



MEMORANDUM OF UNDERSTANDING

Supporting the Mental Health needs of the Mount Alexander Shire Community

1. PARTIES:

- Mount Alexander Shire Council
- Castlemaine Safe Space

2. TERM:

Commencement date: 1 August 2023

End Date: 1 August 2024

3. PURPOSE:

The purpose of this Memorandum of Understanding (MOU) is to:

- a. Outline the level of support that Council will provide to the Castlemaine Safe Space for the duration of this agreement.
- b. Describe how the organisations will communicate with each other.

Castlemaine Safe Space

The purpose of Castlemaine Safe Space is:

To provide a non-clinical drop-in centre for anyone who is in emotional distress, isolated or experiencing suicidal thoughts. It is free, all are welcome (open-door policy), no referrals required and there is no collection of ID details. It is staffed by Mount Alexander Shire residents who have been trained to use their Lived Experience of emotional distress to support others. It is directed by values co-designed by our Mount Alexander Shire community with assistance from the Roses in the Ocean co-design team.

4. BACKGROUND:

Council aims to create an environment where people of all ages and backgrounds can live a healthy lifestyle and to thrive in our diverse community. The Mount Alexander Shire Council Plan (2021 -2025) contains three pillars:

1. A healthy, connected and inclusive community

2. A flourishing environment for nature and people
3. A resilient and growing local economy

Council is committed to the strategic objectives that underpin these three pillars. In relation to Council's partnership with Castlemaine Safe Space, the objectives Council will deliver on are:

- Our community is inclusive and connected;
- Our community feels safe, regardless of identity or circumstance;
- Our community is supported to be physically and mentally healthy.

Castlemaine Safe Space is a non-clinical, open-door centre which welcomes people and their carers/loved ones who are in emotional distress or experiencing suicidal thoughts. All are welcome to visit, no referrals or appointments are necessary, and everyone who attends is treated with respect, non-judgement, and empathy.

5. ROLES AND RESPONSIBILITIES:

Castlemaine Safe Space will continue to support the Mental Health needs of the Mount Alexander Shire Community by:

- a. Providing a free, open door, non-clinical drop-in centre for those in emotional distress, isolated or experiencing suicidal thoughts
- b. Provide a higher level of service by further training and upskilling our volunteers, giving them the knowledge and confidence to continue to use what they learn at the Safe Space as well as out in the broader community
- c. Continue to increase our reach and expand the quality of the service that is currently provided by reaching out to the broader community, letting them know who we are and what is available to them as well as listening and responding to their needs
- d. Continue to gather mental health data that is pertinent to the Shire
- e. Assist in the formation of a Community of Practice Coalition – i.e., with Social Prescribing, Orange Sky, Salvos, Sprout Soup Kitchen, My Housing Network etc. in order to share information and reduce duplication of services and unnecessary expenditure where services may overlap
- f. Provide a written report to Council half-way through the term of this agreement (i.e., February 2024) and at the conclusion of this agreement (i.e., August 2024). These reports will detail the level of service that has been provided during the reporting period and how the Council-provided funds have been used to support the service.
- g. Acknowledge Council's support on the Safe Space website, social media channels and other relevant forms of communications.

Council will:

- a. Provide \$30,000 of funds during the 2023/24 Financial Year to support Castlemaine Safe Space's operational costs and to assist with staff training. These payments will be provided in two instalments:
 - \$15,000 upon receipt of an invoice from Castlemaine Safe Space after this Memorandum of Understanding has been signed by both parties.

- \$15,000 upon receipt of an invoice from Castlemaine Safe Space after the February 2024 report to Council has been submitted (as described above).
- b. Promote the Castlemaine Safe Space service and activities through Council's communications and social media channels.
- c. Acknowledge the contribution of Castlemaine Safe Space towards Council delivering its existing Council Plan strategies to improve access to mental health services for our community in appropriate publications.

Together, Council and Castlemaine Safe Space will:

- a. Interact in a courteous and respectful manner, appreciating the differences between local government and community organisations e.g., by understanding and acknowledging the approval process timeframes of Council.
- b. Maintain regular, informal Council Officer contact through Council's Manager Community Partnerships, Manager Communications and Customer Services and Director Corporate and Community Services to maximise opportunities for collaboration and information sharing.
- c. Review this MOU before the expiry date.

6. AUTHORISATION:

Mount Alexander Shire Council
Lyttleton Street, Castlemaine:

Lisa Knight
Director Corporate and Community Services

Castlemaine Safe Space

William Gonzalez & Rosemary Gubbels
Castlemaine Safe Space, Co-Chairs

Castlemaine Safe Space Report for Mount Alexander Shire Council

September 2024

Introduction

Castlemaine Safe space was formed after the Mount Alexander Suicide Prevention Community Forum held in late 2020. Our community members stated we then had:

- Issues of accessibility & affordability of services
- Excessive waitlists
- Limited local outreach services
- Lack of early intervention/preventative measures
- Limited services addressing complex trauma
- Limited services for youth within the community

And our shire requires:

- A Safe Space & drop-in community centre
- Services advocating for 'whole of person' wellbeing
- Self-supporting therapeutic community access
- Open door support services
- Service that caters for all ages & diverse groups
- An alternative to distressing Emergency Department presentations

Following this meeting:

- A Working Group of local community volunteers with lived experience of emotional distress and mental health crises was formed with the purpose of discussing how our community to meet these needs
- Preliminary funding was sourced
- Locations sourced, terms of reference and induction processes formalised
- Local volunteers with lived experience were recruited and trained to act as Peer Volunteers to greet and address the needs of guests
- Our Castlemaine Safe Space opened in July 2022

The Castlemaine Safe Space approached Council in May 2023 for funding to continue providing our essential service, and Council very generously granted \$30000 towards our ongoing costs. Since then, we have received both instalments of \$15000.

Activities of the Castlemaine Safe Space since February 2024:

Some of our achievements since February 2024 (our initial report Council)

- Celebrated our second anniversary
- Welcoming a further 171 visits from guests between February and August, bringing our total guest visits to over 360 over our reporting period
- Recruited and have trained or are in the process of training 10 new Peer Volunteers
- Established a new position of Communications Officer in February with the following duties: lead the development of a marketing strategy, including social media, print media and other relevant media such as radio. The Communications Officer will support CaSS and the CaSS Working Group to connect with our community, guests, supporters and volunteers.
- Supported Macedon Ranges new Safe Space due to open in October

- Established new community connections – i.e. Dhelkaya Health to assist with our homeless guests and Castlemaine Secondary College in providing awareness of the safe space to our younger community members
- Organised 2 grief, loss and mental health awareness raising events – a “Breaking the Silence with Music” event at the Red Hill Hotel in Chewton, and preparing for our upcoming screening of the movie “Just a Farmer” followed by a Q&A with the movie’s writer, producer and main actor, Leila McDougall, to coincide with World Mental Health Day on October 10th
- Held 2 peer volunteer training and information sessions
- Held training in De-escalation and Containment of Aggressive Individuals for our Working Group members as well as our peer volunteers
- Conducted 4 radio interviews and arranged 4 press articles
- Hosted 2 visits to our Safe Space from Roses in the Ocean personal
- Prepared, and are in the process of preparing, new policies on de-escalation and child safety
- Held community information sessions such as those at the Castlemaine Pride Picnic, Community House Lunch, and the Castlemaine Secondary College

And, we have very recently achieved our aim of establishing a semi-permanent residence for the Castlemaine Safe Space at 74 Mostyn Street. We are currently in the process of moving into this new location, which will very much reduce the effort required of our peer volunteers to set up and pack down each venue after use, while also reducing confusion around where we are located.

Securing this lease will enable us to launch a major awareness raising mail out across the wider Castlemaine community to ensure all are aware of the Safe Space and what we offer the community. We are currently planning to hold an official opening event to coincide with our AGM in early November.

The generous Council funding has substantially contributed to our ability to secure this location.

Community Impact

Recent increased awareness and understanding of CaSS and the support we offer has also resulted in extension of our core service (supporting people in emotional crisis and suicidal ideation) to now include:

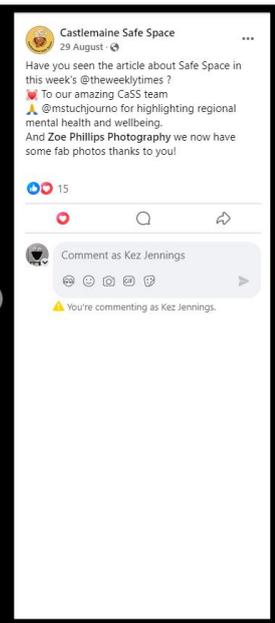
- A point for community to access resources to better support their friends/family in crisis.
- Local community bringing friends/family in crisis to CaSS.

These points are important because they indicate a recognition by our community of what CaSS is/does, and helps CaSS to better understand community needs, especially in caring for carers in our community. It also indicates that CaSS is assisting to reduce stigma around mental health challenges, and associated stigmas in seeking support. Furthermore, the opening times for CaSS (6-8:30pm Tues and 1:30-4pm Saturday) are important in this context, as apart from Dhelkaya Health Emergency, CaSS is the only local provider of crisis support at these times.

We have also noted an increase of social connectivity and reduction of isolation through connection with CaSS – a long term regular guest is now accessing other activities in community.

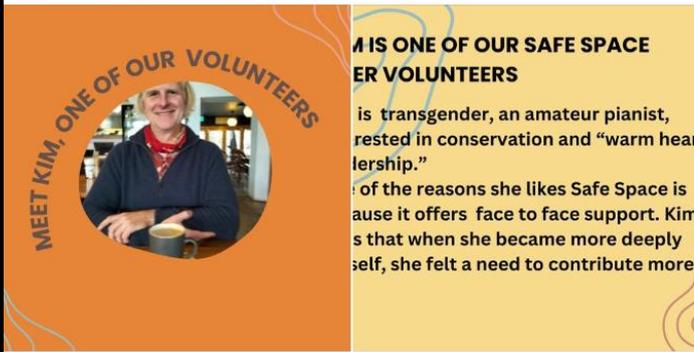
Thank you for your wonderful contributions to our initiative and we look forward to continuing to work alongside Council in future.

The Castlemaine Safe Space Working Group



Castlemaine Safe Space
25 July · 🌐

Meet Kim, one of amazing CaSS volunteers. To find out more about volunteering for Safe Space go to: <https://www.castlemainesafespace.org/>



Boost this post to reach up to 1501 more people if you spend \$1,414. [Boost post](#)

You, Jeremy Forbes, Francesca Sayer and 3 others

Castlemaine Safe Space
31 May · 🌐

Thanks to Tim Adam for facilitating our training this week. Tim created a safe space where peer volunteers could share their experiences, and learn from each other, as well as take away some handy tips.
[#volunteersmakeadifference](#) [#training](#) [#thankyou](#)



Castlemaine Safe Space
16 May · 🌐

Welcome onboard, Mark!



Mark believes that Safe Space makes life better for people. He aspires to create a sense of identity, belonging and community for all our wonderful volunteers.

Castlemaine Safe Space
21 May · 🌐

Thanks [Castlemaine Pride](#) for the great interview with our very own Helen Dewhurst. WWW.CASTLEMAINEPRIDE.ORG.AU



CASTLEMAINE SAFE SPACE
is a community led, non-clinical, inclusive, and comfortable sanctuary.

