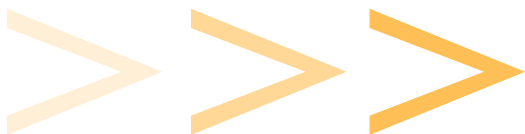


MAV MILESTONES

MUNICIPAL ASSOCIATION OF VICTORIA • OUTCOMES AND ACHIEVEMENTS FOR THE SECTOR



MAV STRATEGIC PLAN mid-term update: Finance; Governance and Professional Development; Access and Mobility; Planning; Infrastructure; Human Services; Environment; Community Development; Workforce Planning; Emergency Management and Community Safety; Corporate.

MAV PRESIDENT'S MESSAGE

Welcome to the 7th edition of MAV Milestones, which provides an update of the mid-term achievements and progress against the MAV's 2006-07 Strategic Plan, as adopted by State Council in June.

A critical operational function of the MAV is its ability to remain flexible and adaptable to achieve both set objectives and respond in a timely manner to issues affecting the sector. Milestones also identifies just a sample of the additional projects and initiatives undertaken by the MAV during the past six months that have responded to identified member needs, additional to those outlined in the Strategic Plan.

Revisions to the current Strategic Plan now provide members with indicative timelines for achieving agreed actions and priorities. This initiative aims to assist councils track and assess the MAV's progress across its activities including advocacy, capacity building, policy development and establishing partnerships with government and other stakeholders.

A full report on how the MAV implemented its 2006-07 Strategic Plan will be provided to the first State Council meeting of 2007.

On behalf of the MAV I wish all councils, councillors, staff and families a safe and happy Christmas break.

MAV President

Finance

Key Strategic Plan directions:

- Pursue increased funding for local government
- Implement the Intergovernmental Agreement
- Improve outcomes for revaluations, fire services and water rights and rates obligations
- Advocate on revenue raising and road grant reviews

Significant resources were provided to the ALGA's development of PricewaterhouseCoopers' report analysing the current financial state of Australian councils and putting forward recommendations to improve **financial sustainability**. Among other things, the report recommends the Federal Government establishes a \$250 million a year Community Infrastructure Renewal Fund; and changes the calculation of financial assistance grants to a formula that takes account of movements in local government costs.

The MAV hosted a Financial Sustainability Summit to build awareness within councils about the campaign for a better national funding deal and encourage greater collaboration in lobbying to achieve a positive outcome for the sector. This work complemented the MAV's ongoing research and analysis to provide an understanding of the financial health of local government and a robust case for funding reforms.

A process was commenced with the State Government prior to the November election to establish a bipartite agreement giving effect to the Intergovernmental Agreement signed last April by the three levels of government. The **Victorian Agreement** establishes principles to guide State-local relations on local government matters, including three supporting mechanisms - guidelines for negotiating funding agreements; guidelines on communication and consultation for engagement; and a framework for financial and asset management and reporting.

It is anticipated that, having received Cabinet approval, the draft Agreement and associated guidelines will be forwarded by the MAV to all councils and by the State to departments and statutory authorities for comment in the near future. The only document not yet drafted is the Financial and Asset Management and Reporting Framework, which the MAV expects will reflect the principles and approach determined by the MAV Future of Local Government initiative.

Finance cont...

On **revaluations**, the MAV has advocated for a three-year valuation cycle and with councils, has expressed ongoing concerns with the financial support of the State Revenue Office for undertaking valuations. The MAV will shortly meet with representatives from the SRO to work through these concerns. Meanwhile, to help inform future council rating strategies the MAV has commenced work on the capacity of communities to pay rates. This work should be completed and available to councils early 2007.

The MAV has also been working closely on the **unbundling of water rights** with affected councils and the Department of Sustainability and Environment. Work continues with DSE and councils on a paper analysing the scope of the problem and proposing a number of preferred options by February 2007. In addition, the MAV and affected councils have developed a united council position detailing potential strategies to ameliorate any negative implications, and an immediate response has been sought from Minister Thwaites.

On **National Competition Policy**, the MAV undertook negotiations with the Commonwealth and State Government to retain the \$17 million in NCP payments, which was unsuccessful following the cessation of the program in June. Exploration of the scope for payments under the **New Reform Agenda** being established by COAG is being explored, with the Bracks Government supporting MAV's efforts to secure payments to assist in reducing red tape by improving planning and building processes.

Funding for **public libraries** received a substantial boost following advocacy by the MAV and councils, with the Bracks Government committing \$15 million to build and upgrade libraries, and \$5 million for book stock. The MAV will continue to work to secure an escalation of grants in line with the wage cost index and population movements and a commitment to return the State's share of funding to 50 per cent over time.

Lobbying of the Premier, Treasurer, and Minister for Police and Emergency Services has continued for a review of the budget processes for the MFESB to ensure greater transparency is shown in setting the **fire services levy**. Further advocacy will seek improved State Government discipline in the budget process to secure future increases in line with a suitable cost index, such as Wage Cost Index.

As detailed in the *Cutting Red Tape in Planning Carabines Review*, an examination of prescribed **planning fees** has commenced to ensure they better relate to service provision costs. To date this work has concentrated on data availability and requirements to quantify costs of components of the planning process, with the MAV undertaking an analysis of funding shortfalls experienced by councils resulting from the failure to index planning fees. Assisted by the MAV and a working group of councils, the review process is expected to be completed in early 2007.

Finally, the MAV's advocacy and the ongoing work by the sector to improve **efficiency and effectiveness** were acknowledged with a commitment from the State Government to invest \$4 million over two years to establish a 'Future of Local Government Project'. Not to be confused with the MAV's Future of Local Government activities in 2005 and 2006, details concerning allocation of funding have not yet been determined but will be targeted

at reducing the cost of councils doing business, increasing stimulus for economic activity and reducing red tape.

The initiative will work with the MAV and councils to develop projects that:

- increase council innovation and remove impediments to business/service collaboration;
- directly fund capital start-up of service innovation and collaboration; and
- assist local government to participate more directly in the National Reform Agenda.

