



WARRNAMBOOL
CITY COUNCIL

Smarter service, better service



2017 efficiencies and improvements report



www.warrnambool.vic.gov.au

Connect to Council





Warrnambool City Council continues to be committed to finding better ways to deliver services to residents and visitors to Warrnambool.

Over several years, an average rate increase of 4.5 per cent helped maintain the standard of services provided to the community.

Over the financial years 2015-2016 and 2016-2017 Warrnambool City Council has worked within a rate cap imposed on local government by the Victorian Government. In that period, despite the limitation of the cap, Council was able to maintain services and standards by reviewing operations and introducing efficiencies.

Operating expenditure increases have fallen from 4.69 per cent in 2014-2015 to 2.91 per cent in 2016-2017 and a budgeted 1.16 per cent over 2017-2018.

Local Government has had to contend with cost-shifting from the Victorian and Commonwealth governments. This has occurred in home and community care services, library funding and maternal and child health services. The responsibilities of Local Government have also expanded in areas including emergency management and collection of the State Government's fire services levy.

Council also absorbed over \$600,000 in revenue as a result of the freeze on indexation of the Commonwealth's Financial Assistance Grants. This freeze was applied over three years from 2014-2015 to 2016-2017.

To address the challenges of rate capping, cost-shifting and to provide value for ratepayers Warrnambool City Council staff continue to investigate how the delivery of services to residents can be improved.

The Council has also committed in its Council Plan to retaining core services for the community where feasible.

This can involve the introduction of new technology, streamlining processes and moving some activities into the digital sphere.

Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

The examples of working smarter provided in this document include instances where cost-savings have been delivered, where a service has been enhanced to benefit ratepayers or a combination of both. Where savings have been achieved they are directed towards the maintenance of assets including roads, footpaths and community facilities.

This document is not an exhaustive list of the efficiencies and savings delivered by staff but is indicative of the initiatives and activities undertaken by staff to provide better value to ratepayers in the delivery of Council services.

Smarter service, better service

Industrial road rehabilitation with foamed bitumen

A new product – foamed bitumen - is being tested at three locations in Warrnambool: sections of Albert Street, Coghlan's Road (east of Caramut Road) and all of Wannan Street.

Foamed bitumen is a cost-effective technique new to the South West.

Used by a number of metropolitan councils, it results in a stronger road without the requirement for more costly deepening of the road base.

The process involves combining air, water and bitumen with existing road materials to produce a hard asphalt base layer surface to a depth of 150mm.

Using existing road pavement depths and materials means a reduction in costs and time to complete a road upgrade.

Using more conventional techniques would require the removal and deepening of the road base to achieve the same strength.

The \$542,000 project has provided roads strong enough to cope with a greater volume of vehicles, and heavier vehicles.

The work was undertaken by Stabilised Pavements of Australia with local subcontractors providing traffic control, sealing work and cartage of materials.

The upgrade was jointly funded by the Council and the Federal Government through the Better Roads Program.

Cost saving example

Conventional rehabilitation of Coghlan's Road	\$138sqm
Foamed bitumen	\$86.90sqm
Saving	\$51.10 (37%)



Road rehabilitation with cement stabilisation

Road stabilisation is a road rehabilitation technique introduced in Warrnambool over the past three years. The technique involves the digging, crushing and reusing of existing road building material. Cement is added to the material before it is used to build a road base then sealed. The more traditional road replacement method involves digging up of the old road, removing old road building material and starting “from scratch”.

The stabilisation technique being tested is efficient, costs less and extends the life of an existing road before a complete rebuild is required.

Each road building project is different with many variables to consider including traffic loads and traffic speeds.

The seal applied to the road base can also be different. Asphalt may be used while in other roads a bitumen and stone seal is applied.

Cost saving example

Conventional rehabilitation of Staffords Road,	\$127sqm
Cement stabilisation	\$80.37sqm

Saving	\$46.63sqm (36.7%)
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Looking after the vaccines which look after people

Council delivers the immunisation program that protects the community from diseases including tetanus, whooping cough, mumps and measles.

Vaccines must be kept in dedicated refrigerators prior to being used.

In the past, when there was a loss of mains electrical power, staff were required to quickly transfer vaccines to Warrnambool Base Hospital until power was restored. At times this occurred while immunisation staff were delivering immunisations – or in the middle of the night.

This year battery back-up systems were fitted to Council's vaccine-storing refrigerators.

This means there is at least 48 hours of back-up power for the refrigerators and the precious vaccines – typically enough time for the mains electrical supply to be restored. Staff members not paid to be on-call were getting called, often in the middle of the night, to take action to preserve the vaccines.

State Government funding was used to fix a problematic issue.

Diligence of staff in the past saved stored vaccines worth up to \$15,000. We now have a permanent solution that does not rely on immunisation staff being available in Warrnambool, around the clock, 365 days a year.

