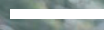


2024



2027

The
Municipal
Association
of Victoria
Annual
Plan

SHAPING OUR FUTURE

Helping local councils build a
resilient & sustainable Victoria



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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land on which we live. We recognise their continuing connection to land, waters and culture and pay our respects to their Elders past, present and emerging.

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The Municipal Association of Victoria (MAV) Annual Plan 2024-2027 has been prepared by the MAV to set directions for the MAV that respond to the local government sector's vision for a more sustainable future.

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The MAV is the statutory peak body for local government in Victoria, representing all 79 municipalities within the state.

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Introduction

No one understands the challenges and opportunities facing Victoria in the 21st century better than local councils. From rapidly evolving technology to social changes, shifting economies to environmental pressures, our local communities—and the governments that represent them—are at the forefront of multiple transformations happening simultaneously.

These changes will affect every aspect of life in Victoria – and local councils, equipped with intimate knowledge of the needs and capabilities of their communities, are uniquely positioned to meet them head-on. But local councils do not have to navigate these growing complexities alone.

The Municipal Association of Victoria (MAV) is the local government sector's partner and ally in this journey. As the collective voice of Victoria's 79 local councils, the MAV works collaboratively with councils to ensure their communities both adapt and thrive, offering advice, services and resources necessary to ensure our councils can fulfil their essential roles.

To ensure the MAV is best placed to help local councils successfully navigate this ever-evolving landscape, we have developed the MAV Strategic Plan 2024-2027. It outlines the clear objectives and actionable strategies

we will implement to empower local councils to not just face the future, but actively shape it.

Achieving the aspirations in this plan will not be a solitary endeavour performed by a peak body, but rather a collective voyage requiring collaboration. To that end, this Annual Plan outlines the actions we intend to take in each of the four years to collectively meet the objectives of the Strategic Plan.

In undertaking these actions, the MAV will seek to influence other levels of government and collaborate with our communities and the local government sector to create a more sustainable and resilient future for all.

While our Strategic Plan is our highest-level plan, it also sits within a framework of associated plans and strategies. This Annual Plan forms part of that framework.

17
Goals to
transform
our
world.

1 NO
POVERTY



2 ZERO
HUNGER



3 GOOD HEALTH
AND WELLBEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



6 CLEAN WATER
AND SANITATION



7 AFFORDABLE AND
CLEAN ENERGY



8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



10 REDUCED
INEQUALITIES



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



14 LIFE
BELOW WATER



15 LIFE
ON LAND



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



17 PARTNERSHIPS
FOR THE GOALS



Overview of Strategic Directions

While local councils serve the needs of their communities, they also operate in a global context that acknowledges that what we do locally has broader implications, both for our neighbours and for the planet as a whole. These acknowledgements are increasingly taking the form of international agreements designed to deliver a better future for everyone.

The goals and priorities outlined in the MAV Strategic Plan 2024-2027 align with leading global agreements between national and city governments on climate, sustainable development, and resilience. One such agreement is the 2030 Agenda for Sustainable Development, adopted by all United Nations member states in 2015.

At its heart are the 17 Sustainable Development Goals (SDGs) created by the UN to achieve “peace and prosperity for people and the planet, now and into the future”. Produced in a global partnership between developed and developing countries, the SDGs recognise that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

While the SDGs are not legally binding, they do act as a framing mechanism for measuring progress toward environmental, economic, and community outcomes. For this reason, and in the spirit of collaboration, the SDGs underpin the strategic priorities contained within this plan.

We have created the following 10 enabling priorities, or areas of focus, to shape our actions as we work to foster thriving and resilient communities over the next four years.



1. Active local democracy

We will work with local government and other levels of government to ensure that local policies reflect the needs and preferences of local communities. Effective local democracy can facilitate public participation, improve service delivery, strengthen communities, and improve development outcomes.

3. Health & wellbeing

We will work with the local government sector, community health organisations, the acute health sector and other levels of government to improve population health and wellbeing, creating place-based services that meet the diverse needs, experiences and identities of different population groups at different life stages.

2. Connected places

We will work with the local government sector to inspire people to collectively reinvent the public spaces at the heart of their communities, creating places that connect people to resources, opportunities, and to each other. We will strengthen the connection between people and the places they collectively inhabit through urban planning, transport, built forms, and the creation of a collaborative process by which we can shape our places to maximise shared value.

4. Sustainable economy

We will work with the local government sector to design and support practices that facilitate long-term economic growth without negatively impacting the social, environmental and cultural aspects of the community. To do this, we will explore diverse strategies for achieving economic growth that strengthen local industries and improve circular economy performance. We will prioritise working with councils to enable the right conditions for creative and entrepreneurial thinking to meet future challenges and needs.