It is expected these projects will complement the MAV's ongoing work on council innovation and collaboration, the MAV Future of Local Government (FoLG) project and establishment of an MAV Innovation and Research Centre.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Drafted Victorian State-Local Government Agreement
- \$4 million State funding for Future of Local Government project initiatives
- New public libraries capital and book stock funding
- Release of national local government sustainability report and recommendations by ALGA

Governance and Professional Development

Key Strategic Plan directions:

- Identify models to resolve governance breakdowns
- Develop a proactive approach to deal with legislative changes that affect local government
- Encourage and support good governance strategies
- Complete the Councillor Competency Framework and councillor census

During the MAV's strategic plan process earlier this year councils identified a need for the Association to examine suitable processes and models for dealing with **councillor conduct** governance issues. In response, the MAV prepared a discussion paper outlining current practices; approaches in other jurisdictions (including interstate, overseas and in other sectors); and options for reform. Following consultation with the VLGA, ASU, LGPro, Local Government Victoria and the Minister's office - including agreement from all parties to progress this issue collectively - the MAV distributed its discussion paper for consultation with members.

Member feedback from attendees at an MAV forum led to the development of an Exposure Draft and Recommendations considered recently by State Council. Members resolved to support a process leading to the establishment of an **independent tribunal** to handle allegations of councillor misconduct and agreed to overarching principles developed by the MAV in consultation with the ASU, LGPro and VLGA. Following this work, the Bracks Government agreed to establish a tribunal to arbitrate serious disputes between councillors or councillors and council officers.

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To ensure implementation of **legislative amendments** are dealt with in an integrated and proactive manner, the MAV negotiated a Victorian Agreement to guide State-local government relations, which is detailed further in the Finance section of Milestones and reaffirmed as part of the Bracks Government's local government election policy.

To support the sector's broader **governance** work, the MAV provides ongoing advice and assistance to councils on a governance strategies and issues with councillors and/or council staff, and advice on implementing legislative changes.

The **Councillor Competency Framework** discussion paper has formed part of an MAV initiative to support councillors complex roles by describing minimum standards of skills, knowledge and attributes required to be effective. Seven key competencies identified were leadership; strategy; relationship management; financial management; governance; environment and asset management; and land use planning. This research helped develop an action plan to inform fundamental, advanced and intensive workshops next year. Following an election commitment by the State Government to develop a **recognised training program** to improve the skills of councillors, further work will be undertaken by the MAV in 2007.

The second MAV **Councillor Census** completed in mid 2006 collected data on gender, age, nationality, marital status, disability, caring responsibilities, employment, occupation, education, income, length of service and political affiliation. In addition, councillors were asked to estimate time spent on councillor duties, training needs and issues facing the nation. A total of 474 responses (75%) were received from Victorian councillors. This work is helping the MAV to understand the demographics of elected representatives and ensure support is appropriately targeted. Responses will assist the MAV's advocacy for a review of **councillor remuneration**, with the State Government recently committing to establish a new body to advise on mayoral and councillor allowances.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Councillor Conduct principles developed with councils and stakeholders
- State commitment to set up a councillor conduct tribunal
- Completion of Councillor Competency Framework

Access and Mobility

Key Strategic Plan directions:

- Implement MAV Transport Strategy and Sustainable Transport Action Plan
- Advocate on transport and congestion matters
- Advocate for Building Accessibility Standards
- Resolve local government responsibility for bus stop disability compliance
- Progress reforms to enhance the Disabled Persons' Parking Scheme

The MAV's **Sustainable Transport Action Plan** was signed off by the MAV Board and the Transport and Infrastructure Advisory Committee in July. Eight priority areas identified were statutory planning and sustainable transport; strategic planning and sustainable transport; roadspace reallocation projects; councillors as champions for sustainable transport; councils as community leaders; sharing innovative ideas and best practice; advocacy to other levels of government; and ensuring local government representation in transport. Research aspects of the Plan are close to completion, a new quarterly transport bulletin was commenced in September and a database of local government transport contacts was initiated to keep members informed on transport matters.

Following the MAV representing local government's interests on the Ministerial Taskforce on **Accessible Housing**, the Bracks Government released its policy detailing initiatives as part of its re-election campaign. Among the commitments is an agreement to establish an Accessible Housing Program to increase the supply of accessible housing and to help older people and those with a disability to live in their homes. A simple and low cost access rating system will also be introduced, along with a specified suite of low cost/no cost measures to assist councils wishing to pursue accessibility through planning schemes amendments.

The MAV has strongly advocated the interests of its members on the issue of **compliance for bus stops** with shelters to ensure the Disability Standards for Accessible Public Transport (2002) are met. A working group was established to progress this issue and the MAV secured agreement from the State to ensure the Department of Infrastructure conducts and pays all associated costs for compliance audits and necessary compliance upgrades. The MAV continues its ongoing negotiations with the State to resolve the long-term maintenance responsibility and associated costs for bus stops.

On disabled parking, the MAV completed its regulatory review of the **Disabled Persons' Parking Scheme** to assess its effectiveness and the impact of potential changes on disabled and older persons. A report was finalised proposing a range of regulatory and non-regulatory recommendations. This issue is now being managed by the Office for Disability in the Department for Victorian Communities and the MAV will work with the new Minister to advocate for changes to improve the operation of the scheme.

Finally, following advocacy and a forum hosted by the MAV on behalf of the Country Rail Freight Alliance Network, the Bracks Government committed \$133.8 million during the state election to buy back the country rail freight network from Pacific National.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Adoption of Sustainable Transport Action Plan and implementation of initiatives commenced
- Government commitment to establish an Accessible Housing Program
- Agreement to move responsibility for DPPS from Department of Transport to Office of Disability
- State to fund and conduct compliance upgrades for bus shelters to meet Disability Discrimination Act requirements
- Commitment to buy back the regional rail freight network

Planning

Key Strategic Plan directions:

- Improve the capacity of councils to apply rural zones and manage rural land
- Provide support, advocacy and capacity building for councils on metropolitan land use planning
- Advocate for ongoing reform, improvement and resourcing of the Victorian Planning System
- Convene and advocate relevant issues on behalf of the growth areas councils

The MAV has formed a Rural Planning Project Steering Committee to assist councils apply the new **rural zones** and build capacity for longer term planning and management of rural land. Stage One is being progressed through four case studies, which will result in a forum to showcase best practice and share learning, as well as guidelines to assist with strategic planning to apply the rural zones through planning scheme amendments and local policy.

An MAV submission also responded to DSE's Draft Planning Practice Note – Applying the Rural Zones, while planning for an April 2007 forum has commenced to facilitate information sharing, knowledge and practice around the **planning and management of rural land**. As announced in the ALP's election planning policy, the Government has committed to continue working with the MAV and councils, including \$500,000 for rural and regional municipalities to apply the new rural zones and develop agricultural strategies.