Saving time in Local Laws

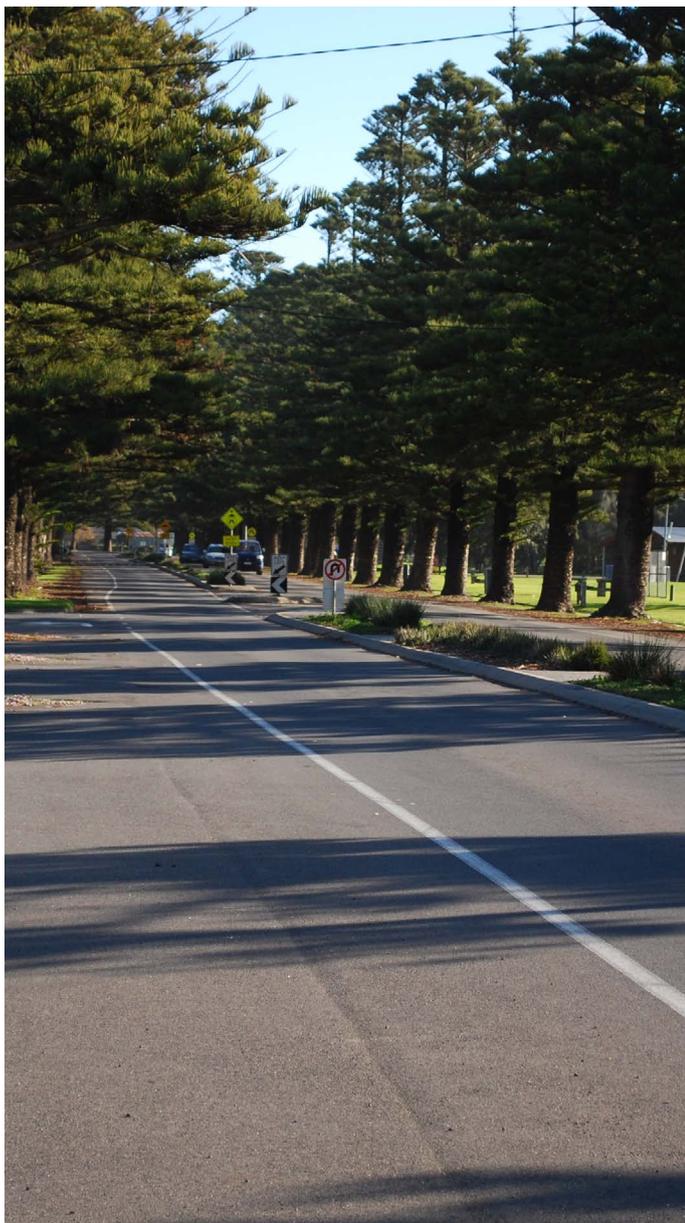
In the past when the Local Laws team came across a dog at large they would have to return to the office to check registration and to obtain the dog owner's contact details. Local Laws officers now have a “rugged” laptop which allows them to access the Council database while they are in the field.

This has saved a considerable amount of time and allows Local Laws officers to spend more time in the field, rather than in the office.

Council now recovers unpaid parking fines through the Infringements Court.

Prior to using the Court to recover the fines the rate of recovery was low.

The anticipated returns from the Infringements Court and the cost of using the court are now being modelled.





Mowing the mountain – Ventrac tractor

This highly manoeuvrable tractor with mower attachment allows outdoor staff to mow safely on slopes with an incline up to 30 degrees. Previously these areas had to be mown manually, or not at all. The purchase of the tractor has allowed us to redeploy other resources to enhance the maintenance standards of other public spaces.

The new mower, which was \$20,000 less than a direct replacement for the existing mower, addressed safety concerns with working along steeper inclines.

Brush cutting costs for the below areas prior to the Ventrac:

1. Nicholson Street Bank \$2701.00
2. Dennington Overpass, opposite Woolworths and the Bike Path \$2701.00
3. Kennedy and Granter Streets \$1200.00
4. Jamieson Street Bank \$2086.00
5. Japanese Garden Bank \$3601.00
6. Harris Street Reserve Bank \$6706.00
7. Lyndoch Ave \$894.00
8. Derby Street \$2235.00
9. Fletcher Jones \$894.00
10. Verdon Street \$894.00

Total without Ventrac: \$23,912.00

Cost of Brush Cutting now with the Ventrac:

1. Nicholson Street Bank \$894
2. Dennington Overpass, opposite Woolworths and the Bike Path \$2701.00
3. Kennedy and Granter Streets \$596.00
4. Jamieson Street Bank \$1341.00
5. Japanese Garden Bank \$596.00
6. Harris Street Reserve Bank \$3353.00
7. Lyndoch Ave \$894.00
8. Derby Street \$2235.00
9. Fletcher Jones \$894.00
10. Verdon Street \$894.00

Plus cost of Ventrac mowing for all 10 areas: \$5,451 includes internal plant cost

Total with Ventrac: \$19,849.00

Annual saving: \$4,063.00

Aligning Community Engagement Activities:

Combining community engagement activities under the banner of the W2040 community plan to inform the review of the Warrnambool Health and Wellbeing Plan, Active Warrnambool Strategy and Housing Diversity Study has saved approximately \$15,000 in staff time and engagement promotion to date.

It has also been a more efficient and effective process to ask the community to be involved and participate in a major engagement process rather than a series of separate exercises.

Using consistent survey questions which inform current strategy development, along with many future strategies, plans and service planning, and repeating these over time, is building a rich source of data and evaluation into the future.

The learnings from robust community engagement processes like W2040 provide a strong foundation for Council policy and strategy in the years to come - saving officer time in repeating one-off engagement activities for the next five to 10 years. W2040 engagement learnings will also be valuable to many community organisations which can use this free information to better meet the needs of the community.

Connecting Warrnambool

Connect Warrnambool is an online space dedicated to building a more informed, aware, involved and connected community. It is a place for community groups, clubs and organisations to connect with each other, and with residents; to share information, ideas, resources and projects.

Designed in house by Warrnambool City Council, Connect is an adaptable and community driven database of community groups, clubs and organisations hosted on a website.