Castlemaine Pride
21 May · 🌐

Castlemaine Pride spoke to Helen Dewhurst, Co-chair and Secretary of [Castlemaine Safe Space](#) about the importance of social connection and a good cup of tea.
T... See more

External Colour / Finishes Schedule

Vertical Timber Cladding

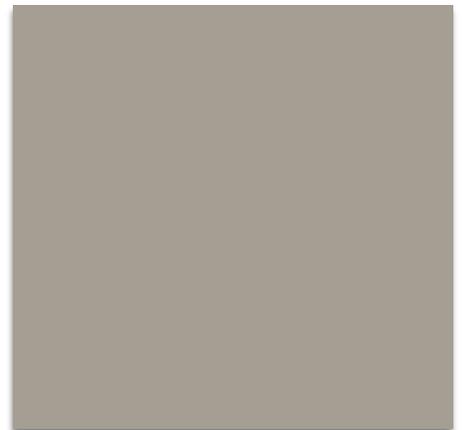
Gable walls

Dark stain



Weatherboard Cladding

Haymes Diversity

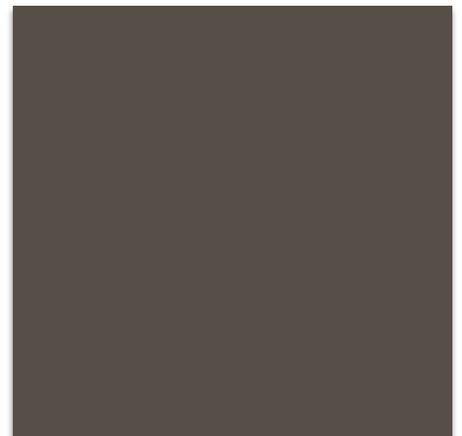


Painted Trims

All trims painted

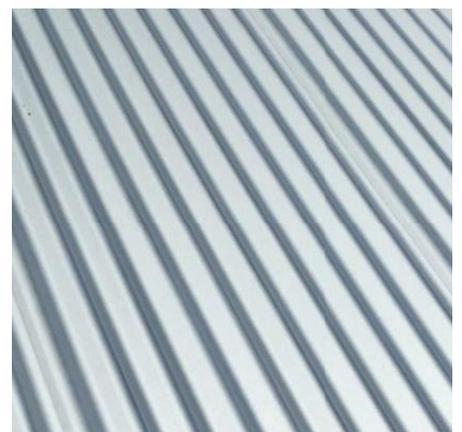
Timber window frames, posts, fascia board

Haymes Brown Bean



Galvanised CustomOrb Steel Sheet

New roof/flashings and cappings

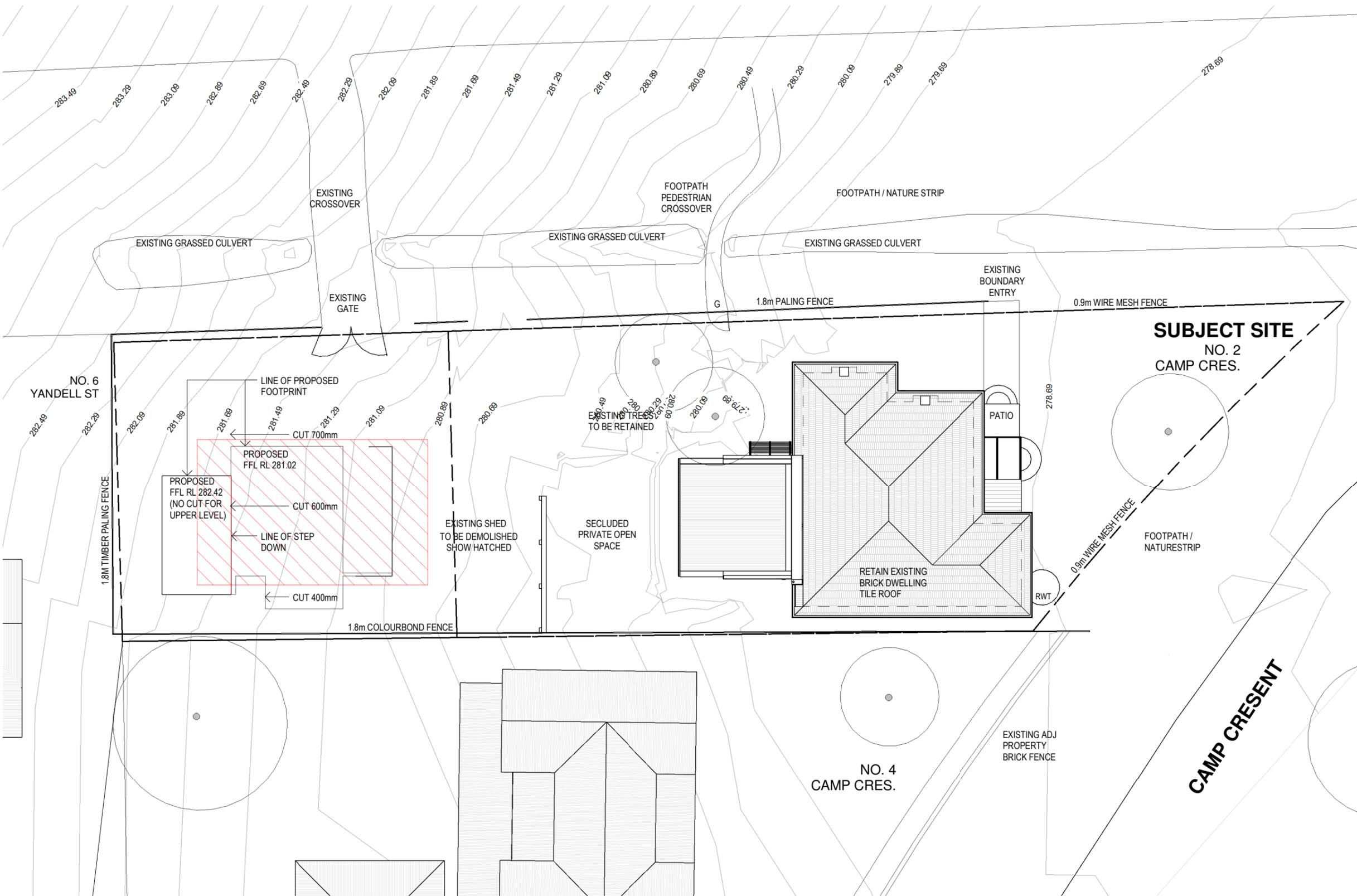


YANDELL STREET

TITLE DETAILS	
Lot Description	Allot 5A Sec. 119 Township of Castlemaine
Directory Ref:	VICROADS 628 F7
Council:	MOUNT ALEXANDER
Council Property No:	574

BAL ASSESSMENT
 This property is in a Designated Bushfire Prone Area. The Site Assessment is BAL 12.5.

SURVEY DETAILS
 Refer to Feature Survey for Title Boundary and existing fenceline location.
 Adrian Cummins & Associates, June 2021



LEGEND	
	EXISTING STRUCTURES TO BE RETAINED ON SITE
	STRUCTURES TO BE DEMOLISHED
	STRUCTURES ON ADJ PROPERTIES

PLANNING

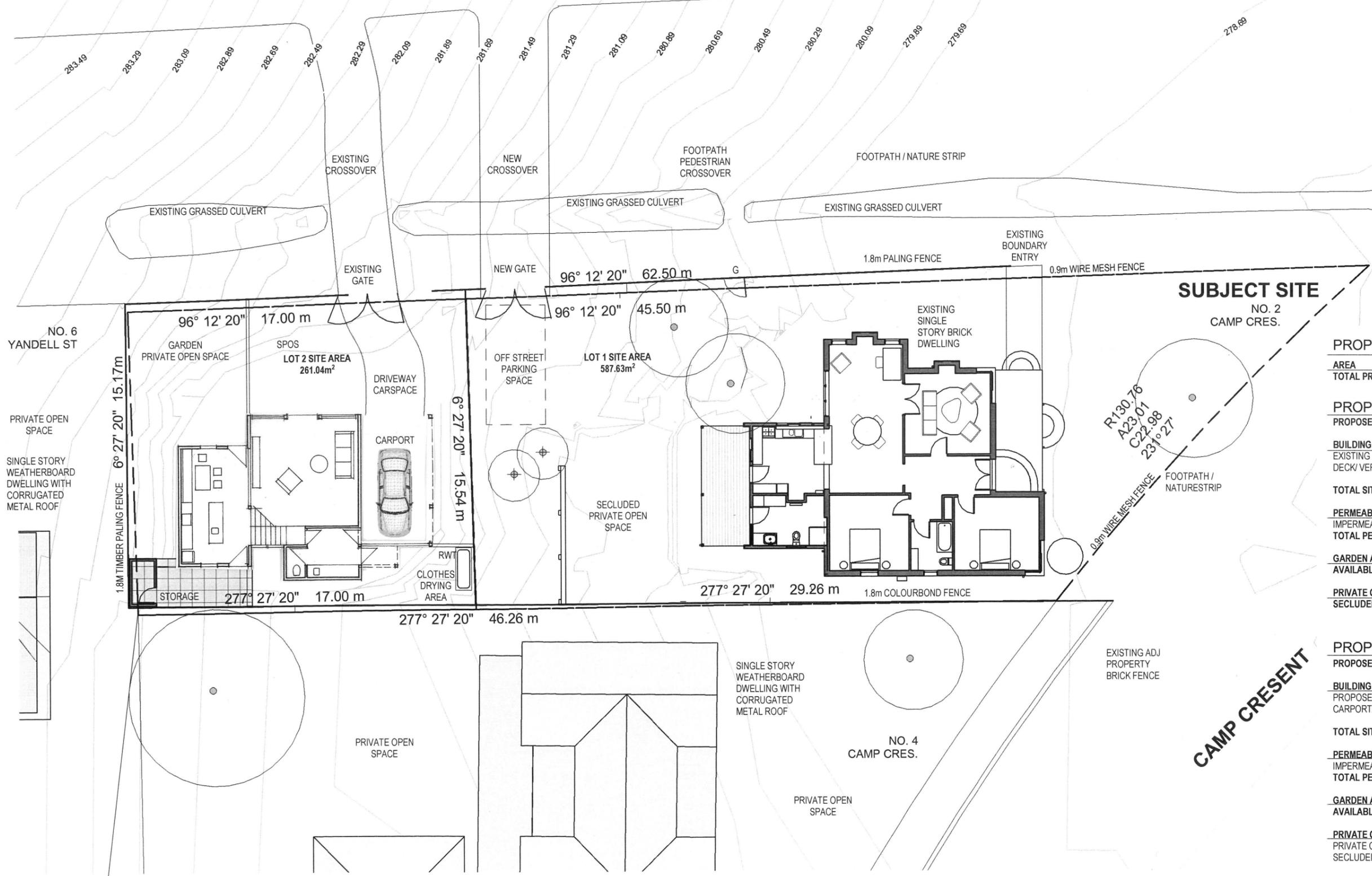
	rev	date	description	The dimensions and setbacks shown on this drawing indicate the design intent. It is the responsibility of the contractor to check setbacks and confirm prior to commencement of any works or shop drawings. Discrepancies between existing conditions and drawings must be referred to the architect. These drawings are to be read in conjunction with the architectural specification, schedules and the conditions of contract.	project	2 Lot Subdivision	stage	drawing	PLAN - EXISTING SITE & DEMOLITION						
	A	27/06/2023	Issued for Planning - Revisions		address	2 Camp Crescent, Castlemaine 3450		project no.	pm	drawn	sheet	scale @ A3	date	drawing no.	rev.
	B	30/09/2024	Issued for Planning - Revised with Level and Cut			t 035472 3100 e_info@crosbyarchitects.com.au	CROSBY architects	A20.04	GC	JP	A3	1:200	28/02/2022	E103	B

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 Adrian Cummins & Associates, June 2021



SUBJECT SITE
NO. 2 CAMP CRES.

PROPOSED SITE AREAS

AREA		REQUIRED
TOTAL PROPERTY AREA	848.67m ²	100.00 %

PROPOSED LOT 1

PROPOSED LOT 1	587.63m ²	
BUILDING COVERAGE		
EXISTING HOUSE 1	130.02m ²	
DECK/ VERANDA/STEPS/WALL	38.50m ²	
TOTAL SITE COVERAGE	168.52m ²	28.68 % <60 %

PERMEABILITY		
IMPERMEABLE/BUILT AREA	168.52m ²	
TOTAL PERMEABLE SURFACES	419.11m ²	71.32 % <20 %

GARDEN AREA		
AVAILABLE GARDEN AREA	399.57m ²	68.00 % 25 %

PRIVATE OPEN SPACE		
SECLUDED PRIVATE OPEN SPACE	218.30m ²	37.15 % 80m

PROPOSED LOT 2

PROPOSED LOT 2	261.04m ²	
BUILDING COVERAGE		
PROPOSED DWELLING FOOTPRINT	64.78m ²	
CARPORT/ VERANDAH/SHED/RWT	31.18m ²	
TOTAL SITE COVERAGE	95.86m ²	36.72 % <60%

