to continue providing infrastructure for new communities
- Combined advocacy with the ALGA resulted in **\$100 million extra road funding** secured over five years through the Commonwealth's Roads to Recovery program
- Continuation of State funding levels towards restoring a 50/50 funding partnership for the **School Crossing Supervisor Program**, with \$19.3 million allocated for 2019-20
- Ongoing advocacy in partnership with the ALGA to **OneMusic Australia** to resolve concerns around fee clarity for councils, scheme transparency, method of implementation, and co-development of a submission to the ACCC
- **Provided eight submissions** to various State and Federal reviews and proposed policy reforms to influence better outcomes for local government
- Established a LG Waste Charge Working Group, obtained legal advice on proposed amendments to the *Local Government Act* relating to **waste charges**, and advocated to the State Government to address unintended consequences of their proposed changes.
- Conducted a **maternal and child health costing survey** with councils to inform ongoing negotiations with the Victorian Government to maintain a 50:50 funding partnership
- Secured a 12 month \$2.7 million extension for the **roadside weeds and pests program**
- Participation on the **Cladding Taskforce** and ongoing advocacy helped to secure extra funding for the Victorian Building Authority to undertake priority building site audits
- Strong advocacy secured improved arrangements for rural drainage, with the State's new strategy requiring Catchment Management Authorities to have a continued role and more realistic responsibilities set for councils than was originally proposed
- **MAV WorkCare self-insurance scheme** provided 31 inaugural members with cost savings and improved employee health, safety and return-to-work outcomes
- MAV Procurement secured more than 50 per cent off the retail price for two years' **unlimited user licences and access to the Australian Standards**, as well as training for 62 participant councils.





2. Improve the reputation of local government

The MAV works to improve the reputation of the sector through both our own leadership activities, and initiatives that positively promote the roles and responsibilities of the local government sector.

- Continued to **build relationships with key Ministers** to inform and influence government policy decisions and design of programs that impact on councils, and position local government as a respected and valued partner in service delivery
- Appointed a new **Director of Policy and Advocacy** to strengthen our advocacy capacity and relationships with governments
- Influenced government responses and solutions to the recycling crisis through our advocacy, release of a **Rescue Our Recycling Action Plan**, and our submission and appearance to the Parliamentary Inquiry
- Implemented a **State election Call to Parties advocacy campaign** with members to influence party policies and commitments to local government priorities ahead of the November state election
- Continued to grow our voice on **social media** with a dedicated engagement plan to broaden our reach. We also implemented a *Local Matters* six month trial campaign using sponsored video content which was viewed on social media more than 88,000 times.
- **Proactive and reactive media relations** resulted in more than 1,000 print, broadcast and online mentions of MAV comments about council issues (on average 19 per week) to defend and improve the reputation of the sector, and achieve more balanced coverage of council decisions, work and services. We also secured eight opinion editorials published on major news websites and print editions during the 12 month period.
- Commissioned a **population growth report** with partner councils from the National Institute of Economic and Industry Research and Stanley & Co; and coordinated council input to inform discussions at a Council of Australian Governments population forum to inform the future development of a **national population and planning framework**
- Published six Mayoral blogs and eight case studies on the new **Vic Councils website** to showcase the positive contribution that Victorian councils are delivering for communities
- 2018 **Councillor Service Awards** recognised the contributions of 92 long-serving councillors and mayors at an awards dinner
- Hosted the **MAV Technology Awards for Excellence** to recognise outstanding council achievements across five innovation categories
- **Councillor Development training** offered a range of one-day skills development workshops, our popular Councillor Development Weekend and Mayoral Induction Day which were collectively attended by more than 270 councillors.
- Reported to all councils on the outcomes of the first year of the **Council Careers Victoria LinkedIn partnership**, which delivered 555,000 views of open jobs listed by 37 participant councils, 30,400 applications and 390 total hires. The second year of this sector branding initiative is currently underway with 28 participant councils.
- Prepared a members brief on the **Local Government Bill** and undertook ongoing advocacy with the Government, Opposition, minor parties and independent MPs to secure reforms on high priority issues of concern to local government.