It provides a searchable database of Warrnambool's clubs, groups and organisations for use by the community.

Council officers and other approved agencies can use the database as a communication tool for direct email contact with clubs and organisations in 21 categories and subcategories (eg arts, sport & recreation, education, environmental, community, service, health & fitness, multicultural, indigenous, etc).

All profiles are now fully managed by the organisations themselves, and reminders regarding regular updates are fully automated.

The database is available to emergency and government agencies (including Council) to locate community assets, equipment, skills and other resources (eg marquees, temporary furniture, equipment, registered kitchens, first aiders, volunteers etc.)

Connect Warrnambool consolidates Council's calendars and has been designed to require event organisers to input their own event information – staff time has been reduced from about three hours per week to re-type information from an event form to 30 minutes per week to check and approve entries.

Emailing Warrnambool's clubs and groups is now a quick and efficient process and can be done via the Connect Warrnambool database saving about one hour per week.

Connect Warrnambool Facebook has delivered a low cost communications channel for Council and community to use. Connect Warrnambool's Facebook page attracts 10,000-plus engagements each month at no cost or very little cost. This is a new, largely free communications opportunity for all Council teams and the community has reduced advertising costs for Council events and campaigns.

Improved customer-focus at AquaZone

The Council-owned and operated aquatic centre, AquaZone, has focused on providing a more convenient service for its members.

This has included the creation of a members' online portal which allows Aquazone members to:

- update their details
- make payments
- buy products and services
- book programs
- access program information including skills and competencies
- suspend memberships

The portal has placed control of membership details firmly in the hands of members and significantly decreased the administration task for Aquazone staff. Memberships can also be bought online.

Other improvements at Aquazone include:

- The Learn to swim program expanded from 40 weeks to 45 weeks. The enhanced service has also increased the income by 13 per cent. Overall the swim school accounts for approximately 20 per cent of AquaZone's income.

- Change of payment option to only direct debit which has decreased administration in processing upfront payments at reception and managing outstanding debtors.
- Transfer of paper-based administration of the learn-to-swim program to digital. Instructors now use iPads to register attendances, skill levels and access student information. The tablets have decreased instructor administration time by 60 hours annually.

Online sales of memberships and visit passes:
Business process management

The transfer of AquaZone's business processes from paper-based to digital has:

- minimised double handling of data entry
- allowed for easier reporting and analysis of processes
- automated workflows



eNotices

Council provides ratepayers with the option to receive their rates notice electronically.

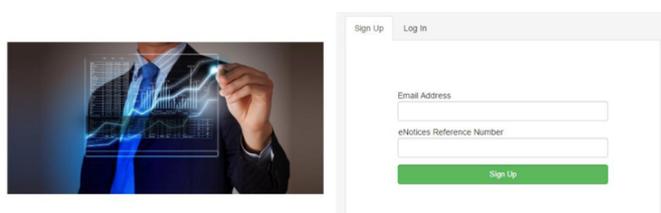
The "eNotices" provide a complete digital package, from a Council-branded eNotice website to electronic delivery of notices.

Between May 2017 and end of June 2017 1476 ratepayers have registered for this services with an annual saving of \$5,824 in postage costs. It is hoped by the end of 2017 to have over 3,000 registrations

From August 2017, all eNotices will have unique reference number which will allow customers to more easily sign on to self-manage their accounts with Council.

From the website, users will be offered a more engaging experience of eNotices, giving them even more self-management tools for their account.

Ratepayers will be able to change their own contact details including email addresses and mobile numbers; they will also be able to access an archive of previous notices.



Enhanced IT support for our kindergartens

Kinder enrolments for 2018 are being taken online. This puts the input of family and child data in the hands of the people who “own” that information.

Smart TVs are being installed at kindergartens and connected to the network to complement the delivery of kindergarten programs

The connection of all Council kindergartens to the corporate network provides better connections with kindergarten staff to their Council colleagues and other digital services such as the intranet.

Employee Self-Service (ESS)

Council staff can now use any device anywhere, anytime to:

- Submit timesheets;
- Request leave; and,
- View current and archived pay slips.

ESS has also eliminated double handling of work where an employee completed a paper based timesheet or leave application which was then manually keyed into the payroll system. Employees now enter timesheets and leave applications electronically directly into the system. The payroll unit is now able to focus on more value-added or proactive activities, which enables them to resolve potential issues prior to them being processed. Providing a better service to our employees and eliminating re-work.

Mapping time saver

Mapping of weeds by outdoor staff is now done on a “rugged” laptop which eliminates the need to transcribe

paper records to a computer.

Information on the type of weeds, the size and the GPS location of infestations is recorded.

This information is then displayed on an interactive map, which provides an overall snapshot of the weed problem facing the foreshore.

When weeds are treated, environment staff record the technique used so the effectiveness of various treatments on different weed species can be easily deduced over months and years.

The system is based on MapInfo software, which Council IT staff customised to suit the needs of the environment team.