PERMEABILITY		
IMPERMEABLE/BUILT AREA	104.76m ²	
TOTAL PERMEABLE SURFACES	156.28m ²	59.86 % >20 %

GARDEN AREA		
AVAILABLE GARDEN AREA	123.71m ²	47.33 % 25 %

PRIVATE OPEN SPACE		
PRIVATE OPEN SPACE	81.00m ²	31.03 % >20 %
SECLUDED PRIVATE OPEN SPACE	30.00m ²	25m ²

PLANNING

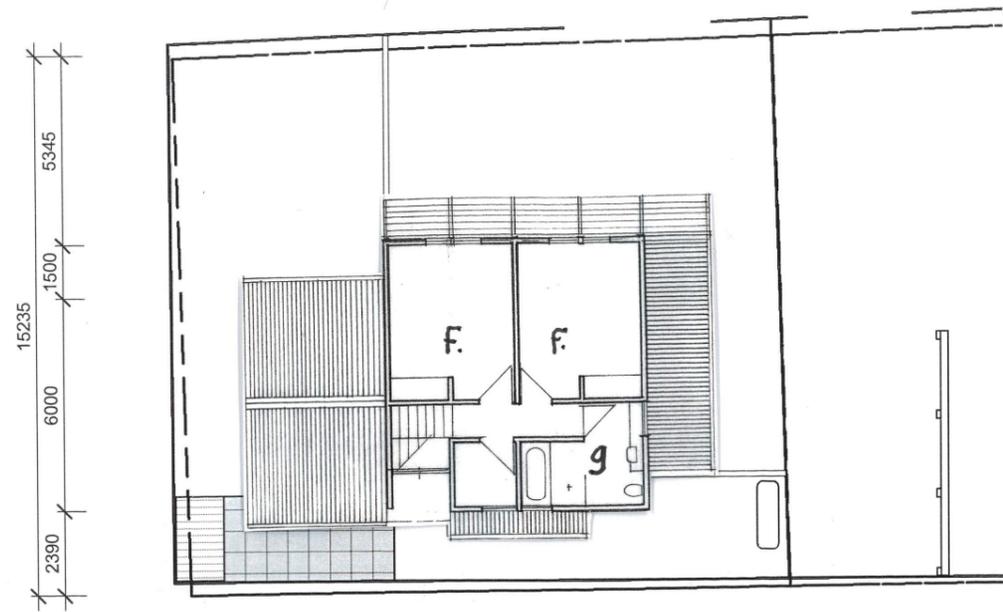
rev	date	description
A	27/06/2023	Issued for Planning - Revisions
B	07/06/2024	Issued for Planning - Revised

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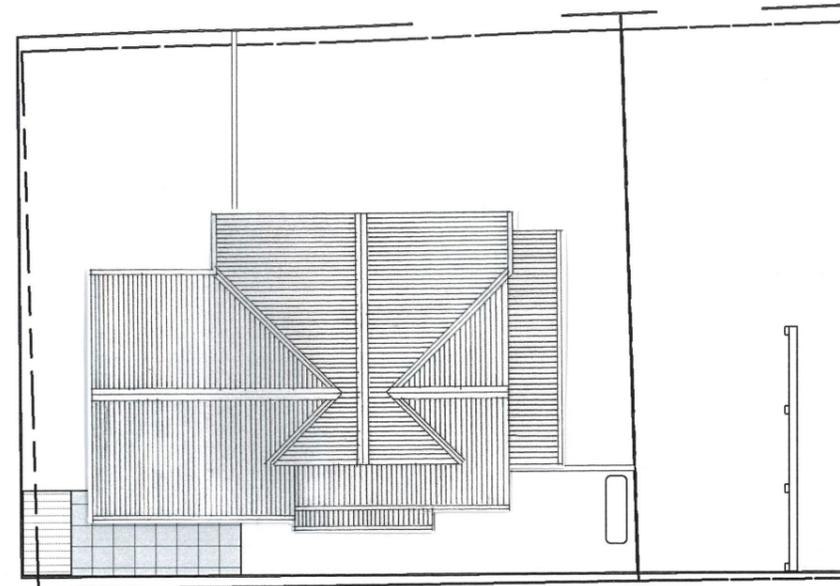
project	2 Lot Subdivision
address	2 Camp Crescent, Castlemaine 3450
t_035472 3100 e_info@crosbyarchitects.com.au	

stage	drawing	PLAN - SITE PROPOSED SUBDIVISION WITH DWELLING						
	project no.	pm	drawn	sheet	scale @ A3	date	drawing no.	rev.
	A20.04	GC	JP	A3	1 : 200	28/02/2022	T102B	





LOT 2 - PROPOSED DWELLING - UPPER FLOOR PLAN
1 : 200



LOT 2 - PROPOSED DWELLING - ROOF PLAN
1 : 200



LOT 2 - PROPOSED DWELLING - GRD FLOOR PLAN
1 : 200

PLAN LEGEND

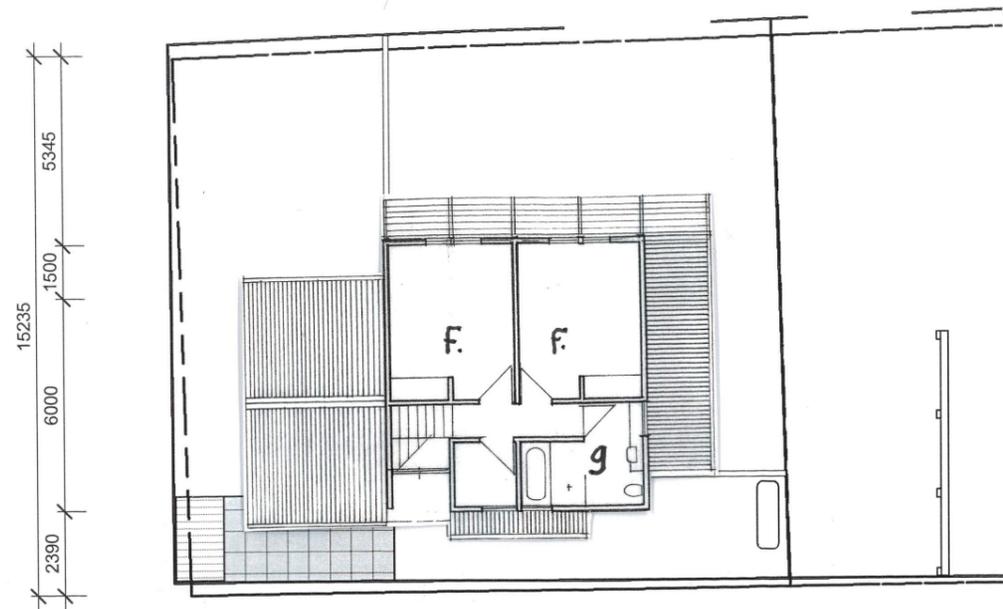
- a entry
- b living
- c dining
- d kitchen
- e study
- f bedroom
- g bathroom/wc
- h laundry

- j carport 6m x 3m
- k carspace 6m x 3m
- l gate
- m rainwater storage
- n clothes drying
- p heat pump/HWS
- q outdoor storage 6m²
- r verandah
- s rubbish bins
- t letterbox

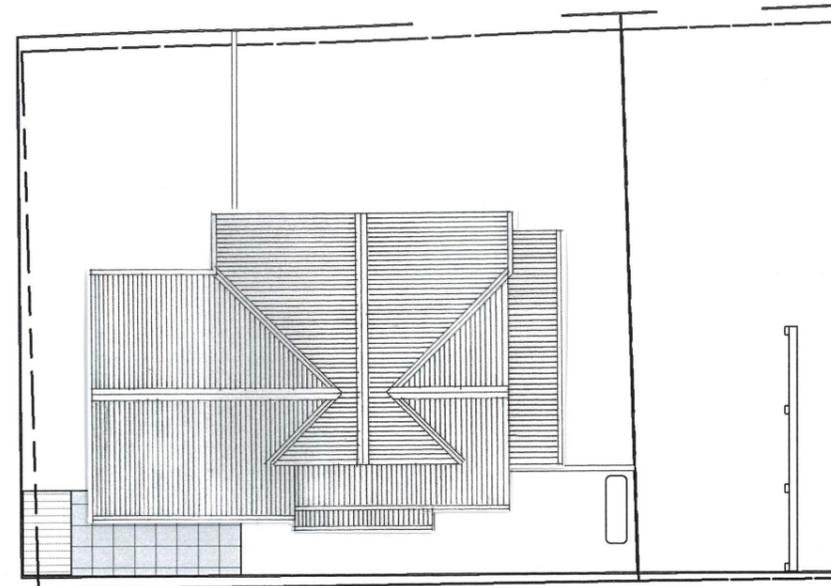
- GARDEN/PRIVATE OPEN SPACE
- GARDEN/SECLUDED OPEN SPACE
- PERMEABLE SURFACES

PLANNING

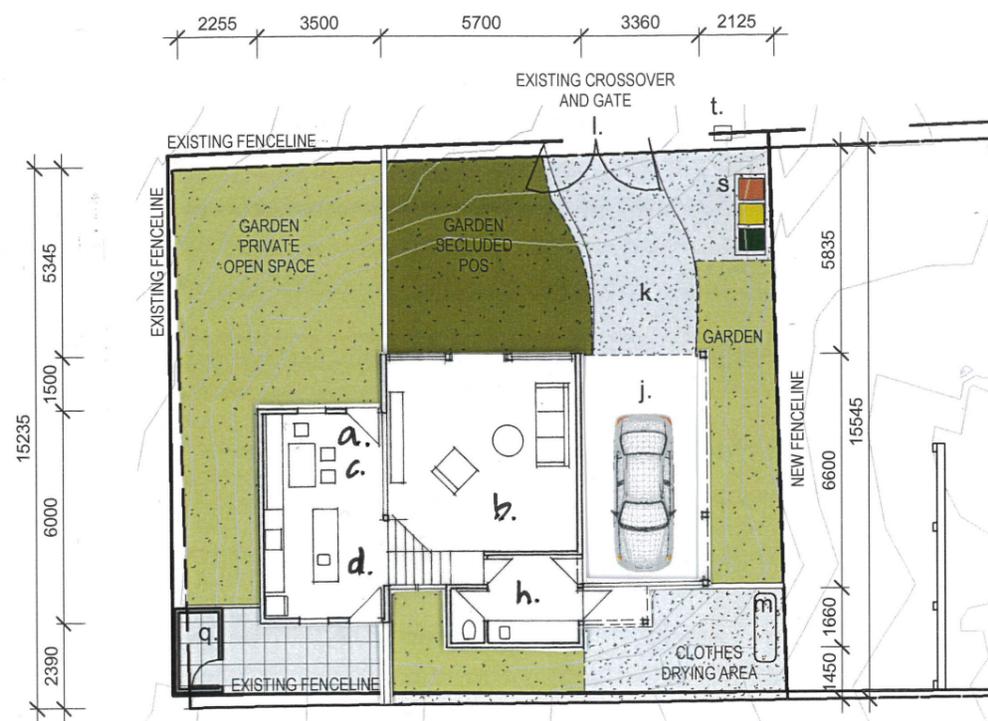
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	B	07/06/2024	Issued for Planning - Revised				A20.04	GC	JP	A3	1 : 200	28/02/2022	T112B	



LOT 2 - PROPOSED DWELLING - UPPER FLOOR PLAN
1 : 200



LOT 2 - PROPOSED DWELLING - ROOF PLAN
1 : 200



LOT 2 - PROPOSED DWELLING - GRD FLOOR PLAN
1 : 200

PLAN LEGEND

- a entry
- b living
- c dining
- d kitchen
- e study
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- j carport 6m x 3m
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- p heat pump/HWS
- q outdoor storage 6m²
- r verandah
- s rubbish bins
- t letterbox

- GARDEN/PRIVATE OPEN SPACE
- GARDEN/SECLUDED OPEN SPACE
- PERMEABLE SURFACES

PLANNING

	rev	date	description	The dimensions and setbacks shown on this drawing indicate the design intent. It is the responsibility of the contractor to check setbacks and confirm prior to commencement of any works or shop drawings. Discrepancies between existing conditions and drawings must be referred to the architect. These drawings are to be read in conjunction with the architectural specification, schedules and the conditions of contract.	project	2 Lot Subdivision	stage	drawing PLANS - PROPOSED LOT 2						
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	B	07/06/2024	Issued for Planning - Revised		<div style="display: flex; justify-content: space-between; align-items: center;"> t 035472 3100 e_info@crosbyarchitects.com.au <div style="text-align: center; font-weight: bold; font-size: 1.2em;">CROSBY architects</div> </div>									
							A20.04		GC	JP	A3	1 : 200	28/02/2022	T112B

