



Financial Vision Survey

Thank you for taking the time to share your thoughts with us. This Survey is two parts: a set of short general questions about Council's revenue, assets and service provision, and second section that helps us understand where you would like Council to focus its budgets in future years.

We encourage you to review the Hepburn Shire Service Catalogue and Service Map when completing this survey. Printable copies are available at Council's libraries and Hubs or can be requested by calling the Shire offices on (03) 5321 2306. Council Officers will be attending the Community Drop-in Sessions across the Shire and will be happy to assist you in your completing your survey.

Surveys are open from 1 July to 17 July 2024.

Financial Vision: Building our financial roadmap together

Council is committed to transparency and accountability when delivering on our financial strategy and services. In the 2024/25 budget, Council has resolved to making \$1.5 million in operating savings and is now working with community and Councillors to ensure our long-term financial viability. In 2025/26 financial year Council needs to find an additional \$4 million in long-term savings and/or revenue to develop a financially responsible long-term financial plan that delivers on our shared Community Vision.

Tell us about you:

We value our community's voice and want to ensure our engagement are capturing the diversity that exists in our community. So, before we begin, please tell us a little bit about you:

I identify as: **Required**

Select one answer only
<input type="radio"/> Woman
<input type="radio"/> Man
<input type="radio"/> Non-binary
<input type="radio"/> Prefer not to say
<input type="radio"/> Prefer to self-describe
<input type="text"/>

What is your age? **Required**

Select one answer only
<input type="radio"/> 0-19 years of age



<input type="radio"/> 20-39 years of age
<input type="radio"/> 40-59 years of age
<input type="radio"/> 60-79 years of age
<input type="radio"/> 80+ years of age

Choose the option that best describes you: Required

Select one answer only
<input type="radio"/> Ratepayer and resident
<input type="radio"/> Ratepayer but live outside the Shire
<input type="radio"/> Resident but not a ratepayer
<input type="radio"/> None of the above

What part of Hepburn Shire are you from? Required

Select one answer only
<input type="radio"/> Birch Ward, including Daylesford, Hepburn, Basalt, Kooroocheang, Leonards Hill, Musk Vale, Sailors Falls, Shepherds Flat, and Yandoit
<input type="radio"/> Cameron Ward, including Clunes, Campbelltown, Evansford, Glengower, Lawrence, Mount Beckworth, Smeaton, Ullina, and Werona
<input type="radio"/> Coliban Ward, including Trentham, Bullarto, Fern Hill, Little Hampton, Lyonville, Musk, Newbury, North Blackwood, Spring Hill, Trentham East, and Tylden
<input type="radio"/> Creswick Ward, including Creswick, Allendale, Blampied, Broomfield, Cabbage Tree, Creswick North, Dean, Eganstown, Kingston, Langsdon Hill, Mollonghip, Mount Prospect, Newlyn, Smokey Town, Springmount, Sulky, and Rocklyn
<input type="radio"/> Holcombe Ward, including Glenlyon, Coomoora, Clydesdale, Denver, Drummond, Drummond North, Guildford, Mount Franklin, Porcupine Ridge, Strangways, and Wheatsheaf
<input type="radio"/> I work or participate in Hepburn Shire but live outside the Shire
<input type="radio"/> None of the above

Do you identify as any of the following? Required

Select all that apply
<input type="checkbox"/> Aboriginal or Torres Strait Islander
<input type="checkbox"/> A person with a disability



<input type="checkbox"/> LGBTIQ+
<input type="checkbox"/> Parent or guardian of a person under 18 years
<input type="checkbox"/> English is not my first language
<input type="checkbox"/> Carer
<input type="checkbox"/> None of the above

Managing Council's Revenue

When exploring opportunities to improve Council's financial environment, we have considered the following financial levers: alternate income streams, increasing borrowings, and seeking a rate cap variation from State Government.