5. Future Gen

We will embrace FutureGen, a movement to improve lives in the present, the future, and for years to come. By collaborating with young people and the local government sector, we will drive long-term change for future generations. These changes will encompass a wide range of initiatives, mobilising people from all backgrounds to reshape our ways of living, working, and future planning.

6. First Peoples local government relations

We will work with the First Peoples' Assembly to connect with councils across the state to build understanding and capacity in treaty negotiations and continue to close the gap.

8. Diversity, equity & inclusion

We will collaborate with local governments, partner organisations, and communities to craft policies and initiatives that enhance representation and participation across diverse groups. Our commitment to diversity, equity, and inclusion (DEI) spans various ages, races, ethnicities, abilities, genders, religions, cultures, and the LGBTIQ+ community, ensuring a broad spectrum of perspectives and experiences are valued and integrated.

10. Intergenerational infrastructure

We will work with the local government sector to ensure funding is invested by all levels of government into intergenerational infrastructure, ensuring the population is supported by the necessary services and facilities as it grows. By working to ensure the funding of public transport, roads, and community facilities, we will enable economic and productivity growth by reducing congestion and allowing people to move efficiently around their communities and the state.

7. Climate & regenerative design

We will work with the local government sector, civil society, universities and other levels of government to plan and design for climate change, using regenerative approaches, technology, and innovation to create more resilient urban communities.

9. Resilience & recovery

We will work with the local government sector, as well as state and federal agencies, to enhance the economic and social resilience of communities to withstand and recover from disasters, including the effects of climate change. This will involve extensive collaboration on community-identified disaster resilience projects throughout the state, aimed at enhancing local preparedness and resilience against future disasters.

Actions

The MAV Annual Plan 2024-2027 identifies the actions we will take each year to deliver the outcomes of our Strategic Plan.

This Annual Plan includes more details of the individual activities we will undertake, and how we will undertake them.

Strategic Directions		Major Initiative	Actions	Supporting Strategy / Plan	Sustainable Development Goals
1. Active Local Democracy	1.1	Amplify the impact of the local government sector to strengthen local democracy and build local capacity and leadership.	<p>Design and facilitate an annual Stand for Council Campaign.</p> <p>Deliver targeted Stand for Council Program sessions to ensure participation across diverse communities.</p> <p>Co-design and deliver a program to encourage hopeful, vibrant, engaged elections across Victoria.</p> <p>Explore ways to tell evidence based local government stories in new ways and to new audiences.</p> <p>Develop strategic communications channels and CRM that support the objectives of MAVLab and the growth and sustainability of the MAV.</p>	<p>MAVLab Strategy</p> <p>Learning & Development Framework</p>	<p>4 – Quality Education</p> <p>5 – Gender Equality</p> <p>16 – Peace, Justice and Strong Institutions</p>
1. Active Local Democracy	1.2	Prepare a comprehensive Learning and Development Framework to guide the development of innovative, contemporary, and inclusive programs that meet the needs of Elected Members and the sector.	<p>Develop a Councillor Capability Framework to identify key capabilities and attributes.</p> <p>Design and deliver a Councillor Induction and Training Program incorporating what is required by the Local Government Act.</p> <p>Deliver the Mayoral Induction Program.</p> <p>Design and facilitate a Victorian Councillor Development Weekend.</p> <p>Implementation of eLearning platform.</p>	<p>MAVLab Mission: Future of Leadership</p> <p>Local Government Act 2020</p> <p>Learning & Development Framework</p>	<p>4 – Quality Education</p> <p>5 – Gender Equality</p> <p>16 – Peace, Justice and Strong Institutions</p>
1. Active Local Democracy	1.3	Prepare a Governance Framework to guide external input into policy, strategy, program development and service delivery.	<p>Establish an Advisory Committee and co-design a project with Dark Matter Labs to explore the future of local government to guide future directions and opportunities for positive change.</p> <p>Representation of sector on external reference and advisory groups, including MAV Portfolio Panels and in State processes of strategic importance.</p>	<p>MAVLab Strategy</p> <p>MAV Governance Framework</p>	<p>4 – Quality Education</p> <p>5 – Gender Equality</p> <p>16 – Peace, Justice and Strong Institutions</p>