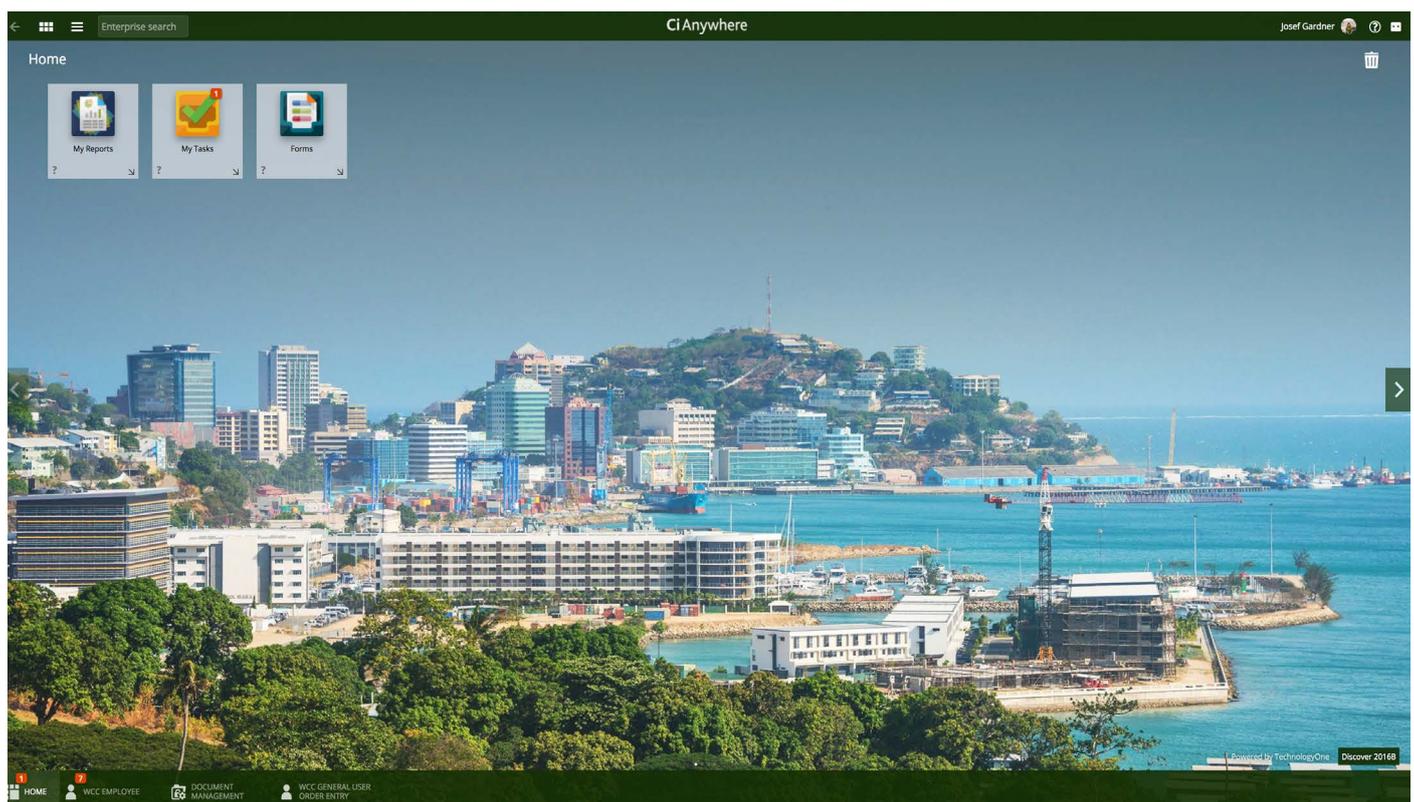
Logging relevant details in the field is done in minutes and makes planning and evaluating weed management over the approximately 100ha of foreshore and beyond easier.

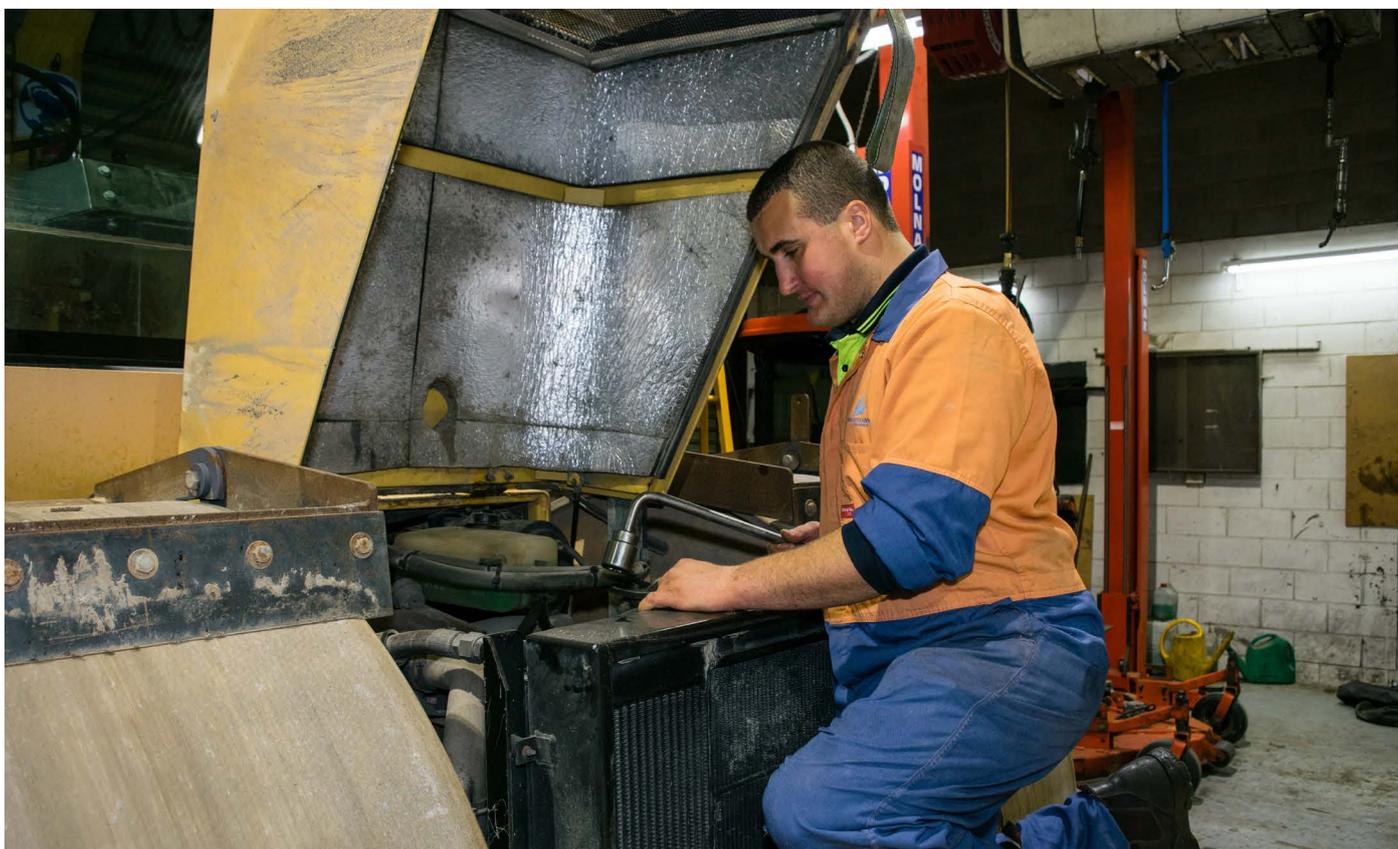
The system has the potential to be adapted to map and chart the success of the native vegetation planting.