On **metropolitan land use planning**, the MAV continued to convene the Melbourne 2030 Planning Technical Committee and Councillor Reference Groups; appointed a new Melbourne 2030 Liaison Officer; and hosted an urban planning workshop to develop a comprehensive planning position statement. The paper was circulated to councils for feedback and became the basis of the MAV *Call to Parties* planning content. Council concerns have been raised with DSE to inform the scope and process of the **Melbourne 2030 review**, and a workshop has identified local government implementation issues and strategies to resolve them.

The MAV CEO was appointed to the **Growth Areas Authority (GAA)** Board to oversee the planning and development of Melbourne's five suburban growth areas, including the release and servicing of new land within the Urban Growth Boundary, and working with councils to implement the new Precinct Structure Planning guidelines.

The outcomes of the **Streamlining the Planning Process Review** (Cutting Red Tape) were announced by Minister Hulls following input from the MAV, councils and particularly the work of the Eastern Region Councils and the Provincial Planners Network. Among the 43 recommendations, is an expanded range of planning permit exemptions for minor works; examination of options to update current statutory planning fees and the Planning and Environment Act; and preparation of a Ministerial statement on local policy.

Following the Report's release, the MAV was invited to represent local government on an expert working group overseeing preparation of the Ministerial Statement, which intends to clarify the relationship between state and local

polices and reinforce their importance in planning decisions, particularly at VCAT. The MAV continues to advocate for greater weight to be given to local policy, and for councils to develop policy in unambiguous language.

Other initiatives announced in response to actions sought by the MAV include \$3 million for expert input to plans for key principle and major activity centres; \$350,000 to help councils prepare Green Wedge Management Plans; continuation of the industry roundtable and judicial education for VCAT members.

The **E-planning** project commissioned jointly by DSE and the MAV is developing a strategy for future investment in technology to support the planning process. Expected to be finalised in early 2007, it progresses action two from the Cutting Red Tape in Planning report, to expand e-planning capability. Meanwhile, an expert planners' group convened by the MAV is assisting with input to the Ministerial Statement and other current projects including planning fees, planning bank and the Code Assess pilot. A forum to involve councillors in these processes is planned for April 2007.

To address the **shortage of planners**, the MAV convened a working party to consider local government Planning Courses, as a result of a forum for key stakeholders. The working group includes the Planning Institute of Australia (PIA), DSE and educational institutions, as well as industry and training bodies. Development of an education and career strategic framework is well advanced for implementation in 2007, which supports the Planning Bank and other workforce planning initiatives underway by the MAV. Three regional meetings are scheduled for February and March 2007 to enable direct input by rural and regional councils to the Planning Bank.

Finally, the MAV will continue advocating for a **Memorandum of Understanding** between MAV and DSE to formalise a high level partnership approach to planning and agree on a planning reform agenda for 2007 and beyond.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Cutting Red Tape recommendations on local policy
- Additional funds to support rural land use planning
- Expanded support program to meet land use and strategic planning responsibilities
- Effective input to scoping of Melbourne 2030 review
- Improved industry, government and academia relationships

Infrastructure

Key Strategic Plan directions:

- Audit council capacity in asset management through the advanced Step Program
- Participate in the review of the Road Management Act
- Examine regional transport group options to finance identified plans
- Advocate for a third round of Roads to Recovery funding

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Through the **Advanced Step Program**, the MAV is assisting councils to undertake strategic and sustainable asset management programs by working with experts to assess and measure council asset gaps and practices. The work has resulted in more rigorous and independent assessments of asset management capabilities and a Reference Board has been established to advise on further program initiatives.

Recent work identified that while councils have significantly advanced their asset management capabilities, there is a need to align asset management assessment and accounting policies. In particular, councils should ensure that asset depreciation figures reflect the actual annual consumption of assets; that capital expenditure is more consistently reported; and that strategies to address past backlogs by providing a lower level of service are more clearly evidenced.

Through the ALGA, the MAV has also requested \$1.7 million from a \$13 million national proposal sought from the Minister for Transport and Regional Services to improve the capability of local government's **asset management practices**, including more effective management of **asset data**. If successful, the funds would be used to extend the MAV Advanced Step program for Victorian councils to reform and harmonise the collection of asset data across the state.

In addition, the MAV continues to work with the State Government and through the Future of Local Government Project to develop an agreed financial and asset management reporting framework. The MAV and DVC are also working together to identify councils' **asset renewal gaps**. The second cycle to measure the size and nature of asset gaps for each council and how this challenge is being managed has been completed and a report will be produced in early 2007.

In preparation for a review of the **Road Management Act** in 2007, the MAV has hosted forums and conducted a survey to identify council concerns, with issues identified including: inconsistencies in interpretation of the legislation across the state; a lack of clarity in definitions of various road assets; and the need to review street lighting responsibilities for potential inclusion in the Act. The MAV has agreed to form a working group with VicRoads and councils to review the issues identified and recommend appropriate action, including legislative amendments in the new year.

Significant work undertaken by the MAV successfully led to changes in the Road Management Act that became operational in October, including the transfer of responsibility for **water crossings** to water and Catchment Management Authorities. These amendments ensure structures over irrigation and drainage channels which support a road are not the responsibility of local councils.

As part of an ongoing commitment to assist members to access funding from the Regional Strategic component of the Commonwealth Auslink program, the MAV worked with councils to establish the necessary **regional structures**. Input was also provided to the funding framework developed by the Commonwealth and the MAV supported and contributed advice to members on specific project bids.

Advocacy for a third round of **Roads to Recovery** funding has commenced as part of the ALGA's 'Fairer Funding' campaign for local government. The recently released PricewaterhouseCoopers' national study on the financial sustainability of local government included significant input, analysis and direction from the MAV.

Among the recommendations is a call to make funding for Roads to Recovery permanent and the establishment of a \$250 million per year Local Community Infrastructure Renewals Fund. The MAV and ALGA will continue to pursue these and other recommendations from the report in the lead up to the 2007 Federal election and this issue has been included in ALGA's 2007 Federal Budget submission.