Strategic Directions		Major Initiative	Actions	Supporting Strategy / Plan	Sustainable Development Goals
1. Active Local Democracy	1.4	Develop a program of Thought Leadership and Practice Evolution to inspire and upskill the sector.	<p>Design and deliver a Thought Leadership Showcase program.</p> <p>Facilitate workshops to deliver actionable outcomes that move issues forward and create cross-jurisdictional working relationships.</p>	<p>MAVLab Strategy</p> <p>Learning & Development Framework</p> <p>Communications Strategy</p>	<p>4 – Quality Education</p> <p>16 – Peace, Justice and Strong Institutions</p>
2. Connected Places	2.1	Develop a MAV policy and research hub to strengthen the capacity of local government to respond to and shape the future of their communities.	<p>Prepare MAV Position Papers to inform the development of government policy, ensuring local government is an indispensable partner.</p> <p>Foster collaboration across the local government sector to share best practice and expertise.</p> <p>Support Communities of Practice to share expertise.</p> <p>Pilot Strategic Foresight Masterclass Program.</p> <p>Deliver the Annual Rural and Regional Planning Conference.</p>	<p>MAV's Local Government's Vision for Planning in Victoria</p> <p>MAV SGS Shaping Metropolitan Melbourne discussion paper</p> <p>MAV SGS Shaping Rural and Regional Victoria discussion paper</p> <p>Victorian Housing Statement</p> <p>National Housing Accord</p> <p>IV Our Home Choices report</p> <p>IV Infrastructure Strategy 2021 – 2051</p>	<p>11 – Sustainable Cities and Communities</p> <p>16 – Peace, Justice and Strong Institutions</p>
2. Connected Places	2.2	Establish and test a sustainable and high impact operating model for MAVLab with a range of founding partners.	<p>Establish a series of Critical Missions for Immediate Action that can be catalysed and incubated by the MAVLab.</p> <p>Provide forums and resources to build capacity of councils to accelerate the transition to a circular economy.</p>	<p>MAVLab Strategy</p>	<p>4 – Quality Education</p> <p>11 – Sustainable Cities and Communities</p> <p>16 – Peace, Justice and Strong Institutions</p>
2. Connected Places	2.3	Prepare an Intergovernmental Relations & Advocacy Framework.	<p>Develop and amplify local, emerging and national advocacy priorities impacting on the local government sector.</p> <p>Advocate on national priorities agreed through ALGA including:</p> <ul style="list-style-type: none"> • Financial Sustainability • Housing • Gender-based violence • Ageing & Disability • Early Years <p>Identify emerging community led advocacy priorities and issues:</p> <ul style="list-style-type: none"> • Diversity • Social cohesion • Homelessness 	<p>Intergovernmental Relations & Advocacy Framework</p>	<p>1 – No Poverty</p> <p>2 – Zero Hunger</p> <p>3 – Good Health and Wellbeing</p> <p>4 – Quality Education</p> <p>5 – Gender Equality</p> <p>6 – Clean Water and Sanitation</p> <p>8 – Decent Work and Economic Growth</p> <p>10 – Reduced Inequalities</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>

Strategic Directions		Major Initiative	Actions	Supporting Strategy / Plan	Sustainable Development Goals
2. Connected Places	2.4	Work with councils, State Government, and non-government stakeholders to meet Victoria's current and future housing needs.	<p>Work with Homes Victoria and councils across Victoria to increase affordable housing supply.</p> <p>Support and facilitate development of housing in well-located areas (close to transport, employment, education etc).</p> <p>Explore a project working with councils to identify well-located underutilised state and local government land that could be used for housing.</p> <p>Trial a statewide project focused on response to homelessness at a community level.</p> <p>Develop a new training program and / or resources for councillors focused on strategic planning to build social license for increasing density.</p>	Intergovernmental Relations & Advocacy Framework	<p>3 – Good Health and Wellbeing</p> <p>4 – Quality Education</p> <p>6 – Clean Water and Sanitation</p> <p>10 – Reduced Inequalities</p> <p>11 – Sustainable Cities and Communities</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>
3. Health & Wellbeing	3.1	Strengthen the ability of councils to undertake community well-being planning, implementation, and partnership development through key strategic activities.	<p>Collaborate with local government and community in addressing climate change and its impacts on health.</p> <p>Collaborate with VicHealth to develop a Leading Healthy Communities resource for councillors.</p> <p>Embed wellbeing particularly for young people, decreasing harm from alcohol and other drugs (including tobacco) and decreasing loneliness across our communities.</p>	<p>Victorian Health and Wellbeing Plan 2023-2027</p> <p>VicHealth Strategy 2023-2033</p> <p>World Health Organisation</p>	<p>3 – Good Health and Wellbeing</p> <p>4 – Quality Education</p> <p>5 – Gender Equality</p> <p>10 – Reduced Inequalities</p> <p>11 – Sustainable Cities and Communities</p> <p>13 – Climate Action</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>
4. Sustainable Economy	4.1	Build a robust evidence base on the financial sustainability of Victorian councils.	<p>Enhance relationship with the Victorian Local Government Grants Commission regarding Victoria's share of national Financial Assistance Grants.</p> <p>Illustrate local government sector contribution to state and federal economies, including as an employer.</p> <p>Contribute to ALGA's analysis on local government financial sustainability.</p> <p>Implement and annualise a Victorian Local Government Cost Index.</p>	Intergovernmental Relations & Advocacy Framework	<p>4 – Quality Education</p> <p>8 – Decent Work and Economic Growth</p> <p>9 – Industry, Innovation and Infrastructure</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>