Paper saver

New software allows for improved electronic distribution of Council meeting agendas and minutes to Councillors and the Management Executive Group. This system also allows other documents to be shared and for Councillors to collaborate on the preparation of documents.

From November 21, 2017, when the electronic distribution was introduced, to July 31, 2017, an estimated 68 reams of paper (34,116 pages) have been saved as a result of this approach. This equates to a saving of about \$400 plus a number of hours of officer time dedicated to printing and collating. The reams of paper, if stacked in a pile, would reach 3.6m in height.





A safer working environment

A “SafeTCard” for lone workers – such as Local Laws officers - in potentially dangerous environments is being tested.

This includes:

- a duress button with recording capability;
- a “worker down” function incorporating two-way communications
- capacity to notify a supervisor and/or emergency services
- geo-fencing capability (alerts are triggered if a worker enters or leaves a particular location)

Healthier, safer

Council restructured its Health and Safety Unit with the establishment of Health and Safety Partners within the City Infrastructure and Community Development directorates. A Return to Work Coordinator was also introduced. The result has been a 75 per cent reduction in standard claims over the past year, a 31 per cent reduction in the cost of claims and a saving of \$220,000 on the WorkCover premium.

Greener high profile locations

Installing irrigation to lawn and garden areas at the Pavilion and Banyan Street roundabouts will ensure these high profile areas remain green and well-presented throughout the year. These projects will complement irrigation works in Lake Pertobe.

Digital staff performance system and more automation Council introduced an electronic (Tech One) staff performance development system. This has resulted

in the seamless collection of training and professional development outcomes previously collected manually using spreadsheets. The mobile system is accessible off-site.

Tech One also allows for more efficient processing of annual pay increments and Enterprise Agreement pay. This happens instantly and previously required three days from a Human Resources Officer.

Learning online

My Training portal allows staff to access training opportunities electronically with the system featuring an improved manager/supervisor approval process. The Human Resources Unit is also making more use of the intranet to create greater awareness of training opportunities and to create easier access to important training-related applications.

Breaking down the barriers

Fences along public land managed by Council require time to maintain. The fence may need painting or repair and extra time is required to cut grass and vegetation along a fence. The outdoor staff recently removed a superfluous fence at Cannon Hill Car Park. The fence served no purpose other than to define the edge of a slope. Many hours of labour which were spent brush-cutting around the fence have now been redeployed to higher priority work.

A better deal on fuel

Council re-negotiated its fuel card contract and is now using the Victorian Government contract which will achieve annual savings of \$20,000.

Managing our vehicle fleet

Through TechOne a report on monthly vehicle fuel consumption is being produced. This will lead to better understanding of the consumption incurred by each vehicle and allow us to analysis fuel consumption patterns and drill into vehicle usage and to try to create savings and efficiencies with better fleet management.

Better phone plans

Set-up automated reporting to review mobile phone plans and usage enabling us to align the phone plans to most cost effective which is achieving annual savings of \$13,000.

Better banking deal

Council has entered into a joint procurement process with three other Councils for transactional banking services. The increased scale of the joint tender achieved annual savings of \$10,000 over our current contract.