Finally, advocacy by the MAV and north-west councils led to the State Government agreeing to provide \$1.25 million in funding for the installation of **fire fighting infrastructure** along the Wimmera Mallee Pipeline.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Accurate identification of councils' asset renewal gap through the Renewal Gap Project
- Progressed the Advanced Step Program to develop best practice asset management
- Legislative amendments to ensure water crossings are not a council responsibility
- State funding for fire fighting infrastructure along Wimmera Mallee Pipeline

Business Collaboration and Reform

Key Strategic Plan directions:

- Examine and build councils' capacity to deliver collaborative services
- Develop cost effective shared operational models for library management systems
- Progress the MAV Future of Local Government project

As outlined in the Finance section, \$4 million has been allocated by the State Government to support council **innovation, collaboration and red-tape reduction** initiatives. This was an important acknowledgement of confidence in the work being undertaken by the MAV and councils in this emerging area of policy expertise.

The MAV/VicLink **SWIFT** Library project involves a consortium of council and regional libraries' group-purchasing a new computer system and managed services. Sixty per cent of Victorian councils are participating, with the nine initial libraries (Casey-Cardinia, Dandenong, Melton, Mildura and regional libraries - Eastern, Goulburn Valley, High Country, West Gippsland and Wimmera), expecting to be operational in the first half of 2007.

The consortium will progressively introduce common global protocols, while still allowing for local practices. Early benefits suggest savings between 13-28% and interest in accessing the SWIFT project has grown, with a further 15 libraries signed and nine more expressing interest for 2007-08.

The **EasyBiz** project involving 31 councils led by Whittlesea, with \$6.2 million funding support from the Commonwealth Regulation Reduction Incentive Fund (RRIF) is designing a tool to streamline and simplify small business interaction with councils by enabling integrated online transactions.

Business Collaboration and Reform cont...

To date a project manager has been appointed for **EasyBiz** and a newsletter developed; Project Directions and Monitoring, Industry Reference and Monitoring, and a Technical Development Reference Groups are established; and 25 online transactions have been identified in consultation with members. The MAV has also been asked to act as the coordinating body on behalf of consortium councils.

The Business Victoria website will host the EasyBiz service and provide a vehicle for aligning State and local government small business compliance transactions. The MAV may enter into an agreement with Business Victoria on behalf of the consortium, similar to the role provided to the SWIFT project.

The Australian Competition and Consumer Commission (ACCC) in November granted interim approval to allow the MAV to collectively **tender for bus shelter installation** and maintenance services on behalf of a group of metropolitan councils. The MAV sought ACCC authorization to allow participating councils to enter into a MOU with the Director of Public Transport to transfer responsibility for the provision of bus shelter services and conduct a tender process before the expiry of the existing agreement in July 2007. In authorizing its interim approval, the ACCC has provided immunity from potential court action related to anti-competitive practices that would otherwise breach the Trades Practices Act 1974, as it was satisfied that the proposal delivers a net public benefit.

The MAV **Future of Local Government (FOLG)** project received State Council endorsement to develop a future vision for the sector based on seven agreed principles and a priority action plan following the June FOLG Summit, drafting of a discussion paper and roadshows conducted with members. Three frameworks will be developed to increase efficiency by expanding the use of collaborative projects; introduce greater accountability against community needs and council performance; and indicate future funding needs of the sector.

In November, the MAV established three Working Groups to develop these frameworks, following an Expression of Interest process for councillors, CEOs and senior officers. Each group comprises representation from metropolitan, regional and rural councils and will convene in early 2007 to identify terms of reference and commence work on Position Papers to be presented to the June 2007 FOLG Summit.

The MAV has prepared a submission under the Innovative Services Delivery element of the \$113 million 'Clever Networks' program funded by Department of Communications, Information Technology and The Arts (DCITA). **Clever Networks** is designed 'to fund broadband applications and leverage broadband infrastructure to foster innovative service delivery for communities.

The MAV submission 'Achieving Rural Delivery' (ADR) seeks \$5 million to address the threat to the future of rural communities arising from the possible exclusion from the information society and councils' current inability to participate in joined up government. Projects identified in the MAV's submission were the North West Local Government Shared Services Project and the South West Knowledge Hub and Regional Geographic Information Systems project, which if successful will commence in April 2007.

Finally, the MAV successfully obtained a commitment from the re-elected Bracks Government to its *Call To Parties* request to ensure the **Local Government Act** remains updated and can support innovation in the sector. The Government also agreed to continue to implement reforms requested by local government through the Best Value Commission to reduce the burden of State Government reporting.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Developed/implemented SWIFT shared services model
- Initial cost savings of SWIFT measured and additional councils signed up
- State Council endorsement of vision and directions for Future of Local Government project
- Interim ACCC authorisation for group bus shelter tender

Human Services

Key Strategic Plan directions:

- Advocate for childcare and kindergarten capital funding and implement childcare register pilot
- Update housing toolkit publication for local government
- Support delivery of positive ageing strategies
- Undertake costing studies for HACC and MCH services

The last six months have seen significant progress on projects for local government in the early years, with the newly formed MAV Early Years Strategy Group linking into the MAV Human Services Portfolio Committee and enhancing MAV policy positions and actions on early years matters. The MAV CEO is also representing local government on the Minister for Children's Victorian Children's Council.

The MAV co-hosted a **Kindergarten Summit** with Whitehorse Council on kindergarten infrastructure issues, attended by over 80 people from metropolitan and rural councils.

Following the Summit, the MAV highlighted the need for an **investment in early childhood infrastructure** in its *Call to Parties* document. Specifically the MAV sought a *kindergarten capital infrastructure assessment study* to examine the extent of asset deterioration and identify priorities; funding incentives to assist councils implement *kindergarten service rationalisation and restructures*; increase capital funding of models for integrated service centres; develop shared services agreements for kindergartens between state and local government; and examine longer-term solutions for kindergarten asset management.

The Bracks Government committed \$6 million to cluster management and pilot new management models; a further \$15 million for maintenance and upgrades to kindergartens and childcare centres; \$20 million towards 40 new Children's Centres, including 12 in regional Victoria; \$10 million to ensure all childcare centres can deliver kindergarten programs and to encourage kindergartens to stay open longer; and \$2 million to establish a centralised statewide childcare register.

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As part of the State's commitment to a **childcare register pilot**, the Childcare Taskforce reported to the Minister for Children prior to the state election investigating long-day care. The report gave an overview of services across Victoria and examined the capacity of waiting lists to explain demand and manage placements. The MAV, Darebin and Port Phillip Councils represented local government on the Taskforce, which prepared 20 recommendations, of which seven were specific to local government funding, collaboration, capacity building and partnerships between providers.