Attachment 9.3.1.2



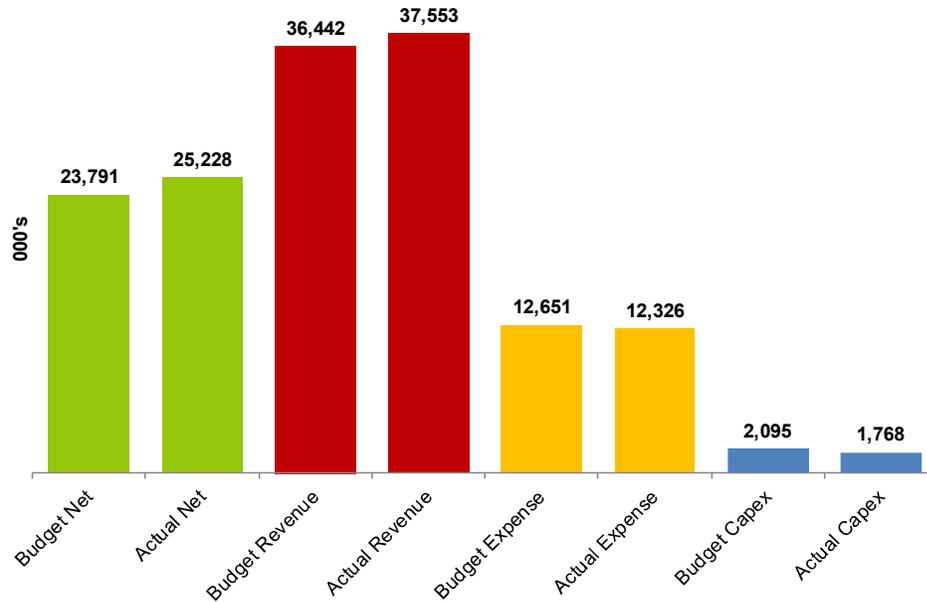


Finance Report

For the period 1 July 2024 – 30 September 2024



Executive Summary



- Overall a favourable year to date performance of \$25.23 million surplus, which is \$1.44 million greater than the year to date budget.
- Revenue is favourable at \$1.11 million (3%) variance greater than the year to date budget.
- Expenditure is favourable at \$325,373 (3%) variance less than the year to date budget.
- Year to date, capital works program has achieved 84% of year to date budget. This does not include the \$3.38 million of commitments raised for capital projects. This variance is due to a variety of reasons that are outlined further at section e) of this report.
- Adopted carry forwards are included in these statements.
- Adjusted underlying result (net surplus/deficit excluding non-recurrent capital grants) is currently a surplus of \$24.59 million compared to YTD budget surplus of \$23.79 million.
- As per Section 363 of the *1989 Local Government Act (Amended)*, Council has not entered into any environmental upgrade agreements.
- Government grants - An analysis of grants received compared to total revenue (excluding Roads to Recovery, Federal Assistance Grants and Aged Care) provides the following:

2022/2023 Actual	12.1%
2023/2024 Actual	24.0%
2024/2025 YTD Budget	0.8%
2024/2025 YTD Actual	4.0%
2024/2025 Adopted Budget	7.5%

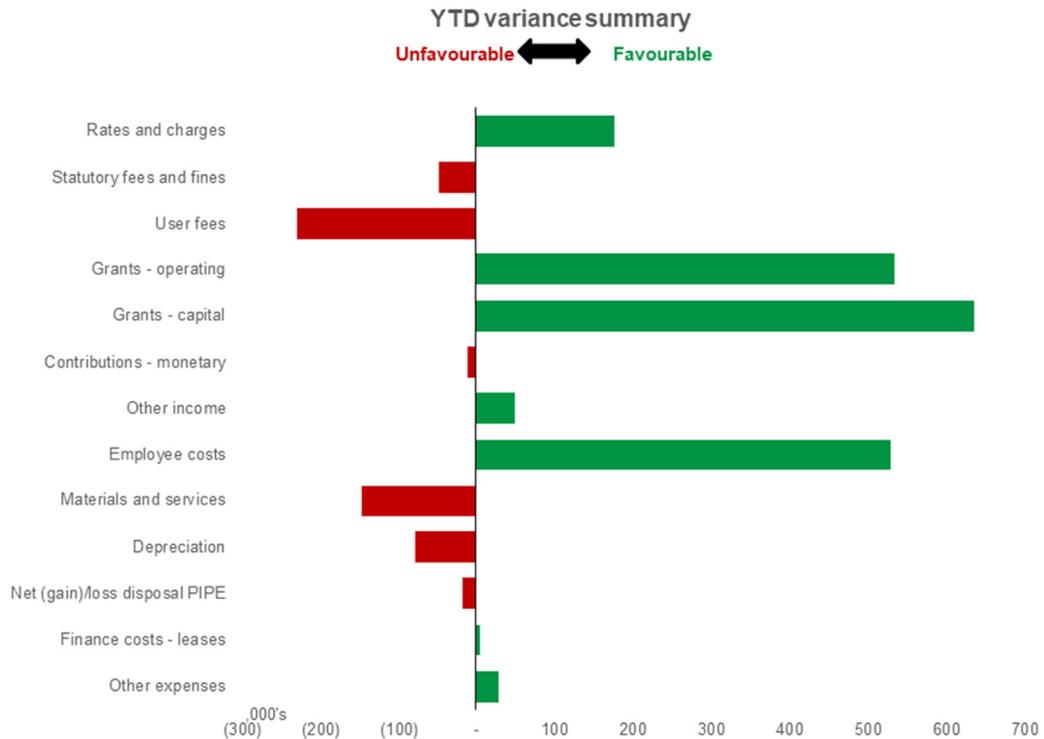
Key Financial Ratios

Indicator	Measure	Budget 2024/2025	YTD Actual	YTD Risk Rating
<i>Operating position</i>				
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	-8%	67%	Low
<i>Liquidity</i>				
Working capital	Current assets / current liabilities	238%	449%	Low
Unrestricted cash	Unrestricted cash / current liabilities	-28%	66%	None
Cash holdings	Cash and cash equivalents / total assets	6%	5%	None
<i>Obligations</i>				
Indebtedness	Non-current liabilities / own source revenue	8%	12%	Low
Cash Management Policy compliance	Investment portfolio complies with Cash Management Policy	Yes	Yes	None
Renewal Gap	Capital renewal + upgrades / depreciation	82%	49%	Assessed annually
Renewal Gap	Capital renewal (excl upgrades) / depreciation	67%	45%	None

Financial sustainability risk indicators—risk assessment criteria

Risk	Net result	Adjusted underlying result	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal gap
High	Less than negative 10% Insufficient revenue is being generated to fund operations and asset renewal.	>Less than 0% Insufficient surplus being generated to fund operations.	Less than 0.75 Immediate sustainability issues with insufficient current assets to cover liabilities.	Less than 75% Limited cash generated from operations to fund new assets and asset renewal.	More than 60% Potentially long-term concern over ability to repay debt levels from own-source revenue.	Less than 1.0 Spending on capital works has not kept pace with consumption of assets.	Less than 0.5 Spending on existing assets has not kept pace with consumption of these assets.
Medium	Negative 10%–0% A risk of long-term run down to cash reserves and inability to fund asset renewals.	0%–5% Surplus being generated to fund operations.	0.75–1.0 Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	75–100% May not be generating sufficient cash from operations to fund new assets.	40–60% Some concern over the ability to repay debt from own-source revenue.	1.0–1.5 May indicate spending on asset renewal is insufficient.	0.5–1.0 May indicate insufficient spending on renewal of existing assets.
Low	More than 0% Generating surpluses consistently.	More than 5% Generating strong surpluses to fund operations.	More than 1.0 No immediate issues with repaying short-term liabilities as they fall due.	More than 100% Generating enough cash from operations to fund new assets.	40% or less No concern over the ability to repay debt from own-source revenue.	More than 1.5 Low risk of insufficient spending on asset renewal.	More than 1.0 Low risk of insufficient spending on asset base.

Year to date favourable/unfavourable variances in the Income Statement by category.



a) **Income Statement – Council**

Mount Alexander Shire Council



Budget review for the period ended September 2024
Income & Expenses

Actual 2023/2024 \$,000's	Adopted		Current 2024/2025 \$,000's	Budget YTD \$,000's	Actual YTD \$,000's	Variance YTD \$,000's	Variance YTD %	Ref
	Budget	Budget						
	2024/2025	2024/2025						
Income								
27,569	28,500	28,500	Rates and charges	28,435	28,612	177	1%	
1,094	1,358	1,358	Statutory fees and fines	247	201	(46)	-19%	
1,819	2,545	2,545	User fees	612	384	(227)	-37%	1
5,290	9,492	9,492	Grants - operating	6,605	7,138	534	8%	2
5,704	4,435	4,435	Grants - capital	-	634	634	100%	3
782	305	305	Contributions - monetary	75	65	(11)	-14%	
454	1,000	1,000	Contributions - non monetary	-	-	-	0%	
			(Increase)/decrease on provision for					
207	-	-	- landfill liability	-	-	-	0%	
			Share of net profits (or loss) of					
8	5	5	5 associates and joint ventures	-	-	-	0%	
2,202	1,741	1,741	Other income	469	519	50	11%	
45,129	49,382	49,382	Total Income	36,442	37,553	1,111	3%	
Expenses								
19,634	21,526	21,997	Employee costs	5,404	4,876	528	10%	4
15,548	14,083	16,094	Materials and services	4,123	4,268	(145)	-4%	
9,816	9,695	9,695	Depreciation	2,489	2,566	(77)	-3%	
174	174	174	Amortisation - intangible assets	44	43	0	1%	
118	118	118	Amortisation - right of use assets	29	29	0	0%	
16	20	20	Bad and doubtful debts	-	1	(1)	0%	
			Net (gain) or loss on disposal of					
628	1,160	1,048	property, infrastructure, plant and equipment	(67)	(50)	(17)	25%	
65	60	60	Borrowing costs	4	2	1	41%	
28	22	22	Finance costs - leases	6	0	6	97%	
1,685	2,293	2,299	Other expenses	619	590	29	5%	
47,712	49,151	51,527	Total Expenses	12,651	12,326	325	3%	
(2,583)	231	(2,145)	Net Surplus / (Deficit)	23,791	25,228	1,437	6%	

Reference notes (greater than \$100,000 and 5%):

- User fees are \$227,475 less than budget due to:
 - Home Care Package (HCP) provider program now not due to start until December 2024. Variance is offset by corresponding reduction in expenditure (\$187,244).
- Operating grants are \$533,635 greater than year to date budget due to:

Unbudgeted grants recognised for:	\$
Council flood support fund – January/February 2024 storms	530,521
Connecting communities and builders program	40,000

Recycling right household education and behaviour change	11,780
Local government workforce planning	10,000
Total unbudgeted grants recognised	592,301

2024/25 budgeted funding received earlier than expected:	\$
Roadside weeds & pest management program	39,639
Total budgeted funding received early	39,639

Increased grant funding received for:	\$
Commonwealth Home Support Program (CHSP)	26,606
Total increased grant funding received	26,606

2024/25 budgeted funding not yet received for:	\$
School crossing services	(76,090)
Veterans program	(38,262)
Engage! program	(30,000)
Total offset by budgeted funding not yet received	(144,352)

3. Capital grants are \$634,432 greater than year to date budget due to:

Unbudgeted grants received and earned for:	\$
Vaughan Tarilta low level crossing over the Loddon River (LRCl3)	296,333
Local Roads Community Infrastructure Fund (LRCl) round 2	121,927
Emergency resilience trailers	76,944
TIMB 2.0 data modelling tool	41,922
Bill Woodfull Recreation Reserve sports lighting upgrade (SRV)	20,000
Newstead levee	13,468
Total unbudgeted grants received and earned	570,594

Grant income earned earlier than budgeted; previously set aside as a liability upon receipt	\$
Diamond Gully roads and intersection	45,349
Total offset by grants earned earlier than budgeted	45,349

4. Employee costs are \$528,110 (10%) less than budget. This variance is generally due to staff vacancies in new budgeted positions, yet to be filled across the organisation.

b) Procurement

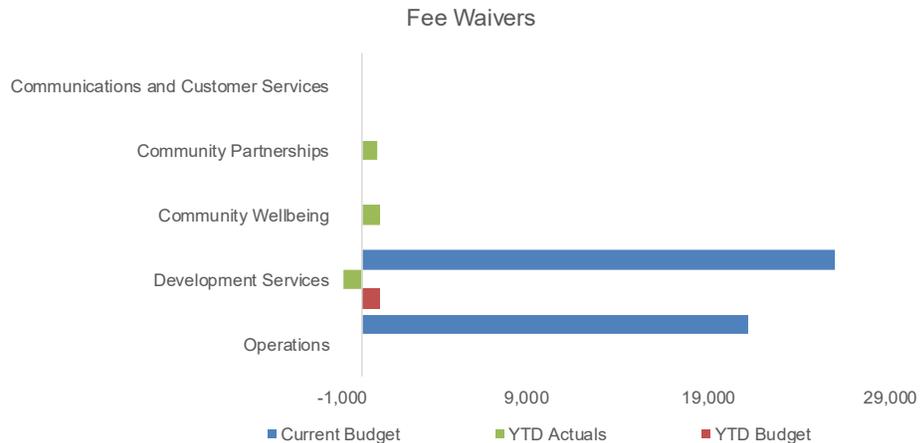
There have been five contracts awarded under CEO financial delegation (greater than \$200,000 and less than \$1 million) during the period 31 March 2024 to 30 September 2024.