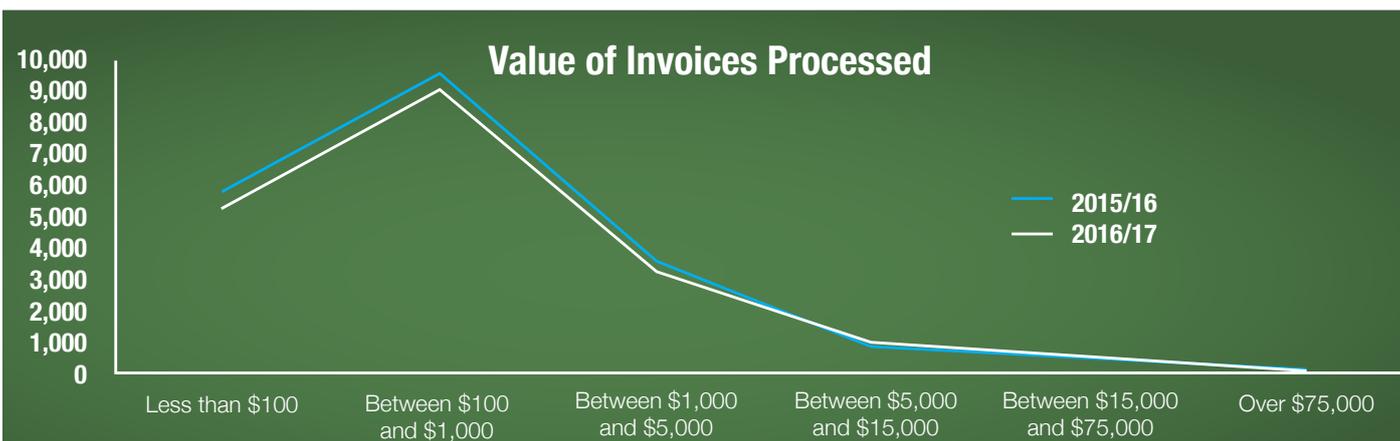
From manual to automatic

Invoices from our utilities provider are now electronically uploaded into Technology One. The process will now takes minutes to run where previously it was almost two days of manual processing. Over the course of a year we receive about 600 such invoices. This electronic upload will equate to a time saving of about 14 days per year and a processing cost saving estimated at \$45,000.

Taking action on transactions

Higher utilisation of purchase cards for low value purchases. Purchase cards have a lower processing cost to Council of around \$15 per transaction vs \$75 per transaction for invoices with purchase orders. The number of invoices processed in 2016/17 has reduced by 1,305 which is offset in the increase in credit usage from 14% of total transactions to 23% of total transactions. Based on the processing cost per transaction, this represents an efficiency saving of \$78,300. The volume of invoices under \$1,000 has dropped by almost 14% which equates to 1,009 invoices in a year.

This can be seen from the graph below.



Automatic banking

Automation of banking across a number of standalone sites such as Aquazone, Stadium and the Holiday Parks. We have integrated the separate cash receipting systems at these sites so that they can automatically process in Technology One. This has saved significant manual work in keying these figures into Technology One.

Automatic monthly finance reports

Automation of monthly financial reporting packs for managers and service managers. Through Technology One each manager/service manager receives an email with a link to a number of key financial reports which assists them in managing their business. These reports are produced through a report scheduler which takes one click from a finance staff to run and then it produces 324 reports and sends emails to 46 managers/service managers.

Automatic loan payments

Automation of the Treasury function within Technology One. This will push across loan payments into Accounts Payable when they are due. This reduces what was once a manual process and also eliminates the risk of a loan not being paid on time due to staff members being away. It is also accrues interest income and interest expense on a monthly basis which provides more accurate financial statements.

Better finance reports for Councillors

Updated and revised the Monthly Finance report to Councillors and Council directors. The report provides more comprehensive information including profit & loss statement, balance sheet, top 5 and bottom 5 performing services, capital expenditure and funding analysis, debtors report, treasury report, FTE report and a procurement analysis report.

Financial guidance

Each department has a dedicated finance partner to assist in any financial enquiries/issues that the department has. This leads to the finance partner having a better insight and understanding on the operations of the department and is able to help inform on better financial outcomes for the department and Council.



Real-time financial information for kinders

A new TechOne dashboard was developed for kindergartens to give them a real-time comparison on actual versus budgeted finances. This is assisting with managing consumables within their business.

Planning for the longer term

A Long Term financial model was developed in TechOne to show the financial sustainability of the Council over a 15 year period. The model includes all services, expenditure types and produces a full set of accounting financial statements and indicators. It also allows Council to quickly run various business scenarios and assess the impacts to Council's financial long term sustainability indicators.

Improved business support - Warrnambool-China Bureau

The bureau leverages Victorian Government funding to provide an avenue through which the potential for business relationships with China can be explored and benefits to the region maximised. The model developed by Warrnambool City Council has attracted the attention of other councils including the City of Sydney.

Customer service awards

Administration of the customer service awards previously involved monthly presentations, which each presentation requiring a considerable amount of administrative support. The awards have been rejigged with monthly winners now receiving their awards at an annual gala event. The annual event will give the awards more prestige and the chance for recipients to be acknowledged by a wider audience, while the time taken to administer the awards has been substantially reduced.

Monthly business networking

A review of Club Wednesday by the Economic Development Unit will see the event evolve from a social and business network event to an event that more proactively explores creativity, entrepreneurship and boosting business performance. This will be launched later in 2017.

In-house graphic and website design

Having an in-house graphic designer along with a website designer and multimedia producer allows Council to build and manage all its websites and to be "self-sufficient" in meeting graphic design requirements. This saves an opportunity cost in excess of \$170,000 annually in communications.

Fun4Kids

In 2017 Fun4Kids moved from a seven-day to a five-day event with more flexible ticketing options including, for the first time, a night pass. A review of the marquee installation on the Civic Green was conducted and resulted in cost savings. The Fun4Kids experience was enhanced with the addition of a second site – Flagstaff Hill Maritime Village.

This initiative led to a large number of Fun4Kids visitors enjoying the upgraded Flagstaff Hill site.

Ultimately the festival was delivered within budget.