A discussion paper on centralised childcare waiting lists has been commenced by the MAV, while pilots by the Cities of Darebin and Port Phillip have advanced processes for waiting lists, including discussions on cooperative efforts with community and private childcare providers.

A joint project between the MAV, Swinburne University, the Department of Human Services and Department of Sustainability and Environment is currently updating the **Housing Toolkit** publication for use by local government. In light of the Victorian Housing Strategy released in September, further work is underway to ensure alignment of the resource with statewide policy directions.

The MAV will soon commence its research into **unit costs for M&CH services** and current distribution from the State to councils. DHS has agreed to consider these research findings and the impact on funding levels in consultation with the MAV. Data will be collected from a representative sample of metropolitan, interface, regional cities and rural shire councils, with research expected to be completed by March 2007.

Meanwhile, the baseline study of **Home and Community Care** (HACC) costs will commence in early 2007 to inform the MAV's discussions on the State's contribution for HACC services. The MAV has also supported the advocacy efforts of the Southern Region Councils for an evaluation of the Victorian funding formula for HACC services. In addition, the MAV has worked with 17 unsuccessful councils in the latest round of Department of Veterans' Affairs (DVA) **Home Care tenders** to ensure minimum disruption and distress is incurred by around 1,500 DVA clients, as well as staff and councils during the transition to new providers. Following an urgent meeting with the MAV and council representatives, the Department agreed to negotiate revised transition dates on a case-by-case basis for councils with 70 or more clients requiring transfer to a new service provider.

Through the Community Care Coalition, the MAV participated in the development of a report examining the **community care needs** of aged Victorians over the next decade. Titled *Moving to Centre Stage*, the report looked at the current system, its challenges and recommended substantive changes to ensure a sustainable and responsive service. In particular it identified the need for an additional \$500 million annually in government funding in 2015 to provide for the ageing population and more complex care needs; as well as a redesign of policy settings and program arrangements to make services more efficient and effective.

The MAV/COTA Local Government **Positive Ageing** Project recently hosted its first seminar on "Planning for Positive Ageing". A Positive Ageing newsletter was established and Phase Two funding grants were awarded for six council projects. Councils are also invited to apply for Positive Ageing project grants of up to \$20,000 for 2007. Guidelines and application forms are being sent to councils this month for Phase Three funding.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Increased investment and focus by State Government on early years issues
- MAV advocacy on early years infrastructure and influence on State policy directions through the Childcare Taskforce
- State support provided for local government capacity building in positive ageing, multicultural affairs and disability access and inclusion

Environment

Key Strategic Plan directions:

- Advocate for investment in domestic wastewater management and develop a position on the Auditor General's sewerage backlog report
- Seek legislative amendments to clarify responsibility for management of roadside weeds
- Advocate and support initiatives to improve the waste management capacity of councils
- Seek support for councils with the rollout of the 'New Approach' to native vegetation management

On wastewater management, the MAV has actively worked with the State Government and Office of the Victorian Auditor General on the challenges for local government in issuing, monitoring and enforcing septic tank permits. In July the MAV lodged a response to the Auditor-General's report, which detailed ongoing support of existing partnership arrangements between local and State Government to address resource gaps limiting councils' ability to meet their domestic wastewater management responsibilities.

In addition, the MAV has been working closely with the Government on an upcoming regulatory review of domestic wastewater management as detailed in the *Call To Parties*, has sought further investment and agreed timelines for local government, particularly to implement **Domestic Wastewater Management Plans**.

The Bracks Government committed \$20 million for a Small Towns Water Quality Fund to improve water quality, and monitor and maintain septic tanks; while \$10 million will go to local water recycling and stormwater projects. Funding was also secured from EPA Victoria for continuation of the MAV Smart Septics Program, which will be used to undertake a costing study of council spending on domestic wastewater management. The results will inform the MAV's advocacy efforts to ensure councils have the capacity and are properly funded to manage domestic wastewater within more clearly defined roles and responsibilities.

Following legal interpretations of the *Catchment and Land Protection Act* 1994, local government's role in **roadside weed management** has been questioned. The MAV has engaged in meetings and dialogue with relevant Ministers, the Department of Sustainability and Environment, the National Party and Victorian Farmers Federation to clarify responsibility

for roadside weeds. The MAV continues to advocate for legislative amendments to ensure accountability for managing Regional Controlled weeds on roadsides vests with adjoining landowners, as the original Act intended. In responding to the *Call To Parties*, the Government has agreed to work with key stakeholders including the MAV and VFF to reach a mutually acceptable outcome in this matter.

As an active **National Packaging Covenant** participant, the MAV is working to ensure shared responsibilities of government, industry and communities to manage the environmental concerns of consumer packaging. In July, the MAV made a submission to the Productivity Commission Inquiry into Waste Generation and Resource Efficiency, which called for further work on evaluating the externalities of different waste management options to provide useful tools for communities to make informed decisions on how to treat wastes; as well as further partnerships with State agencies.

A forum this month showcased leading council **waste management** initiatives and launched a series of tools, systems and benchmarks to assist the sector more effectively manage waste reduction, recycling and litter prevention. Developed by the Waste Wise in Local Government Steering Committee, including representatives of local government, MAV, Regional Waste Management Groups and Sustainability Victoria, the resources aim to ensure integration of Waste Wise into other sustainability initiatives.

In addition, the MAV continues to advocate for further Government support to rural and regional councils to meet community expectations for resource recovery servicing; and has worked with councils and the State to ensure appropriate legislative and operating arrangements for the new Metropolitan Waste Management Group.

On **native vegetation**, the Government addressed the MAV's representations and challenges raised in the *Victorian Local Government and Native Vegetation Management Report* by introducing revised Practice Notes and Guidelines to assess native vegetation clearance permit applications. This 'new approach' hopes to reduce local government's resource burden for native vegetation assessments and the MAV has sought a commitment to review the impacts 12 months after introduction. The Government has agreed in-principle to an operational review, and the MAV has developed a feedback process developed to collate council experiences.