Contract Number	Project	Awarded to	Original Contract Value (excl. GST) \$	Award Date
M1745 - 2023	Construction of Low Level Crossing at Vaughan	Berne Fleming Civil Pty Ltd	837,055	30/05/2024
M1784 - 2024Q	Supply and Delivery of a Motor Grader	William Adams Pty Ltd	499,500	23/07/2024
M1783 - 2024	This is my Building (TIMB) 2.0 - Modelling tool update and implementation	Macutex Pty Ltd	326,760	14/08/2024
M1786- 2024	Provision of Green Waste Shredding Services	Panel - GMA Pty Ltd, Soilco Pty Ltd, Green Care Mulching Pty Ltd	480,000 (estimated)	16/08/2024
M1794 - 2024	Provision of Essential Safety Measures (ESM) Inspections and Maintenance	Chubb Fire & Security Pty Ltd	437,663 (estimated)	17/09/2024

c) Fee waivers

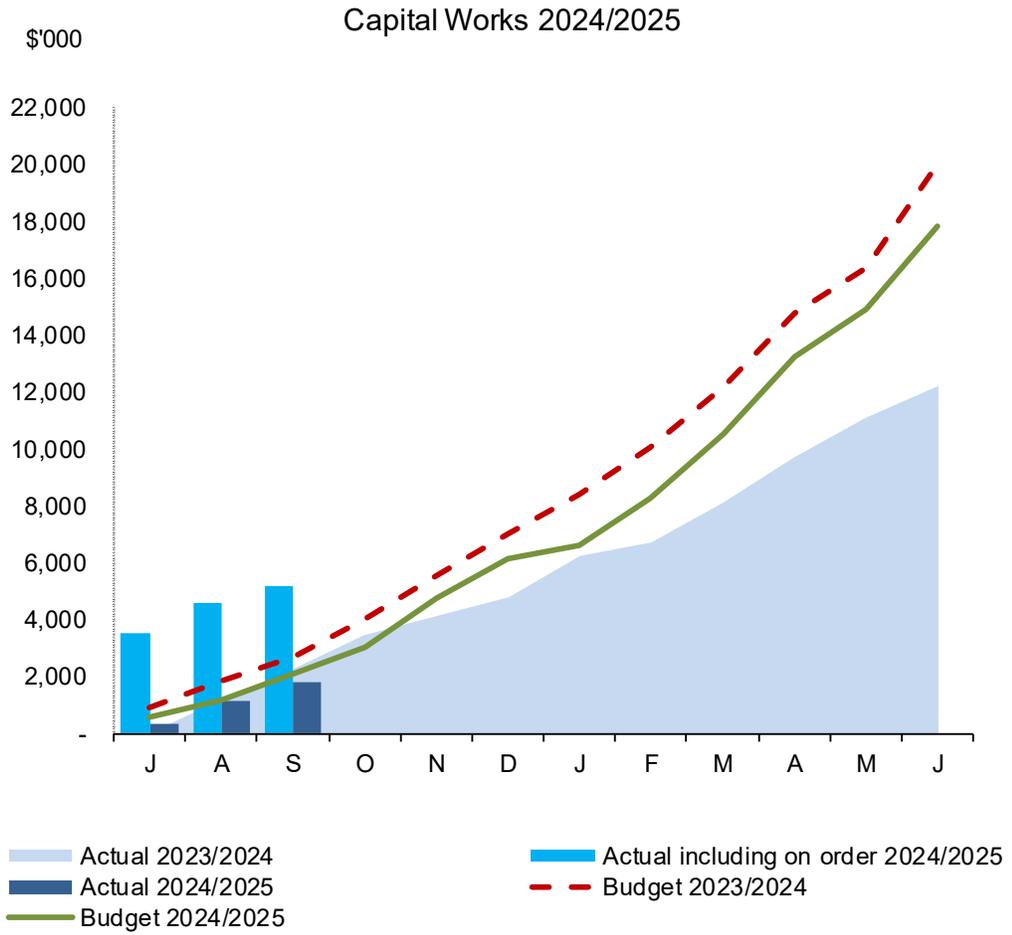
Year to date, \$815 of fees and charges (valued greater than \$100), have been waived in the regular course of business. These fees comprise the following and are represented in the graph below:

- i. Various home care services (one) \$1,000.
- ii. Planning applications (one) negative \$1,000. This was recorded as a fee waiver in 2023/24 but then the customer declined the fee waiver provided in 2024/25 and paid the application fees in full.
- iii. Fire prevention (two) \$815.



d) Capital works to reporting date

Year to date capital expenditure compared to the budget and prior year actuals.



e) Capital works by asset class

Capital expenditure and orders by asset class compared to budget.

Mount Alexander Shire Council



Statement of capital works expenditure

For September 2024

Asset Class	Current	YTD	YTD	YTD	YTD	Ref	Commitments
	Annual	Budget	Actuals	Variance	Variance		
	Budget	Budget	Actuals	Variance	Variance		
	\$,000's	\$,000's	\$,000's	\$,000's	%		\$,000's
Bridges	1,635	146	632	(486)	-332%	1	624
Buildings	2,079	1,001	620	382	38%	2	807
Drainage	5,535	141	162	(21)	-15%		298
Footpaths and cycleways	934	17	(8)	25	147%		23
Land improvements	50	-	0	(0)	0%		6
Recreation*	1,355	78	8	70	90%		46
Plant and equipment	1,642	450	110	340	76%	3	940
Roads	4,029	192	127	64	34%		314
Computers and technology	564	69	112	(43)	-61%		321
Waste management	-	-	5	(5)	0%		2
TOTAL	17,824	2,095	1,768	327	16%		3,380

*Recreation includes \$806,250 current budget for Campbells Creek pavilion upgrade and extension, with other projects comprising of: recreation reserve lighting projects, playground replacement program, unisex toilets, public art, fencing and a feasibility study.

Reference notes (greater than \$100,000 and 5%):

Actual capital works expenditure to 30 September 2024 was \$1.77 million, which is \$326,601 (16%) less than year to date budget.

Summarised below are the status of projects that have significant expenditure variances to budget.

1. Bridges

- a. Works are progressing ahead of schedule on the low-level crossing project over the Loddon River at Vaughan-Tarilta with formwork and reinforcement for the piers and abutments now completed. Piles have been checked for capacity based on location and cut and prepared. (\$393,254 timing variance).
- b. Urgent works have been completed on Baringhup Road bridge with the timber abutments reconstructed with concrete walls (84,851 funded from the annual bridge renewal program budget).

2. Buildings

- a. Building permit for Campbells Creek netball changerooms has been issued. Construction is expected to commence in late October 2024, with completion date December 2024 (\$359,896 variance).

3. Plant and equipment

- a. Orders have been raised for a grader and a Flocon seal truck with delivery expected November 2024 (\$302,996 variance).
- b. An order has been raised for one bus, while a second bus was ordered in 2023/24 and is still awaiting delivery. Currently obtaining quotes for five replacement fleet vehicles. (\$113,524 variance).
- c. These variances are partially offset by the grant funded Emergency resilience trailers that were delivered in July 2024. The grant funds were set aside until spent with no budget recognised. (\$76,944 unbudgeted).

Planned works (\$3.38 million) on order includes:

Project	\$
Operational major plant purchases	784,577
Vaughan Tarilta low level crossing over the Loddon River	459,827
Temporary change rooms Camp Reserve and Campbells Creek	346,184
TIMB 2.0 data modelling tool	284,838
Camp Reserve master plan - design	175,722
Motor vehicle purchases	155,747
Castlemaine and Campbells Creek flood levee banks	149,978
Diamond Gully roads and intersection	143,113
Newstead flood study and levee design	125,994
Annual bridge design	92,672

f) Balance Sheet

The Balance Sheet shows Council assets, liabilities and equity, including reserves, as at reporting date.

Mount Alexander Shire Council

Balance Sheet As at September 2024



Actual		Actual	Actual	Variance	Variance
June 2024		September 2024	September 2023	to prior	to prior
\$'000	Ref	\$'000	\$'000	year	year
				\$'000	%
ASSETS					
Current assets					
6,032		6,860	4,496	2,364	34%
4,213		27,217	25,714	1,503	6%
16,750		20,755	25,255	(4,500)	-22%
55		78	88	(10)	-13%
246		-	-	-	0%
2,445		1,879	1,339	540	29%
29,741		56,788	56,891	(103)	0%
Non current assets					
Investments in associates, joint arrangements and					
667		667	660	7	1%
445,641		444,886	416,780	28,106	6%
402		372	516	(144)	-39%
578		535	567	(33)	-6%
447,288		446,460	418,524	27,936	6%
477,029		503,248	475,415	27,833	6%
LIABILITIES					
Current liabilities					
2,902		1,636	1,711	(76)	-5%
1,347		4,556	3,592	965	21%
3,701		2,964	5,712	(2,749)	-93%
3,462		3,320	3,511	(191)	-6%
131		99	95	4	4%
113		79	82	(3)	-4%
11,656		12,654	14,704	(2,049)	-16%
Non current liabilities					
1,874		1,874	1,930	(56)	-3%
1,476		1,476	1,607	(131)	-9%
303		303	418	(115)	-38%
3,653		3,653	3,955	(302)	-8%
15,309		16,307	18,659	(2,351)	-14%
461,720		486,941	456,756	30,185	6%
EQUITY					
119,119		116,537	112,036	4,500	4%
-2,583		29,433	30,921	(1,488)	-5%
326,278		326,278	299,758	26,519	8%
18,906		14,694	14,041	653	4%
461,720		486,941	456,756	30,185	6%

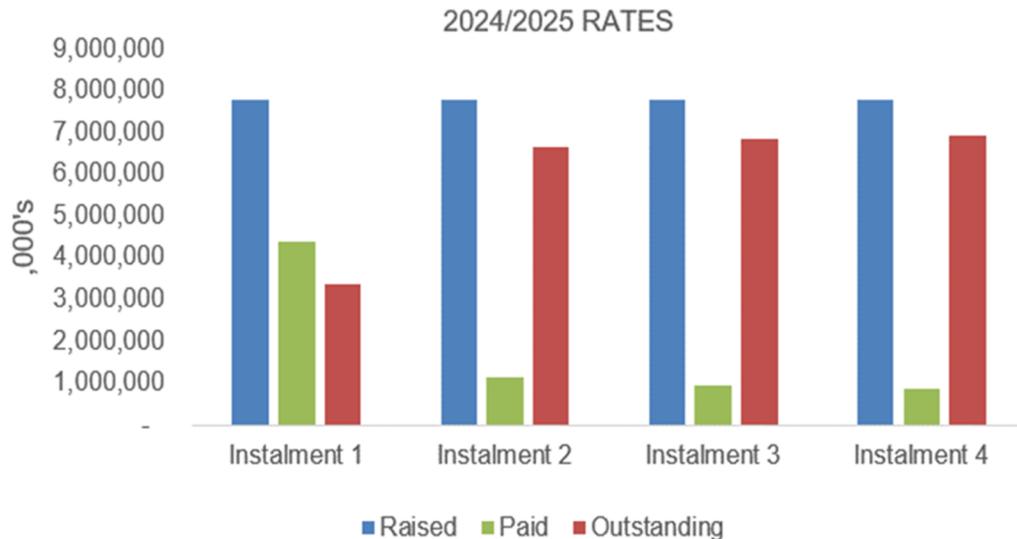
Reference notes (greater than \$500,000 and 5%):

1. Cash holding balances are improved with the early receipt of the 2024/25 Federal Assistance Grant.

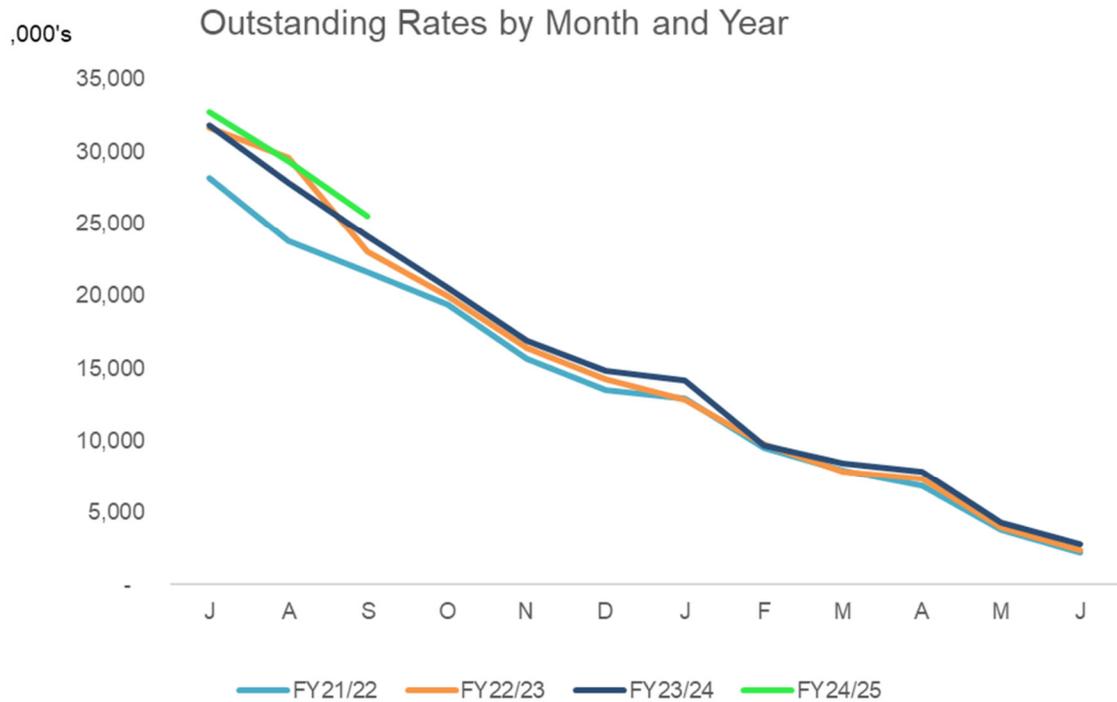
2. Trade and other receivables are greater due to the striking of the 2024/25 rates, with the first rate instalment due 30 September 2024.
3. Other financial assets are reduced with several term deposits closed upon maturity to fund operating cash flow needs, prior to the receipt of the 2024/25 Federal Assistance Grant.
4. The increased balance of other assets relates predominately to accrued income expected to be reimbursed from the October 2022 flood event.
5. The increase in property, infrastructure, plant and equipment is the asset valuations recognised, across several asset classes, at 30 June 2024.
6. Trust funds and deposits are greater due to recognition of the Fire Service Property Levy associated with the striking of the 2024/25 rates.
7. Under the Australian Accounting Standards (AASB15 and AASB1058), unearned income consists of contractual grant funding received in advance where specific performance obligations, such as building of assets and infrastructure, are yet to occur. These funds are required to be held as a liability until these obligations are met, when they will then be recognised as income.

g) Trade and other receivables

The table below details amounts paid and outstanding from each of this financial year's rate instalments. Instalments two, three and four are not yet due, but ratepayers can choose to pay these in full before the due dates.