Cleaning contract

A renegotiation of the cleaning contract has saved \$170,000 annually while still delivering the same level of service.

Events made easier

Council's response to and support of event applications has been streamlined. All event applications and associated permits have been centralised through the events team.

Better booking and banking at Surfside Holiday Park

Surfside Holiday Park updated its booking system and integrated with its EFTPOS payments. These actions have proven to be a great time saver for staff at Surfside and the Finance Department. Before this integration many hours were spent balancing the EFTPOS and booking system banking. The new system also allows Surfside to send text messages to guests with emergency info or visitor services.



Steam power

Surfside Holiday Park researched and procured a steam weed control unit. This more environmentally sound method of eliminating weeds has proven effective while reducing reliance on chemical herbicides. The steam weed control unit can be used in all weather, around the public and around the sensitive coastal environment.

Leading on food and fibre

Council led the establishment of the Great South Coast Food and Fibre Council in early 2017 and the appointment of an Executive Officer to grow the value and capacity of the Great South Coast's food and fibre industry

Bright lights, smaller bills

Council continues to save on power costs through the Great South Coast Smart Lighting Project where some 90% of the region's mercury vapour lights were replaced with efficient LED lights (including 1,902 LEDs installed in Warrnambool with \$100,000+ savings per year).

A light replacement program at Warrnambool Stadium has slashed the facility's electricity bill by about a third.

Electricity costs comprise 85 per cent of the stadium's total utility costs with court lighting accounting for 80 per cent of power use.

A gradual replacement of metal halide lights with LED units began in 2012 with the main replacement of 110 lights taking place in April 2016.

The cost of the 110 LED units, including installation, was about \$200 each, after the sale of energy efficiency certificates generated through the Victorian Government's Victorian Energy Efficiency Target program.

The system is expected to pay for itself in three years.

Year	Stadium power cost	Court lights upgraded to LED
2010/11	\$32,112.00	
2011/12	\$31,509.00	
2012/13	\$31,793.00	6 of 126
2013/14	\$31,605.00	18 of 126
2014/15	\$30,290.00	24 of 126
2015/16	\$30,195.00	
2016/17	\$19,963.00	134 of 134 Additional 8 lights installed in Val Bertrand Stadium to improve lighting

Skills and labour

Council continues to provide a Regional Certifying Body Service to Great South Coast municipalities requiring certification for employer-sponsored visa nominations.

Sustainability

An energy audit at the Civic Centre demonstrated Council has made reductions of over 20 per cent in its energy use through low cost energy efficiency actions. This has included the installation of LED lighting throughout the building.

Private sector steps up

Recommendations of the Building Services Review will be implemented in 2017 which includes a reduced presence in the building permit market (a role already predominantly played by private sector providers) and an increased Council focus on meeting statutory reporting and general enforcement obligations. These changes will result in the net cost savings for the Building Services Branch.

Staff review

The City Strategy and Development Branch has undergone an extensive review of staff position descriptions which has resulted in material cost savings in banding structures of staffing positions.

In-house strategising

Council has made greater use of in-house resources rather than external consultancies to develop strategies.

Examples include the Warrnambool Economic Development and Investment Strategy and the Open Space Strategy.

Other strategies currently being undertaken or completed in-house include:

- Planning Scheme Re-write – including the Municipal Strategic Statement (recognised across the State as the benchmark Planning Scheme);
- Housing Diversity Strategy;
- Land Supply Monitoring and Analysis;
- Advertising Signage Policy;
- Environmental Significance Overlay Review;
- Native Vegetation Management Plan Review;
- Environment Sustainability Strategy Review;

Strategic projects have been undertaking a ‘bottom up’ community engagement focus which results in early buy in by the communities affected, therefore, leading to better planning outcomes and less planning panel time.

Staff have also produced background reports for various strategies which inform funding applications such as the Future Urban Growth Area, Allansford, Housing Diversity Strategy, North Wangoom Road, Logans Beach Framework Plan and the aforementioned projects.

Internal project management of strategic projects including managing any external consultants is undertaken which achieves a more efficient delivery of each project. Another South West shire has in the past hired external project managers to manage external consultants, adding more cost and a layer of administration.

Statutory Planning efficiency

Warrnambool City Council is among the leading Victorian municipality in terms of processing days for planning applications.

Pre-application meetings with potential applicants are encouraged to achieve better outcomes, saving time and costs.

Early and timely discussions between applicants and objectors are carried out to mediate outcomes which may avert Victorian Civic and Administrative Tribunal (VCAT) scenarios.

In the event matters progress to VCAT, submissions and VCAT hearing presentations are prepared in-house by the Statutory Planning Team.

Sharing of the Heritage Advisory Service with Moyne Shire has achieved a streamlined and more efficient cost model for the provision of the service.

On-going improvement platforms are regularly convened to improve processes with applications, such as the Development Control Project Team. This includes the regular updating of the Statutory Toolkit.

The recent introduction of VicSmart has led to the team responding to VicSmart applications in a timely manner.

The SPEAR system is used for processing subdivisions under the Subdivision Act. This is an electronic data base that provides referrals to external and internal agencies.

Significant applications are placed on Council's website for the public to view.

Efficiencies and improvements in the pipeline

Contract Payments system – to remove paper records, speed up and achieve more consistent contract payments.

VendorPanel (procurement system) – to remove paper records, speed up and achieve more consistent quote and tender processes.

Project Management Framework – improve use of staff time in managing projects and achieve more consistent project management outcomes.