During the development of the 2024-2025 Budget, Council explored options to attract additional income, such as grants and user-pays fees, but these will not generate sufficient revenue to support long term sustainability. Grant funding will continue to be sought, as we have successfully done in the past, to support community projects and infrastructure. The sale of Council owned assets will not address long-term sustainability. Council has limited property and land that can be sold, with many of the assets that Council manages being jointly owned and therefore unable to be sold.

The Victorian State Government's rate capping system limits the amount councils can raise their rates each year. Applying for an increase to the State Government would support our ability to deliver projects and maintain the services Council provides. Any additional rate increase will be on top of the amount nominated by the State Government. A Rates Information Sheet has been created to support your engagement. You can find this in the Document Library section of the Participate Hepburn project page at <https://participate.hepburn.vic.gov.au>.

Rates Impact (average)		Services Impact	
Rate Variation *	How much additional rates per week on average	Amount to be found in operational savings?	Reduction in total operating expenditure as a %
0%	\$0.00	\$4,000,000	12%
2%	\$0.67	\$3,583,000	11%
4%	\$1.35	\$3,166,000	10%
6%	\$2.02	\$2,749,000	8%
8%	\$2.70	\$2,333,000	7%
10%	\$3.37	\$1,916,000	6%
12%	\$4.05	\$1,499,000	5%
14%	\$4.72	\$1,082,000	3%
16%	\$5.40	\$665,000	2%
18%	\$6.07	\$248,000	1%
20%	\$6.75	-\$168,000	-1%

Table describing proposed rate variation, average additional rates per week, and operational savings still to be found.



The table above demonstrates the link between increased rates and the amounts still needing to be found in operational savings. For example, if average rates were to rise by 4%, the additional rate payable per week on average would be \$1.35. This would mean that \$3,166,000 would still need to be found in operational savings.

When thinking about increasing rates which of the following you would find most acceptable:

Select one answer only
<input type="radio"/> No rate variation, I would prefer that the whole \$4 million in savings comes from operational expenses and services
<input type="radio"/> 2%
<input type="radio"/> 4%
<input type="radio"/> 6%
<input type="radio"/> 8%
<input type="radio"/> 10%
<input type="radio"/> 12%
<input type="radio"/> 14%
<input type="radio"/> 16%
<input type="radio"/> 18%
<input type="radio"/> 20%

Our Community Assets

Council manages various buildings and open spaces, such as libraries, aquatics facilities, public use halls and land. The current 2024-2025 Budget focuses on maintaining community assets, such as roads, footpaths and bridges, with no new significant capital works or infrastructure projects proposed. Our community gains a great deal of enjoyment and value from these assets.

When considering the management of our community assets which approach would you prefer Council to take in future budgets?

Select all that apply
<input type="checkbox"/> Maintain current assets at their current standard, with any significant upgrades to be funded by grants and increased rates
<input type="checkbox"/> Maintain current assets at their current standard, with any significant upgrades to be funded in full by grants
<input type="checkbox"/> Reduce and consolidate current community assets where possible
<input type="checkbox"/> None of the above



Community Service Delivery

Council is reviewing the services we deliver directly to the community to effectively manage spending. A Service Catalogue providing detail information about what each service does and its associated cost, along with a Service Map showing the connections between each service, has been developed to support your engagement. You can find the Service Map and Catalogue can be found on the Participate Hepburn project page. We strongly encourage you to broaden your understanding of each of the community services provided before answering the following questions.

Would you support Council reducing spending on some services if it meant the same range of services could still be provided but with a reduced provision or availability?