Outstanding rates compared to prior years.



h) Cash (including restricted and unrestricted cash)

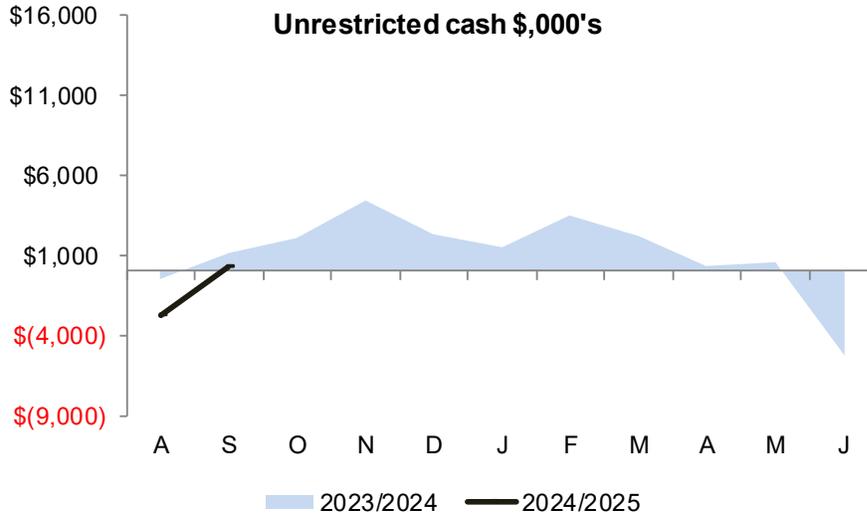
Cash reserves are made up of cash and cash equivalents of \$6.86 million plus other financial assets, such as term deposits, of \$20.76 million.

Most of this cash has already been allocated for a future use or obligation such as:

- a. Trust funds and deposits (where the money has to be returned) - \$4.56 million.
- b. Unearned income (where we have received the grant funds but have yet to spend the money by performing the specific obligations tied to the funding agreement) – \$2.96 million.
- c. Other reserves that are held for statutory or discretionary purposes (including the waste reserve) - \$14.69 million.

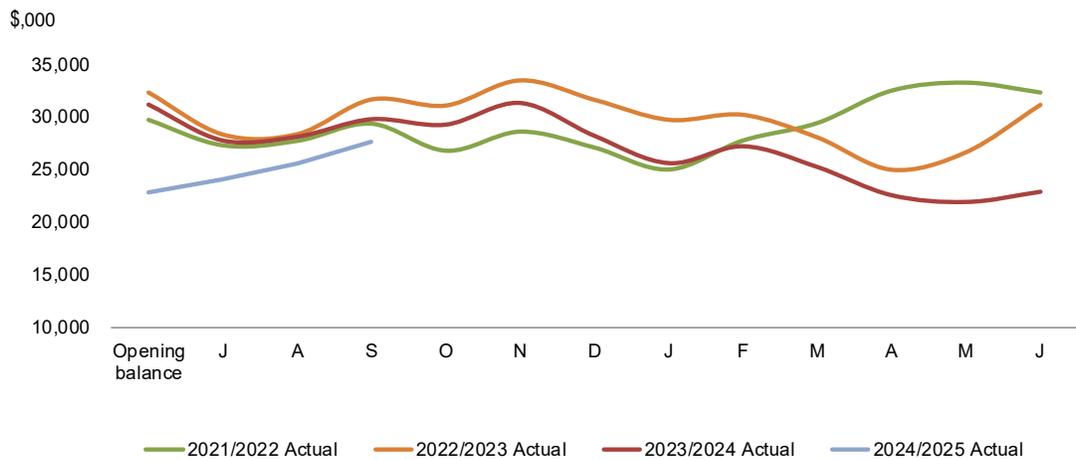
After considering the above allocations, our available cash is positive, noting that the trust funds, unearned income and reserves do not all have to be settled immediately.

Unrestricted cash	\$,000
Cash and cash equivalents	6,860
Other financial assets	20,755
Total cash holdings	<u>27,615</u>
Less cash allocations:	
Trust funds and deposits	(4,556)
Unearned income	(2,964)
Current and non-current employee provisions	(5,110)
Statutory reserves	(2,082)
Discretionary reserves (including landfill provision)	(12,611)
Total cash allocations	<u>(27,324)</u>
Unrestricted cash	<u><u>291</u></u>



The decline in unrestricted cash at EOFY relates to the recognition of the adopted carry forward budgets at 30 June in the uncompleted works reserve. This is reversed on 1 July each year with the expectation that these carry forward budget will be fully spent in the following year.

Cash levels for the year to date in comparison to the last three financial years.



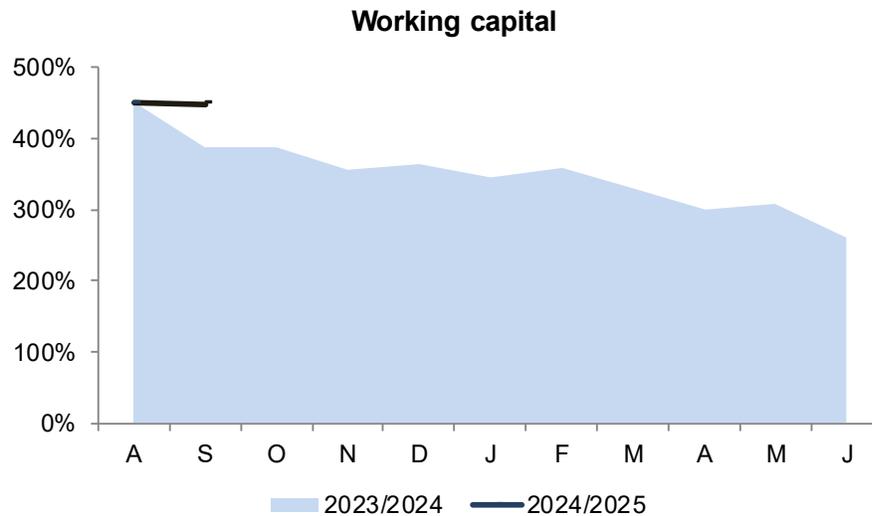
i) Reserve transfers

Transfers to and from reserves are made both during the year and at year-end, when specific criteria, as set out in the Statutory and Discretionary Reserves Policy, are met. Below is a summary of reserve transfers made year to date.

Reserves	Opening Balance \$'000	Transfer To \$'000	Transfer From \$'000	Closing Balance \$'000	Type of reserve
Waste	4,813	4,311	(43)	9,081	Discretionary
Open space	744	65		808	Statutory
Energy/water saving	308			308	Discretionary
Uncompleted works	8,544		(8,544)	-	Discretionary
Diamond Gully DCP	734			734	Statutory
Campbells Creek South DCP	83			83	Statutory
McKenzie Hill (North) DCP	374			374	Statutory
Developer tree planting	124		(1)	124	Discretionary
General developer contribution	83			83	Statutory
Swimming pool	3,061			3,061	Discretionary
Unspent grants	-			-	Discretionary
Gravel rehabilitation	39			39	Discretionary
	18,906	4,375	(8,588)	14,694	

j) Key financial ratios

Liquidity (working capital) (449%)
(current assets / current liabilities)

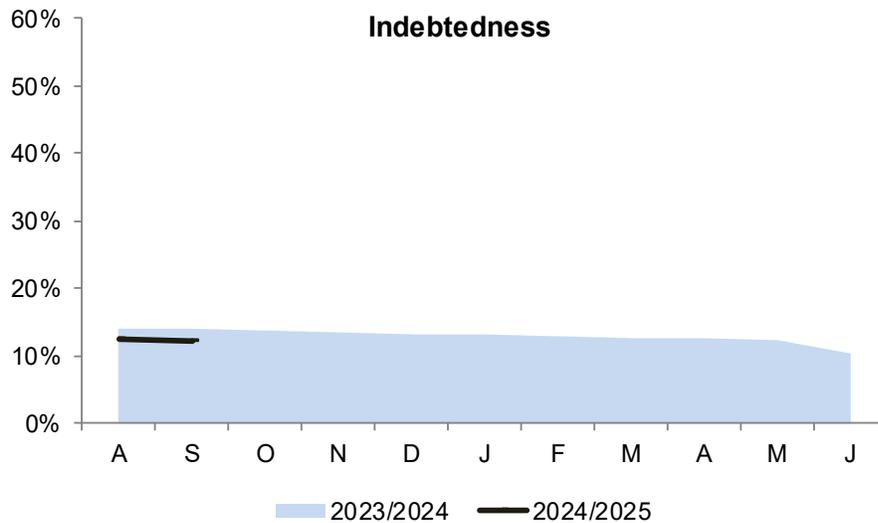


The liquidity ratio measures the ability to pay existing liabilities in the next 12 months. A ratio higher than 100% means there is more cash and liquid assets than short-term liabilities. A ratio of greater than 100% is low risk.

The ratio is usually high early in the financial year when the rates and charges are struck (which increases current assets by showing a higher debtors balance of amounts owing to Council). It is reduced during the year as Council receives the money and pays it out to cover operational and capital expenditure.

2024/2025 budgeted a liquidity ratio of 238% at 30 June 2025.

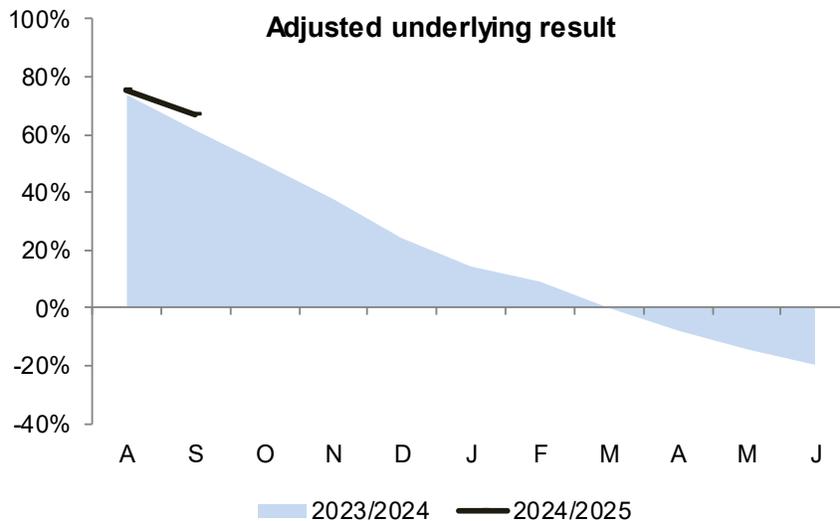
Indebtedness (12%)
(Non-current liabilities / own source revenue)



This ratio assesses the ability of Council to pay the principal and interest on borrowings, as and when they fall due, from the funds it generates (predominately rates and charges). The higher the percentage, the less ability Council has to cover non-current liabilities generated from own source revenues. Own-source revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects. A ratio of less than 40% is low risk.