3. Increase sector productivity and efficiency

- MAV Procurement conducted eight tenders, established four new panels and re-established four panels, which all members had access to. All 78 members accessed one or more of the 38 active **MAV Procurement panel contracts**.
- Delivered **MAV Procurement and contract management training** through 25 workshops attended by 330 council staff to build skills that reduce procurement risks, drive efficiencies and increase value for money outcomes.
- 39 councils participated in our **continuous improvement LEAP program** to identify cost savings, explore collaborative procurement and shared service opportunities, and develop plans. The program was short-listed for a CIPS Australasian procurement award
- Finalised the tender for a **statewide integrated Library Management System** and managed service to deliver an innovative platform, competitive pricing, improved capability and capacity, greater resource access and sharing, and business intelligence reporting.
- Established a second **energy-efficient street lighting hardware and installation service panel** to support councils in their major roads lighting replacement programs. Forty councils commenced lighting upgrade programs during the year which will realise approximately 4,000 tonnes of CO₂-e abatement per year, as well as an average annual energy maintenance cost saving of approximately \$1.5 million
- Established a **new social procurement platform** to assist councils to achieve economic and social objectives in their community through social procurement.
- Established a panel of specialist legal services providers for councils to achieve value for money through a combined spend arrangement, discounted pricing and a streamlined approach to manage legal services
- Shared knowledge and learnings to improve councils' **risk management practices** through publication of MAV Insurance and MAV WorkCare Lessons From Claims
- Hosted 19 MAV Insurance best practice forums for Victorian and Tasmanian members to **reduce their insurance risk exposures**, as well as the biennial MAV Insurance Conference for Tasmanian members
- **MAV Insurance help desk** responded to more than 730 risk, underwriting and claims management queries, and **Insurance legal advice** was provided more than 275 times to LMI members
- Delivered **Local Government Skills and Workforce Reports** identifying current and emerging skills needs nationally and in Victoria, as well as a 2018 HR Benchmarking survey and report, and a CEO remuneration benchmarking report.
- Published a refreshed **Resource Guide** to Municipal Early Years Planning to assist councils undertake their service planning for and with children and families; and a **Community Care Matters discussion paper** to assist councils in preparing their responses to the community care service system reforms.
- **MAV WorkCare** paid approximately \$12 million in support of injured workers' return to work and recovery
- Our WorkCare team conducted 238 **visits with members**, 33 OHS Forums and hosted three Members' Forums in the past year. Two members have been recognised as finalists in the Excellence in Personal Injury Management (Self-Insurance) award in the 2019 **WorkSafe Excellence Awards**.





4. Increase innovation and collaboration

- Renewed a **five-year agreement with the Department of Health and Human Services** to facilitate improved health and wellbeing for Victorians through integrated planning
- Negotiation of a **Kindergarten Memorandum of Understanding** with the Department of Education and Training to recognise local government's role in providing kindergarten services, and support expansion of both four and three-year-old programs
- Hosted a forum with EPA and DELWP for councils to learn about the new **environment protection laws**; and conducted an expression of interest to establish **local government working groups** to provide input into development of subordinate instruments under the new laws including for waste, contaminated land, septics, litter and noise.
- Partnered with the EPA and Worksafe to provide councils with information and collaboration opportunities on how to identify and manage the **risks associated with resource recovery facilities and illegal stockpile sites**; and partnered with RMIT University and the University of Melbourne to explore local government's use of **recycled materials in infrastructure** to inform a research funding submission
- Ongoing participation on the Government's Cladding Taskforce, and facilitation of collaboration between the Victorian Building Authority and councils to support the ongoing **combustible cladding** response as co-regulators of the building system
- Established a new **Freight Policy Reference Group** to inform national and state freight policy work including current reviews, regulations and freight policy rollout
- Released a **Live Music Toolkit** in partnership with Music Victoria to increase councils' ability to strategically leverage the arts and provide industry with greater insight into government and council departmental responsibilities
- Organised more than **100 conferences, workshops and professional development** events attended by more than 7,400 delegates
- Secured a further \$3.7 million in State funding for the **Officers for the Protection of the Local Environment** program, which will be expanded with EPA officers embedded in additional councils to improve responses to local pollution and waste issues
- Signed a refreshed **Early Childhood Agreement for Children in Out-of-Home Care** alongside DET, DHHS and eight other partner agencies with a focus on universal services including maternal and child health and funded kindergarten programs
- Participated in a project with ClimateWorks and the Electric Vehicle Council to enable greater **electric vehicle uptake** in local government fleets
- Funded by DELWP, we delivering the **Port Phillip Bay Coastal Land Use Planning project** to develop a consistent approach to address coastal climate change hazards through the planning system
- Partnered with DHHS to embed local government issues by employing two officers to assist with the **public health and wellbeing regulations review**
- Ran the second annual MAV Technology **MAVHACK** event, and hosted '*Riding the Wave*' four-day national conference and exhibition about **business and digital transformation**, with several multi-council innovation projects now in development
- Provided free resources including Infobase (database for councils to **share rankings of IT products and services** and compare council statistics), and the **Open Council Data Toolkit**. More Victorian councils now publish open data than all other states combined.