Strategic Directions		Major Initiative	Actions	Supporting Strategy / Plan	Sustainable Development Goals
4. Sustainable Economy	4.2	Lead sector waste and recycling policy reforms to build sector capacity to transition to circular economy.	Provide forums and resources to build capacity of councils to accelerate the transition to a circular economy.	<p>Recycling Victoria: A New Economy</p> <p>National Waste Policy</p> <p>Intergovernmental Relations & Advocacy Framework</p>	<p>12 – Responsible Consumption and Production</p> <p>13 – Climate Action</p>
5. Future GEN	5.1	Develop a local government Future GEN civics program co-designed with young people to participate in local government as a democratic tier of government.	Undertake an environmental scan of the engagement of young people across local government in Victoria and nationally.	<p>Explore Careers Annual plan</p> <p>Australia's Youth Policy Framework, Tobacco Act, MPHWP's</p> <p>Our promise, Your future: Victoria's youth strategy 2022–2027</p>	<p>4 – Quality Education</p> <p>10 – Reduced Inequalities</p> <p>11 – Sustainable Cities and Communities</p> <p>12 – Responsible Consumption and Production</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>
6. First Peoples Local Government Relations	6.1	Deepen dialogue with the First Peoples' Assembly to support local engagement with councils.	Support councils to engage their communities with the Victorian Treaty process.	<p>United Nations Declaration on the Rights of Indigenous Peoples</p> <p>Victorian Aboriginal Affairs Framework</p> <p>Victorian Treaty Framework</p> <p>The Yoorrook Justice Commission Findings</p> <p>Closing the Gap Agreement</p> <p>Public Health and Wellbeing Act 2008</p> <p>Charter of Human Rights and Responsibilities Act 2006</p> <p>Aboriginal Heritage Act 2006</p>	<p>10 – Reduced Inequalities</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>
6. First Peoples Local Government Relations	6.2	Develop a MAV First Nations Framework that supports the sector to progress Aboriginal self-determination and reconciliation.	<p>Review the existing and potential relationships between ACCOs and Local Governments.</p> <p>MAV First Nations action plan process designed, and scope confirmed.</p> <p>Model to embed the principle of a First Nations voice in the work of the MAV developed.</p> <p>Participation in LGV's Strategy Implementation Committee.</p>	<p>Victorian Aboriginal Local Government Strategy 2021-26</p> <p>Charter of Human Rights and Responsibilities Act 2006</p> <p>Local Government Act 2020</p>	<p>10 – Reduced Inequalities</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>

Strategic Directions		Major Initiative	Actions	Supporting Strategy / Plan	Sustainable Development Goals
7. Climate & Regenerative Design	7.1	Work with civil society, universities, all levels of government and other global partners to embed global agreements on climate sustainable development and resilience.	<p>Key strategic partners identified, and collaborations developed.</p> <p>Promote actions aligned to the UN Sustainable Development Goals (SDGs).</p> <p>Deliver a series of SDGs Masterclasses.</p> <p>Deliver a MAV impact report aligned to the SDGs.</p>	2030 Agenda for Sustainable Development	9 – Industry, Innovation and Infrastructure 13 – Climate Action
7. Climate & Regenerative Design	7.2	Design a local government lead regenerative design approach to enable councils to work with their communities to regenerate planetary health and deliver positive outcomes for both people and planet.	<p>Partner with the Climate Council, relevant peak bodies and state and commonwealth governments to support councils to work with their communities to deliver positive outcomes for both people and planet.</p> <p>Support the local government sector to deliver their respective climate targets and achieve sustainable industry transition.</p> <p>Facilitate strong engagement from the local government sector in the development of the Commonwealth's six sectoral decarbonisation plans and National Climate Risk Assessment Plan.</p>	<p>MAVLab</p> <p>Victoria's 2035 Emissions Reduction Targets</p> <p>Victoria's Climate Change Strategy</p>	9 – Industry, Innovation and Infrastructure 13 – Climate Action
7. Climate & Regenerative Design	7.3	Support the local government sector to invest in climate resilient infrastructure and asset management systems.	<p>Lead the development of a resilient road and transport infrastructure strategy to:</p> <ul style="list-style-type: none"> • support the transition to zero-emission freight in Victoria. • make key roads more resilient to extreme weather. • identify priority roads for betterment. 	<p>Victorian Government Transport Adaptation Action Plan (Vic)</p> <p>Victorian Government Freight Decarbonisation Strategy (under development)</p> <p>Intergovernmental Relations & Advocacy Framework</p>	9 – Industry, Innovation and Infrastructure 13 – Climate Action