2024/2025 budgeted a ratio of 8% as at 30 June 2025.

Adjusted underlying result (67%)
(Adjusted underlying surplus (deficit) / adjusted underlying revenue)

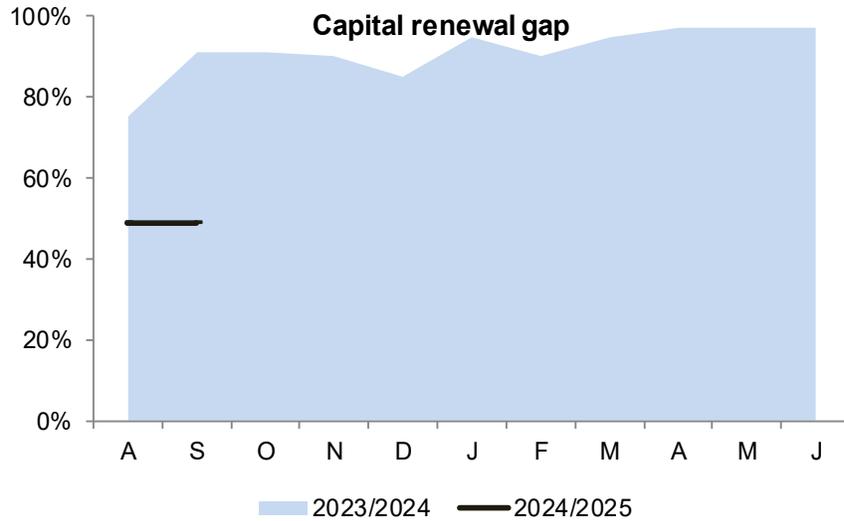


This ratio indicates the extent to which Council's operations are sustainable in the longer-term. Ideally, this ratio will always be positive. Large and/or persistent underlying operating deficits indicate Council may not be retaining sufficient funds to maintain infrastructure. A ratio of more than 5% surplus is low risk. This ratio is adjusted because it does not include capital grants, which are usually tied to specific capital projects.

2024/2025 budgeted for the adjusted underlying result a deficit of 8%.

Capital renewal gap (49%)

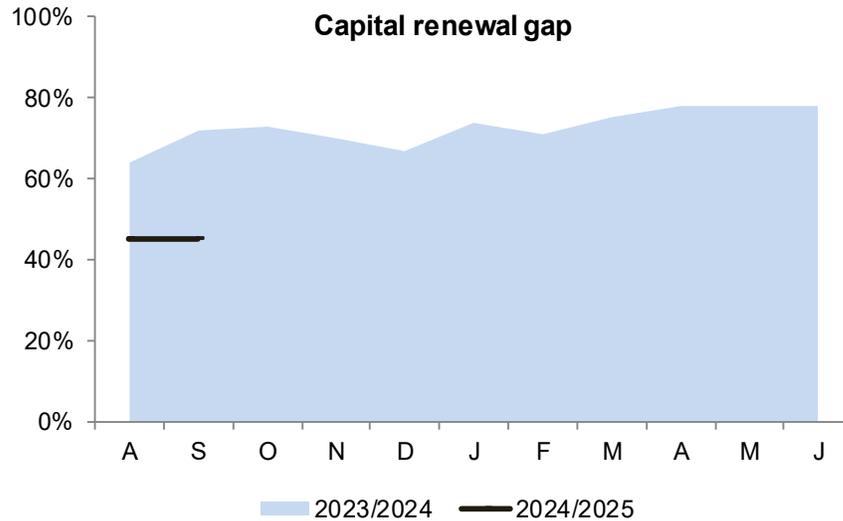
(capital renewal and upgrade expenditure / depreciation)



This ratio compares the rate of spending on renewing, restoring, upgrading and replacing existing assets (excludes new and expansion costs) against the depreciation expense (which reflects the deterioration of existing assets). Ratios higher than 100% indicate that spending on existing assets is faster than the depreciation rate. A ratio of greater than 100% is low risk.

Capital renewal gap (45%)

(capital renewal expenditure only / depreciation)



This ratio compares the rate of spending on renewing, restoring and replacing existing assets (excludes new, upgrade and expansion costs) against the depreciation expense (which reflects the deterioration of existing assets). Ratios higher than 100% indicate that spending on existing assets is faster than the depreciation rate.

k) Other financial assets

Investments are made in accordance with Council's *Cash Management Policy 2023*. 21 investments are held across a number of financial institutions to spread both the portfolio and counterparty credit risk.

Standard & Poors (long-term rating scale) rated banks:

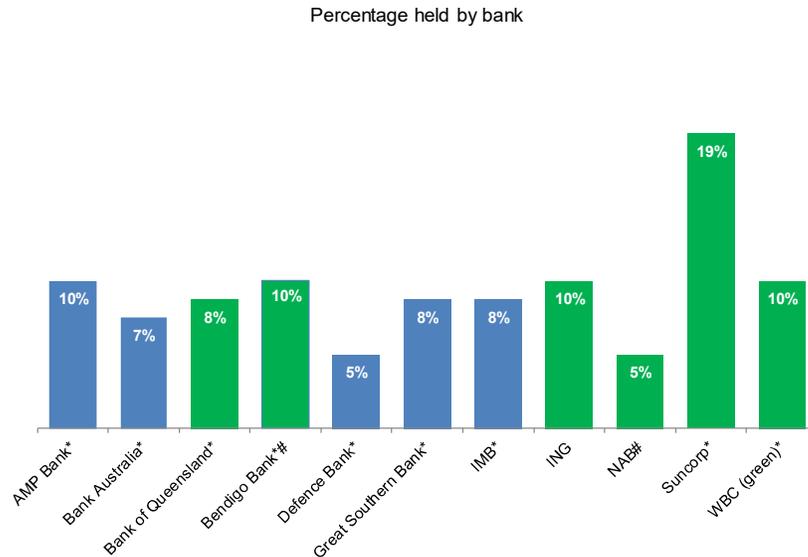
Green – A or above

Blue – BBB.

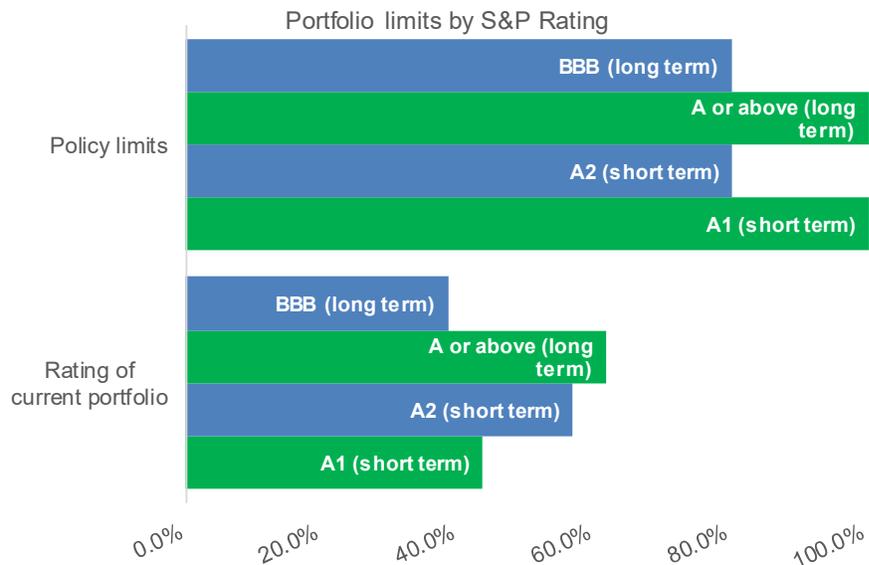
(Note: AMP Bank are now divested from supporting the fossil fuel industry.)

banks that have branches within Mount Alexander Shire

* indicates banks divested from supporting the fossil fuel industry. This data is confirmed from Market Forces website: <http://www.marketforces.org.au/banks/compare>.



Under the adopted Cash Management Policy, all investments are made relative to the current Standard and Poor's (S & P) credit ratings set. If ratings are downgraded, to continue to comply with the Policy, deposits may need to be withdrawn prior to maturity. (Recently some banks had their long-term S & P credit ratings upgraded.)

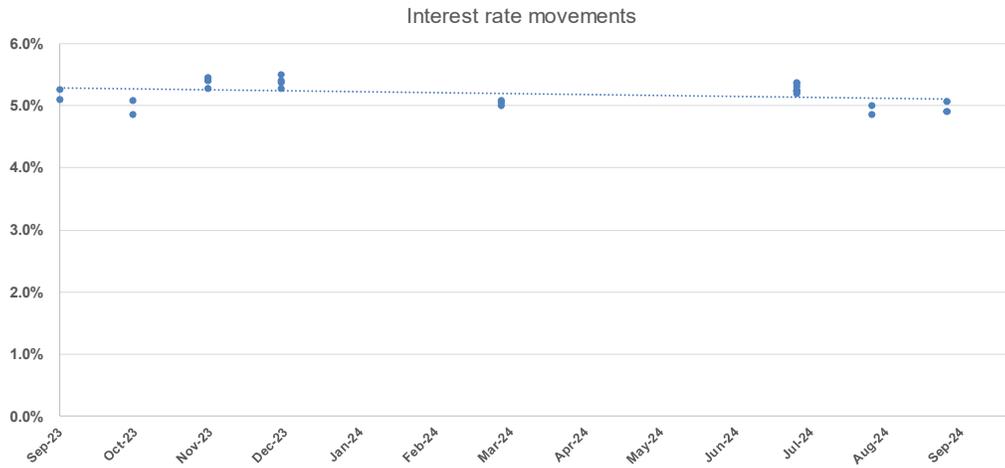


As at 30 September 2024 Council had \$17.76 million (85.6%) invested in financial institutions that support divestment from the fossil fuel industry. This data is confirmed from Market Forces website: <http://www.marketforces.org.au/banks/compare>.

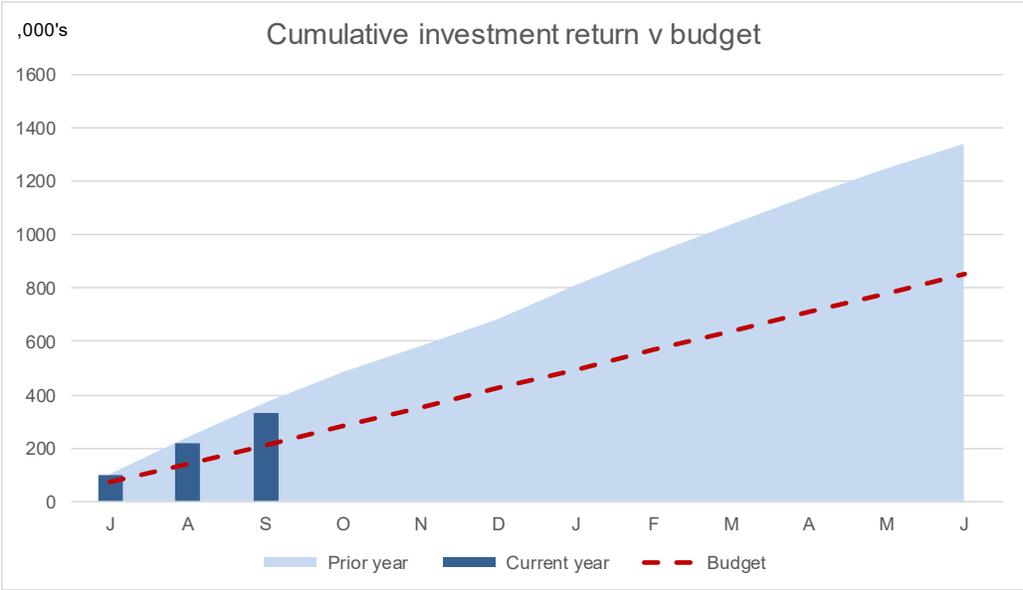
Representation of investments held in institutions that do not support the fossil fuel industries over the last three years are shown below.



Interest rate movements for term deposits lodged since 1 September 2023 are detailed below.



Year to date interest earned on investments compared to budget and prior year.