Other achievements have included reports produced by the MAV on successful urban water management practices; a case study report on weed management; and the *Victorian Local Government Environment Management Report* detailing the programs, resources and management approaches of the sector to environmental management. Such reports provide a valuable understanding of roles and challenges facing councils, which the MAV builds into its advocacy programs.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- 12 months' renewed funding for MAV Smart Septics
- Commitment to undertake a domestic wastewater management costing study
- Bracks Government to work with parties to clarify responsibility for management of roadside weeds
- In-principle agreement to conduct a 12-month review of the 'new approach' to native vegetation management

Community Development

Key Strategic Plan directions:

- Implement community planning initiatives through the Lighthouse Program
- Explore the role of local government in supporting and enabling volunteering
- Support councils' capacity to address volunteering as part of community strengthening
- Establish the Small Towns Victoria program

The first year of the MAV's three-year Lighthouse Program has concluded, with 69 councils now actively involved in exploring and implementing **community planning** initiatives. A Project Steering Committee was recently formed comprising councillors and officers from metropolitan, rural and regional councils across the state.

In September the MAV hosted a forum to enable councils to share their community planning knowledge, initiatives and models, while the recent *Planning By and For The People* Conference in conjunction with the Bank of I.D.E.A.S. further explored global, national and local trends that facilitate greater community engagement in community planning processes.

In addition, the **Lighthouse Program** will shortly produce a video documenting good community planning practices to further build councils' capacity and the Department for Victorian Communities (DVC) recently agreed to fund three metropolitan demonstration councils to assist in promoting improved understanding and adoption of community planning. In 2007, the Lighthouse Program aims to ensure there is at least one community plan in place in every municipality and the MAV will be working closely with DVC and councils in a more coordinated manner to achieve this goal.

To support the role of local government in **volunteering**, the MAV is continuing to deliver initiatives through the DVC funded Local and Regional Resource Networks (LRRN) Project that promotes and sustains voluntary activity and participation in communities. A report is currently being finalised with the Centre for Citizenship and Human Rights at Deakin University exploring the relationship between voluntary activity and community strengthening. The *Tracking What Works* report will be available in early 2007 and a briefing session was recently attended by over 60 local government and community participants.

The MAV has also participated in a range of individual and group meetings with councils and community organisations on Volunteer Support Grants and scoping of projects. Of the 63 funded initiatives, most involve councils in some capacity, with 28 projects being led by local government. Other capacity building initiatives are assisting councils to develop volunteering partnerships, including two recently held briefing workshops in conjunction with DVC, and a further workshop on voluntary activity scheduled for February 2007.

The **Small Towns Victoria** project – a \$1.8 million five-year project to address issues facing small rural towns was launched in September at a function with the 38 participating rural councils, the Premier and Ministers for State and Regional Development, Agriculture and Local Government.

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Funded by Regional Development Victoria the project involves the MAV and councils, through a steering committee, to develop projects that build the capacity of councils to exploit the unique assets and opportunities of small towns.

The 38 rural councils resolved to form **Rural Councils Victoria** to advance critical issues facing councils in rural Victoria. They also agreed to establish a Small Towns Victoria Project Steering Committee comprising representatives from each of the six MAV rural regions to provide recommendations on funding priorities for the Small Towns project. Structure and governance processes have been finalised and the group will meet early in 2007 to begin to assess project priorities.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Lighthouse Program's active involvement from 69 Victorian councils
- Major research report produced on voluntary activity and community strengthening
- 63 Volunteer Support Grants funded totalling more than \$6 million in projects
- Rural Councils Victoria and Small Towns Steering Committee structures and governance processes established

Workforce Planning

Key Strategic Plan directions:

- Progress actions from MAV Workforce Planning forum
- Coordinate ALGA national Skills Shortage project
- Expand GoGrad and GetSet programs
- Implement strategies to address MCH nurse recruitment and retention
- Establish a Planning Bank for rural and regional councils

To progress current **workforce planning** issues, including those identified in the MAV's February 2006 forum, two Workforce Planning and Services Advisory (WPSA) Groups have been established – one for rural/regional councils and one for metropolitan councils. The purpose of the committees is to identify and shape strategic workforce planning projects, service and operational issues affecting the sector.

In early 2007, the MAV will seek assistance from councils on key workforce planning issues being considered by the WPSA Groups. In addition, councils will be surveyed on the range of **human resource and risk management** products and services required to inform development of appropriate MAV responses in 2007 that meet councils' needs.

The MAV is coordinating a local government presence at two Melbourne **career expos** in 2007 to provide local government with a unified and high-impact presence in the recruitment marketplace at a reduced cost. Planning is also underway to host a **Local Government Workplace Conference** in May to examine local government's diverse workplace challenges. In addition, a new monthly Workplace E-bulletin has commenced to inform member councils of the MAV ongoing work in this area.

The ALGA agreed to a study assessing the overall **skill shortages** in local government and to collate the work and initiatives being undertaken by state associations to address this issue. The MAV was responsible for coordinating this national project, which produced the "Skills Shortages and Workforce Planning National Activity Report" recently endorsed by the ALGA Board.

A review of the MAV **GoGrad** graduate recruitment program is underway to assess how it can attract and increase graduate positions at councils. The **GetSet** learning and development program curriculum has also been reviewed to ensure local government employee needs are being met. The 2007 MAV training calendar will be released shortly and training programs will be tailored across an expanded range of topics to meet identified needs. Re-branding of both the GoGrad and Get Set programs will ensure all MAV training is acknowledged under the MAV **Professional Development** banner from 2007.

The Maternal and Child Health Services (MCHS) Workforce Initiatives project is responding to projected **shortages of MCH nurses** by implementing marketing, recruitment and retention strategies. Initial projects include the development of a website www.mchnursing.org.au, where councils can promote MCH nursing positions free of cost. The collection of workforce planning data has identified the councils with the least capacity to replace staff and this has informed the areas of high priority for the DHS nursing scholarship allocation.

Work has also progressed with the DHS Grampians region on a model to increase workforce supply through a **pilot nurse bank**, and a report on the supply of MCH Nurses to local government and factors contributing to recruitment and retention is in its final stages. Further initiatives will market the MCHN profession to nurses; strengthen existing early years' networks to support and promote professional development; and build capacity to share best practice and innovation in service delivery.

The MAV received \$100,000 of seed funding from the 2005 'Moving Forward Provincial Victoria' strategy to address the shortage of planners in rural and regional Victoria by establishing a **Planning Bank**. To better understand the demand for planning projects unable to be filled by councils' existing resources, a survey was completed and a business case developed, with a Brokering model the preferred option.