Select one answer only
<input type="radio"/> Yes
<input type="radio"/> Maybe
<input type="radio"/> No

Select the services, as a customer, that you have had contact with or used in the past 12 months:

Select all that apply
<input type="checkbox"/> Aboriginal Cultural Heritage and Reconciliation
<input type="checkbox"/> Aquatics
<input type="checkbox"/> Arts and Culture
<input type="checkbox"/> Asset Delivery and Construction
<input type="checkbox"/> Asset Maintenance
<input type="checkbox"/> Building Safety
<input type="checkbox"/> Community Engagement
<input type="checkbox"/> Community Grants and Grant Seeking
<input type="checkbox"/> Community Wellbeing
<input type="checkbox"/> Customer Experience and Libraries
<input type="checkbox"/> Early Years
<input type="checkbox"/> Economic Development and Business Support
<input type="checkbox"/> Emergency Management
<input type="checkbox"/> Events
<input type="checkbox"/> Communications



<input type="checkbox"/> Open Space, Parks & Reserves Management
<input type="checkbox"/> Planning Permits
<input type="checkbox"/> Rural and Township Planning
<input type="checkbox"/> Property Maintenance
<input type="checkbox"/> Public Health
<input type="checkbox"/> Public Safety
<input type="checkbox"/> Recreation and Leisure
<input type="checkbox"/> Senior, Disability and Inclusion Support
<input type="checkbox"/> Sustainability, Climate Resilience and the Circular Economy
<input type="checkbox"/> Tourism
<input type="checkbox"/> Waste Collection and Recycling
<input type="checkbox"/> Youth Development

Imagine that you are developing Council's future budgets, and you need to prioritise the delivery of services for your community. Listed below are 28 key services that are delivered directly to the community. A full description of each service is included in the Service Catalogue. You have 100 points to distribute among each service. Please distribute them among each of the services you would like to focus spending on.

Select all that apply	Number of points (Maximum 100 points can be allocated)
<input type="checkbox"/> Aboriginal Cultural Heritage and Reconciliation	
<input type="checkbox"/> Affordable Housing	
<input type="checkbox"/> Aquatics	
<input type="checkbox"/> Arts and Culture	
<input type="checkbox"/> Asset Delivery and Construction	
<input type="checkbox"/> Asset Maintenance	
<input type="checkbox"/> Building Safety	
<input type="checkbox"/> Community Engagement	
<input type="checkbox"/> Community Grants and Grant Seeking	
<input type="checkbox"/> Community Wellbeing	
<input type="checkbox"/> Customer Experience and Libraries	
<input type="checkbox"/> Early Years	



<input type="checkbox"/> Economic Development and Business Support	
<input type="checkbox"/> Emergency Management	
<input type="checkbox"/> Events	
<input type="checkbox"/> Communications	
<input type="checkbox"/> Open Space, Parks & Reserves Management	
<input type="checkbox"/> Planning Permits	
<input type="checkbox"/> Rural and Township Planning	
<input type="checkbox"/> Property Maintenance	
<input type="checkbox"/> Public Health	
<input type="checkbox"/> Public Safety	
<input type="checkbox"/> Recreation and Leisure	
<input type="checkbox"/> Senior, Disability and Inclusion Support	
<input type="checkbox"/> Sustainability, Climate Resilience and the Circular Economy	
<input type="checkbox"/> Tourism	
<input type="checkbox"/> Waste Collection and Recycling	
<input type="checkbox"/> Youth Development	

Are there any additional comments you would like to make on the financial options available to Council?

Thank you very much for your feedback. Complete Surveys can be dropped off at any of Council's libraries, service centres or Hubs. Alternatively you can either post or email your Survey to the details below:

- Postal Address: PO Box 21 Daylesford VIC 3460
- Email: finplan@hepburn.vic.gov.au



Privacy Statement

Council is committed to protecting your privacy. The personal information requested on the Financial Plan Survey Form is being collected for the purpose of developing the Financial Plan, or any other directly related purpose. It will not be disclosed to any other external party without your consent, unless required or authorised by law. If you wish to alter any of the personal information you have supplied to please contact Council via telephone (03) 5321 2306 or email governance@hepburn.vic.gov.au. More information is available on our website or from Council's Privacy Officer (Manager Governance and Risk). Individuals may view Council's Privacy Policy on Council's website or obtain a copy from any Council office.