Strategic Directions		Major Initiative	Actions	Supporting Strategy / Plan	Sustainable Development Goals
8. Diversity Equity & Inclusion	8.1	Lead and collaborate with sector and community leaders on emerging issues that impact human rights and social inclusion.	<p>Work with councils to embed gender equity and intersectionality initiatives across portfolio areas to achieve gender equality.</p> <p>Enhance councils' role in broader social policy and social cohesion.</p> <p>Advocate for expansion and resourcing of council programs that improve access and inclusion for marginalised communities, including CALD, LGBTIQ+.</p> <p>Coordinate and support the delivery of awareness-raising campaigns in partnership with councils and other peaks to increase community awareness of isolation and loneliness. E.g., Older, Not Alone, IDAHOBIT.</p> <p>Develop business case to accelerate rollout of Social Inclusion Action Groups hosted by councils as recommended by the Royal Commission into Victoria's Mental Health System.</p>	<p>Victorian Ageing Well Action Plan 2022-2026</p> <p>Victorian Wellbeing Strategy 2024-2028</p> <p>Rainbow Ready Roadmap</p> <p>Pride in our Future 2022-2032</p> <p>Royal Commission into Victoria's Mental Health System Final Report 2021</p> <p>Charter of Human Rights and Responsibilities Act 2006 (Vic)</p> <p>Gender Equality Act 2020 (Vic)</p>	<p>1 – No Poverty</p> <p>2 – Zero Hunger</p> <p>3 – Good Health and Wellbeing</p> <p>4 – Quality Education</p> <p>5 – Gender Equality</p> <p>10 – Reduced Inequalities</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>
9. Resilience and recovery	9.1	Work with the local government sector, community, emergency services, and state and federal agencies to enhance the economic and social resilience of communities to withstand and recover from emergencies and disasters, including the effects of climate change.	<p>Work with the Association of Bayside Municipalities (ABM) to help achieve their shared purpose to protect the natural, cultural, social and economic values of Port Phillip Bay through leadership, knowledge sharing and partnerships.</p> <p>Collaborate on disaster resilience projects throughout the state aimed at enhancing local preparedness and resilience against future disasters.</p> <p>Lead and collaborate on a statewide community resilience project to support the sector to understand community vulnerabilities.</p> <p>Develop an information resource to guide the sector to create a shared understanding of urban food systems, food sustainability, food accessibility and food security across local services, community organisations and community members.</p>		<p>2 – Zero Hunger</p> <p>6 – Clean Water and Sanitation</p> <p>9 – Industry, Innovation and Infrastructure</p> <p>10 – Reduced Inequalities</p> <p>12 – Responsible Consumption and Production</p> <p>13 – Climate Action</p> <p>15 – Life On Land</p> <p>16 – Peace, Justice and Strong Institutions</p> <p>17 – Partnerships for the Goals</p>

Strategic Directions		Major Initiative	Actions	Supporting Strategy / Plan	Sustainable Development Goals
10. Intergenerational Infrastructure	10.1	Ensure the principles of access, equity, participation & human rights inform the planning and delivery of community infrastructure.	<p>Lead policy in partnership with councils to ensure all infrastructure development is aligned with universal design principles.</p> <hr/> <p>Partner with the Melbourne Centre for Cities on the Map of the Month Project.</p> <hr/> <p>Share analysis and mapping of community infrastructure with councils, state and federal agencies.</p>	Intergovernmental Relations & Advocacy Framework	10 – Reduced Inequalities 11 – Sustainable Cities and Communities
10. Intergenerational Infrastructure	10.2	Support councils to develop and deliver holistic place plans and activations through internal governance, community engagement, key stakeholders and partnerships.	Develop a placemaking online hub, featuring local and international resources and case studies to support council officers.	Intergovernmental Relations & Advocacy Framework	11 – Sustainable Cities and Communities



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