The MAV received positive response to the recent Registration of Interest advertisements, which are currently being assessed. Work continues with key stakeholders such as PIA, education institutions and the Department for Victorian Communities to develop an **educational and career framework** for local government planners, as well as a Professionals Program to attract suitable candidates to council planning roles.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Workforce Planning and Services Advisory Groups established
- Coordinated national investigation into skills shortages and strategies
- Developed MCH nursing website and marketing strategy
- Undertaken a Registration of Interest process for the Planning Bank

Emergency Management and Community Safety

Key Strategic Plan directions:

- Seek a more clearly defined role for councils in emergency management
- Advocate and clarify the roles of local government in pandemic planning
- Coordinate a sector-wide response to the Gambling Licences Review
- Implement initiatives to explore local government's role in graffiti management
- Facilitate information sharing and successful strategies to address local drug and alcohol issues

The MAV represents local government on approximately 19 inter-agency committees covering a range of **emergency management** and community safety issues. The MAV has established an emergency management bulletin to keep members informed on issues for which member input is regularly sought on relevant matters.

To provide a consistent process for **sharing of council resources** during an emergency event, the MAV, together with input from the Office of the Emergency Services Commissioner drafted a Protocol for Inter-council Resource Sharing in Emergency Management. Following consultation with councils, the MAV is seeking advice to clarify some aspects of the protocol before it is distributed to all councils for adoption. In related efforts, the MAV is coordinating the donation of in-kind services and resources from the sector to assist fire affected municipalities.

The Integrated Fire Management Planning (IFMP) Project has represented local government to develop a framework for consistent **fire management planning**, which was recently submitted to the State Government for endorsement. Processes and tools to support municipal and regional stakeholders in fire management planning are being developed to focus on plan formats and lifecycles, along with details for the Emergency Management Manual Victoria.

An MAV submission from sector input responded to the Office of the Emergency Services Commissioner's Emergency Management Discussion Paper on the **role of local government** in emergency management. The submission called for a review of current roles due to varying capacity across councils and for action to resolve inconsistencies in sector emergency management planning and practice.

On **drought**, the MAV convened a Drought Taskforce, consisting of CEOs and councillors to identify major issues for affected councils and provide advocacy to the State, while a new Drought E-bulletin will be established to keep councils informed. This work follows an MAV seminar for drought councils and the Departments of Primary Industries, Victorian Communities and Innovation, Industry and Regional Development. The MAV also secured a commitment that \$300,000 provided to all councils in Exceptional Circumstances (EC) declared areas would not require matched funding.

In **pandemic planning**, the MAV continues to represent local government on the State's Influenza Pandemic Planning Steering Committee and played a crucial role in alerting the Government to issues requiring clarification where councils have a potential role to play. Following representations from the MAV, a major workshop on community support was held as part of the national *Exercise Cumpston* field deployment and discussion exercises. Work will continue with members, other levels of government and relevant authorities to ensure appropriate planning is in place for coordinated responses between State and local government in the event of a pandemic outbreak.

Following council input, the MAV prepared a sector-wide response to a series of issues papers released as part of the Minister for Gaming's **Gambling Licence Review**. The problem gambling strategy released by the Government in October extended regional caps limiting gaming machine numbers from five to 19 regions, and amended the Victorian Planning Provisions to give councils full planning control over gaming machine numbers.

During the state election, the Government committed \$250,000 to help councils implement new **planning powers over gaming venues** and undertake social impact assessments. To assist local government planners with technical information on the implementation of these changes the MAV, Planning Institute of Victoria, VLGA and the Community Advocacy on Gambling convened a forum with speakers from the Victorian Commission for Gambling Regulation; Maddocks Lawyers; PIA and the and Department of Sustainability and Environment.

On **graffiti** issues, the MAV hosted a forum with the Department of Justice to examine State and local government strategies and responses to graffiti management. Attended by the Minister for Police and Emergency Services, participants determined a partnership approach is needed to eradicate unsolicited graffiti, with councils to work collaboratively with other stakeholders and local strategies to be underpinned by State funding and strategic support. The MAV also held a workshop with councils to discuss a sector-wide submission being developed in response to the State's **graffiti legislation** exposure draft.

Finally, the MAV has agreed to take on an executive role with the Local Government Drug Issues Forum and will continue to work to improve information sharing on **drug and alcohol** issues with members in 2007.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Significant work undertaken to clarify emergency management roles and responsibilities
- Input to State and Commonwealth pandemic planning processes, including discussions and workshops with councils to test capability
- No matched contribution of councils in Exceptional Circumstances (EC) declared areas receiving \$300,000 in drought funding
- Drought Taskforce and a new Drought E-bulletin established

Corporate

Key Strategic Plan directions:

- Finalise MAV Rules Review and undertake an internal systems and process review
- Review MAV website format, functionality and content
- Implement recommendations from 2005 Member Communications Review
- Promote positive image of local government

The **review of the MAV Rules** commenced in 2005 was completed and resulted in a range of proposals considered at the October State Council included proposed rule changes, supported proposals not requiring a Rule change and the retention of existing MAV processes.

Rule changes to improve the governance of the MAV were supported, with the exception of the proposal for all councils to receive equal voting entitlements and the related change to the majority required for policy motions to succeed. The MAV will provide additional information to councils on the potential impacts of this proposal in the new year and provide time for councils to debate the issue, with the intention of revisiting it in the later part of 2007. The proposed Rules 2006 have been amended to reflect State Council decisions and have been forwarded to the Minister for Local Government.

New processes adopted that require no Rule change include six confirmed roles and 12 governance principles for the MAV; working with members and through the Future of Local Government Advisory Group to strengthen the MAV's leadership role; convening additional council forums as part of the strategic planning process to be conducted by council type; and exploring a mayors' forum and annual congress.

Among the **existing processes** reaffirmed by State Council were the retention of the MAV Board's term in office and the method for electing the MAV President; the frequency of State Council meetings and appointment of one council representative per member; and support for the MAV's current councillor participation provisions, including Board advisory committees and specific policy forums.

Following the completion of the Rules Review Process, the MAV has commenced a review of the number and size of MAV Committees and other bodies, as well as the reporting processes relating to these bodies. A report will be provided to the Board in April 2007 following the MAV Board elections.