I) Cash flow statement

Mount Alexander Shire Council



Cash flow statement for the period ended September 2024

Income & Expenses

Actual 2023/2024 \$,000's	Adopted		Budget YTD \$,000's	Actual YTD \$,000's	Variance YTD \$,000's	Variance YTD %	Ref
	2023/2024	Budget 2024/2025 \$,000's					
Cash flows from operating activities							
27,388	27,996	Rates and charges	6,910	5,829	(1,081) ✖	-16%	1
1,094	1,467	Statutory fees and fines	247	201	(46) ✖	-19%	
1,819	2,750	User fees	612	384	(227) ✖	-37%	
9,621	13,681	Grants - operating and capital	6,605	6,775	170 =	3%	
782	310	Contributions - monetary	75	65	(11) ✖	-14%	
1,290	1,286	Interest received	213	332	120 ✔	56%	
250	0	Trust funds and deposits (net)	3,209	3,209	0 =	0%	
2,921	2,534	Other receipts	256	752	496 ✔	194%	
(19,455)	(21,427)	Employee costs	(5,404)	(5,007)	398 ✖	-7%	
(19,175)	(15,233)	Materials and services	(2,723)	(5,456)	(2,733) ✔	100%	2
(1,923)	(2,723)	Other payments	(619)	(590)	29 =	-5%	
4,612	10,641	Net cash provided by/(used in) operating activities	9,380	6,494	(2,886) ✖	-31%	
Cash flows from investing activities							
285	347	Sale of fixed assets	106	50	(56) ✖	-53%	
(12,938)	(11,979)	Payments for capital works	(2,095)	(1,677)	(418) ✔	20%	
22,750	807	Proceeds from sale of investments	16,750	16,750	=	0%	
(16,750)		Payments for investments	(20,755)	(20,755)	=	0%	
(6,653)	(10,825)	Net cash provided by/(used in) investing activities	(5,994)	(5,632)	362 ✖	-6%	
Cash flows from financing activities							
(84)	(82)	Finance costs of borrowings and leases	2	(2)	5 ✔	192%	
(240)	(188)	Repayment of borrowings and leases	(32)	(32)	() =	1%	
(324)	(270)	Net cash inflow(outflow) from financing activities	(30)	(34)	(4) ✖	-15%	
(2,365)	(454)	Net increase (decrease) in cash	3,356	828	(2,528) ✖	-75%	
8,397	3,808	Cash at beginning of the financial period	3,808	6,032	2,224 ✔	58%	
6,032	3,354	Cash at 30 September 2024	7,164	6,860	(304) =	-4%	

Reference notes (greater than \$500,000 and 5%):

1. Rates and charges received YTD are less than budgeted, with the first instalment due 30 September 2024. Many payments received online over that weekend will be reported in our system in October 2024. In addition, in response to the disruption to customer service from the 11 September 2024 flood/storm event we extended the date for first instalment before interest penalties would apply.
2. Materials and services are greater than expected with payment of many of the June 2024 invoices occurring in July 2024 and later.

m) Glossary

Asset – something that is owned and will benefit the community.

Asset expansion expenditure – expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.

Asset renewal expenditure – expenditure on an existing asset, or on replacing the existing asset, that returns the service capability of the asset to its original capability.

Asset upgrade expenditure – expenditure that enhances an existing asset to provide a higher level of service, or increases the life of the asset beyond its original life.

Bad debt - debt that will not be collected, usually due to the debtor going into bankruptcy or when the cost of pursuing the debt is more than the debt owed.

Borrowing cost – interest and other costs that an entity incurs in connection with borrowing money.

Capital works expenditure – expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.

Cash – is the amount of cash and cash equivalents held. It is classified on the balance sheet as a current asset, meaning it is likely to be used within the next 12 months, and is usually held in at call bank accounts or term deposits.

Current asset – an asset is current when it will be realised, sold or consumed within 12 months after the end of the reporting period.

Current liability - a liability is current when it will be settled within 12 months after the end of the reporting period.

Depreciation – the systematic allocation of the depreciable amount of an asset over its useful life.

Doubtful debt – a debt that might become a bad debt at some point in the future.

Earned value – the value of work actually completed to date. It is calculated using the actual percentage of work completed to date multiplied by the project budget. The basic principle of earned value management (EVM) is that the value of the works completed is equivalent to the funding of that work.

Expense – is an outflow of cash or an increase in a liability, such as a creditor.

Equity – the residual interest in the assets of the entity after deducting all of its liabilities.

Financial asset – an asset such as cash or a debt that can be collected.

Financial performance indicators – a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.

Financial resources – income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.

Income – in an inflow of cash or an increase in an asset, such as a debtor.

Initiatives – actions that are one-off in nature and/or lead to improvements in service.

Interest bearing loans and borrowings – financial liabilities other than current trade payables on normal credit terms e.g. a loan from a bank.

Liability – something that is owed and is required to be paid by the entity.

Net assets – total assets less total liabilities.

New asset expenditure – expenditure that creates a new asset that provides a service that does not currently exist.

Non-financial resources – the resources other than financial resources required to deliver the services and initiatives in the budget e.g. people.

Non-monetary contribution – non-current asset such as land, roads, footpaths or drains, which are transferred to a council for no monetary consideration by a developer at the conclusion of a property development.

Provision – a liability of uncertain timing or amount.

Revenue – income.

Services – assistance, support, advice and other actions undertaken by a council for the benefit of its local community.

Statement of capital works – a statement that shows all capital expenditure of a council in relation to non-current assets, as well as asset expenditure type e.g. new, renewal, upgrade or expansion.

Mount Alexander Shire Council Annual Plan 2024/2025 Q1 Progress Report



Quarterly Annual Plan Report 2024/2025 - Q1

The Annual Plan outlines the actions for 2024/2025 that will implement priorities from the Council Plan 2021-2025. It was adopted by Council on 16 July 2024.

This report provides a quarterly update on the progress of each action.

The actions have been presented under each of the pillars:

>> OUR PRINCIPLES

We are engaging genuinely with our community; we are always improving; we are delivering together

>> OUR COMMUNITY

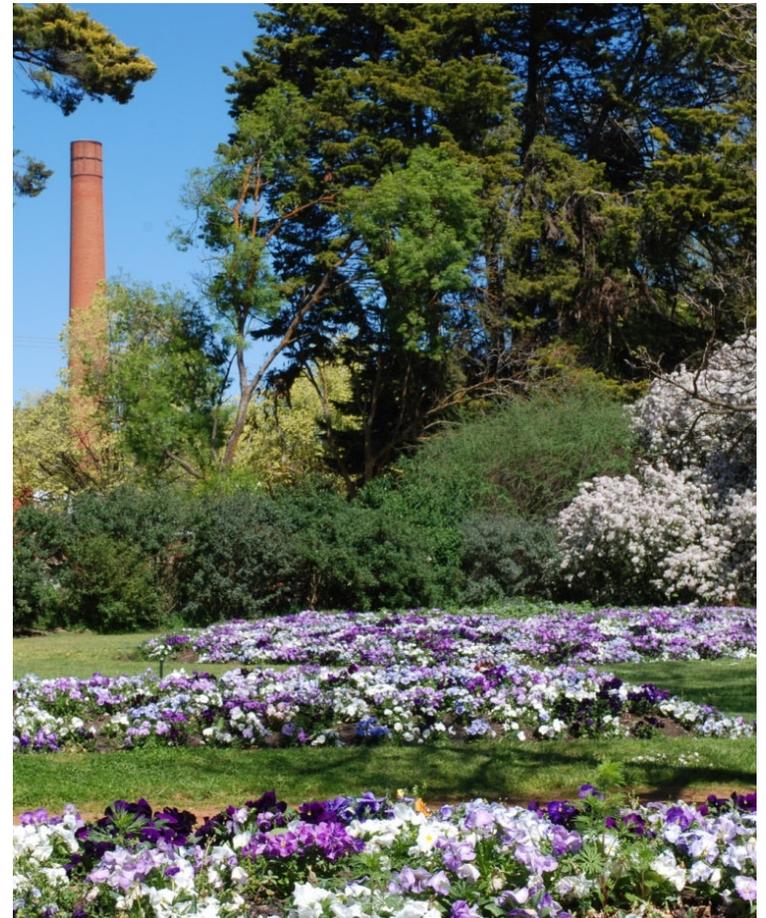
A healthy, connected, and inclusive community

>> OUR ENVIRONMENT

A flourishing environment for nature and people

>> OUR ECONOMY

A resilient and growing local economy



OUR PRINCIPLES

We are engaging genuinely with our community

We are always improving

Council is responsive to the needs of the communities it serves

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP24-1	Service Review	Develop a process to review organisational service capability	\$49,500	Council	30/06/2025	Commenced	25%		Project was scheduled to recommence in 2024/25 following the Council election. Project scoping and the associated tender documents are complete.

We are working across Council, government, local partners, and across community to meet the varied needs of our region

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-1	Customer First Strategy	Adopt a strategy relating to Council's Customer Experience efforts.	\$4,000	Council	30/06/2025	Commenced	40%		Internal and external consultation completed.

OUR COMMUNITY

A healthy, connected, and inclusive community

Services in our community are accessible and coordinated

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-2	Planning Scheme review	Commence implementation of prioritised recommendations via a planning scheme amendment process	Operating	Council, internal resources, DEECA	30/06/2025	Commenced	50%		Planning Scheme review adopted at August 2024 Meeting of Council. DTP preparing submission to Minister.

Our community is inclusive and connected

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-2	Connecting walking and cycling trails	Completion of the Campbells Creek walking and cycling trail	\$927,480	State Government, Council	30/06/2025	Ongoing	70%		Contract executed. LUAA negotiations completed.

Our community is supported to be physically and mentally healthy

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-3	My Aged Care Specialisation	Undertake process to be recognised as an organisation who supports Older Adults who identify as LGBTQIA+ Undertake process to be recognised as an organisation who supports Older Adults who are Veterans of the Department of Defence	Operating	Council	30/06/2025	Commenced	75%		Formalised agreements with project partners being developed

OUR ENVIRONMENT

A flourishing environment for nature and people

We are working locally to address the climate emergency

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-12	Carbon Offset Strategy	Adopt a Carbon Offsetting Strategy	Operating	Council	30/06/2025	Commenced	60%		Carbon Offsetting Policy and Procedure presented to Councillors. Policy scheduled for community consultation following the election period.

We are maintaining, improving and celebrating our places and spaces

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-10	Weslyan Church Refurbishment	Complete final stage of refurbishment, to enable community use.	Capital	Council / Federal Govt	30/06/2025	Ongoing	40%		Facade works due to be completed in October 2024.

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-9	Annual Playground Renewal	Complete renewal of Fryerstown Playground.	\$197,852	Council, State Government Towns Grant	30/06/2025	Commenced	20%		Community consultation complete. Procurement underway for play equipment. Crown Land management approvals received.
AP25-7	Digital Natural Environments	Map Council's natural assets to support ongoing rehabilitation, and develop education material to support native flora and weed management.	Operating	Council	30/06/2025	Commenced	10%		Procurement of consultant for mapping elements underway. Website content scoping commenced.
AP25-8	Maldon Historic Central Area Precinct Review	Process the recommendations for the review via a planning scheme amendment.	\$53,190	Council	30/06/2025	Commenced	15%		Review document being finalised following community feedback.

Our community is growing in harmony with nature

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP24-17	Castlemaine - Campbells Creek Levee Improvements (multi-year project)	Design and improvement work to the following levees: - National School Lane (complete construction) - Elizabeth Street (commence construction) - Castlemaine Cabin and Van Park (finalise design) - Campbells Creek Township (finalise design).	\$2.2 million	Council / Federal Govt	30/06/2025	Ongoing	45%		The tenders for construction of the New School Lane section are under evaluation. Design for the other 3 sections are in progress.
AP25-4	2025 Road Management Plan Review	Review of the Road Management Plan to assist in the management of road related	Operating	Council	30/06/2025	Commenced	30%		Initial review undertaken.

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
		duties and responsibilities, as defined in the Road Management Act (2004)							
AP25-5	FOGO and Glass Recycling	Explore options for the processing and transport of FOGO & Glass and seek Council endorsement of recommended services.	Operating	Council	30/06/2025	Commenced	20%		Options for processing and transport of glass and FOGO have been explored including a detailed feasibility and cost analysis.

We are focused on the housing affordability challenge in our community

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP24-12	Affordable Housing	Progress preferred affordable housing options	\$255,019	Council	31/12/2024	Ongoing	80%		Mount Alexander Affordable Housing Trust deed was adopted at the June 2024 Meeting of Council.

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
									Advisory panel established in September 2024. Housing development projects with Haven Home Safe, Wintringham and VicTrack progressing.

We are facilitating managed growth of our towns while protecting natural assets

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-6	Industrial Land review	Industrial Land Strategy drafted	\$100,000	Council	30/06/2025	Commenced	20%		Consultation phase for Discussion Paper is scheduled for late 2024.

OUR ECONOMY

A resilient and growing local economy

We are helping businesses make their work simpler and more sustainable

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-8	Economic Development Strategy	Adopt an Economic Development Strategy	\$68,750	Council	30/09/2024	Completed	100%		Strategy adopted at September 2024 Meeting of Council.

We are attracting and building investment in our cultural and creative community

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP25-14	Public Art Commission	Following a public process, appoint an artist to commence commissioning of a significant public art installation that will be completed in 2025/26	\$125,000	Council	30/06/2025	Commenced	20%		Public Art Panel has determined 2 potential sites for the location of a commission.