In the **corporate and finance** area, an internal review of the roles, responsibilities and services was undertaken in July to ensure the organisations needs continue to be met. As part of the MAV's ongoing internal risk management, Occupational Health and Safety processes are currently being reviewed and any required changes will be implemented in early 2007.

In communications, a review of the **MAV website** has been significantly progressed, with a project plan approved and implementation underway, including structure planning for a new website to be introduced in 2007. This work is consistent with recommendations from the 2005 Communications Review and Stage One initiatives completed include internal content audits; style, design and useability changes to improve and update the current MAV website; as well as format changes to policy, publication and event areas.

In addition, the MAV has progressively rolled out a **branding initiative** to ensure consistent imagery is portrayed across all organisation activities. Improvements include new MAV reception signage; a new 'voice of local government' tag line; revised style guide, publication guidelines and procedures; creation of templates for a range of internal and external documents to ensure style consistency across the organisation; and a new process for engaging graphic designers, photographers and other external suppliers to achieve economies of scale and reduce costs.

The majority of the 28 recommendations arising from the 2005 MAV **Member Communications Review** have been implemented or significantly progressed, including implementation of a series of new policy e-bulletins; and revised practices adopted for the provision of information to councils in a variety of formats.

Promoting and building the reputation and **profile of local government** continues to be an ongoing activity across the spectrum of the MAV's work. Recent initiatives included the 2006 rates and revaluation communications strategy, which achieved more informative and balanced media coverage across Victoria's print and electronic media. Supplemented by letters to the editor, opinion pieces and an informative piece in the Sunday Age's AFR Investor insert, the MAV's rates information package provided a comparative analysis of this contentious issue to improve media reporting.

Other work to improve the sector's **reputation** has been achieved through significant uptake in media reporting of the MAV's position about various council roles and responsibilities, particularly on community planning, councillor conduct and leadership, financial sustainability and council expenses and processes. The MAV has also begun scoping a project to implement a State Council motion to develop a **marketing and communications campaign** to enhance the community's understanding of the importance of local government in the provision of local leadership, infrastructure, services and advocacy, which will be advanced in 2007.

During the recent **state election**, the MAV produced a range of updates and information to keep local government abreast of political party commitments and policy positions on issues affecting the sector. The MAV *Call To Parties*, developed in consultation with members outlined 55 commitments and actions based on agreed priorities as determined by the MAV strategic work-plan and State Council resolutions. During the campaign the MAV compiled and distributed a summary of political party policy commitments; provided an overview of responses received from the National Party, the ALP and the Liberal Party to the MAV Call To Parties; and posted responses on the MAV website for access by members. In addition, weekly email updates to members detailed latest policy announcements of all parties to ensure councils had access to relevant information in a timely manner.

MID-TERM ACHIEVEMENT HIGHLIGHTS

- Rules Review and State Council adoption of resolutions
- Significant update of MAV website underway and progress towards new website for 2007
- Extensive media coverage of council rates and revaluations issues with more balanced reporting
- State election campaign implemented

Insurance

Details of progress achieved towards implementing MAV Insurance strategic plan initiatives for 2006-07 will be detailed in the January 2007 Insurance E-Bulletin for councils. This publication will also be available online at www.mav.asn.au/publications/ebulletins

MAV Board Elections

The term of the current MAV Management Board and President concludes in February. Election Day is 23 February and the term of office is for two years, until February 2009.

The general election process has commenced and will appoint a new President plus 12 Board members for each of the MAV's six metropolitan and six regional Board regions. The MAV President is a popularly elected position from the 79 elected MAV Representatives who comprise State Council (the governing body of the MAV). Each MAV Representative is a councillor who has been formally appointed by their council to this role.

Board members are appointed from within their region to represent their regional grouping of councils on the MAV Board of Management. Each representative has one vote to appoint a Board member of the region within which their council is located. An MAV representative may nominate himself or herself or be nominated by another representative as a candidate for the Presidency or as a regional representative of the Board.

The election will occur by postal ballot and key election dates are outlined below. Voting is counted using the preferential system.

The MAV will host three Candidates' Forums to provide opportunities for representatives to hear each Presidential candidate's platform for election. Dates and venues for each forum will be provided after the close of nominations.

Key Election Dates

20 Dec	Councils confirm MAV Representatives & substitutes
2 Feb	Nominations close at 4pm; 150 word candidate statements and photos submitted; ballot paper order determined
6-16 Feb	MAV President Candidate Forums (dates and venues TBC)
12 Feb	Last date for postal ballot packs to be sent to Representatives
12-23 Feb	Election period
23 Feb(4pm)	Election Day / results announced
2 Mar	MAV Board meeting

2007 Diary Dates

The MAV is offering an enhanced councillor development calendar in 2007 based on results of the Councillor Competency Research. It includes a more comprehensive set of foundation workshops; new advanced workshops; and the program to be scheduled from March to November.

The Councillor Development 2007 calendar will include 10 new workshops along with the popular Councillor Development Weekend from 20-22 July at the Cumberland Resort in Lorne. A printed 2007 Councillor Development brochure will be sent to all councillors in January 2007.

Foundation workshops include Finance Fundamentals; Land Use Planning Fundamentals; Governance Fundamentals and Media and Communication Skills; as well as new workshops on Rapid and Effective Reading Skills; Effective Meetings; Leadership for Councillors; Strategy Fundamentals; Leading the Way - Healthier Communities; and Environmental Management.

Advanced workshops include Managing for Financial Sustainability; Advanced Media and Communications Skills; Urban Land Use Planning; Rural Land Use Planning and STEP Asset Management.

March 2007 dates include:

7 March	Media and Communication Skills, MAV
8 March	Land Use Planning Fundamentals, Ararat
9 March	NEW Advanced Media and Communication Skills, Melbourne
15 March	NEW Rapid & Effective Reading Skills, MAV
27 March	NEW Leading the Way - Healthier Communities, MAV
28 March	NEW Leading the Way - Healthier Communities, Hume
29 March	NEW Rapid & Effective Reading Skills, Hume
29 March	NEW Leading the Way - Healthier Communities, Shepparton

Other Key Diary Dates for 2007:

22 Mar	MAV CEO Forum
9-10 May	National Local Government Asset Management Conference
15-16 May	MAV HR Conference
12-13 June	National Future of LG Summit
27-28 June	Local Government Exposed—Demonstration of Local Government Best Practice
20-22 July	Councillor Development Weekend
13 Sept	MAV CEO Forum
1 Nov	MAV Annual Conference