Corporate Asset Management System Review – gaps in functionality have been identified and would likely remove need for additional software subscriptions.

Project Appraisal System - provide increased transparency around the population and ranking of the long term financial plan, as well as determination of the discretionary capital expenditure budget.

Enterprise Program Management Solution - Excel reporting currently managed by the Manager Infrastructure Projects which takes two days per month to maintain along with weekly 90-minute Capital Works Working Group Meetings to gather data, taking away from the capacity of the individual to perform other duties.

Infrastructure Condition Assessments annual allocation – this would help control the Council's asset renewal gap and help maintain the standard of Council's services.

Transport Services Strategy - framework for transport services planning for the Warrnambool and regional community and to inform various plans on infrastructure needs and integration to optimize infrastructure investment.

Integrated Water Management Strategy - designed to complement Victorian, regional and local agency water programs for improved water management across the city.



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Efficiencies and improvements report August 2017 - March 2019





Warrnambool City Council is committed to finding better ways to deliver services to its residents and to visitors.

Seeking efficiencies is normal business for Council and in recent years these efforts have become particularly significant as a result of the rate cap introduced on July 1, 2016 by the Victorian Government.

The rate cap places a limit - set each year by the Victorian Minister for Local Government - to the income that councils can raise through rates.

Over the financial years 2016-2017, 2017-2018 and 2018-2019 Warrnambool City Council has operated within the rate cap.

In order to achieve balanced budgets over this time Council has reviewed operations and introduced efficiencies.

Operating expenditure increases have fallen from 4.69 per cent in 2014-2015 to 2.91 per cent in 2016-2017 and 2.1 per cent or \$1.3 million in 2017-2018.

Local Government continues to contend with cost-shifting from the Victorian and Commonwealth governments.

This has occurred in home and community care services, library funding, maternal and child health services and emergency management.

The Victorian Government also recognizes that Local Government is an effective collection agency and uses councils to apply and collect the fire services levy.

Other significant impacts on Council budgets in recent years included absorbing over \$600,000 in lost revenue as a result of the freeze on indexation of the Commonwealth's Financial Assistance Grants. The freeze was applied from 2014-2015 to 2016-2017.

While reducing services is a lever available to Council in order to contain costs the Council Plan makes commitments to retaining core services for the community where feasible.

The examples of working smarter provided in this document include instances where cost-savings have been delivered, where a service has been enhanced to benefit ratepayers, clients or a combination of each. Staff productivity improvements have also been included.

Where savings have been achieved they are directed towards the maintenance of assets including roads, footpaths and community facilities.

This document is not an exhaustive list of the efficiencies and savings delivered by staff but is indicative of the initiatives and activities undertaken by staff to provide better value to ratepayers in the delivery of Council services.

The efficiencies outlined here have been achieved or are ongoing since late 2017.



Emergency Management collaboration

To avoid duplication of effort and ensure that responses are well coordinated across the region, emergency management planning is now carried out in collaboration with Moyne Shire.

Cutting waste volume placed in landfill

The Food Organics Garden Organics (FOGO) collection introduced a new service for residents that was reflected in the municipal waste charge.

The financial impact to ratepayers of introducing the FOGO service was reduced when Council was successful with an application to the Victorian Government for a \$310,000 grant to fast track the program's rollout.

Collaboration with the collection contractor and community awareness programs have helped contain FOGO contamination rates at 1.5 per cent or less.

Processing FOGO (composting) is \$22 per ton cheaper than sending material to landfill and is saving \$66,000 per year. An overwhelming majority of participants in a FOGO pilot program indicated they wanted it to continue.

The introduction of FOGO and the diversion of material away from landfill aligns with the aims of the Council Plan, the Green Warrnambool plan and the Resource Recovery, Waste Minimisation and Management Strategy 2017-2021.

Parking meter installation

The move to smart meters and an app for parking has reduced the time staff need to spend collecting coins from parking meters. This has saved about 20 hours per week.

The pay-by-plate system means printing and displaying a ticket is not required and this has cut the cost of ticket paper procurement by about \$30,000.

Because the solar-powered meters are printing fewer tickets they are using less power, are more reliable and require less off-site charging of their internal batteries.

The solar powered meters are also more reliable than previous meters.

Saving time in Local Laws

Use of iPads for Local Laws enables officers to do data entry in the field rather than having to return to the office. This provides an estimated saving of two hours per day in staff time and an ongoing saving of \$20,000 per annum for a \$1,500 investment in mobile devices.



Clean sweep of the boat ramp pic

The removal of marine growth from the boat ramp at the Port of Warrnambool has long-presented challenges.

Council has successfully tested an alternative to manual cleaning of the ramp. It involves the use of road sweeper brooms on an extendable arm that is attached to a hydraulic drive system of a Council excavator. This means that cleaning of the boat ramp can happen more often and does not require low tides.



Extending life of playground equipment

Timber playground equipment with cross-cut ends exposed to the weather can deteriorate rapidly as a result of moisture penetrating the timber.

Over recent months the exposed timber ends have, where possible, been covered by a UV-resistant plastic cap. This protects the timber from moisture and will prolong the life of the equipment.

The caps cost \$1 each.



More road recycling

Road pavement along Boiling Down Road (pictured above) is being recycled as part of a road rehabilitation project.

The 2019 road rehabilitation program will salvage 1000 cubic metres of road material for re-use. Concrete products are also being stockpiled and crushed for reuse



More in-house delivery of civil construction work

With proper planning we can deliver many civil construction projects cheaper than via tender. Boiling Downs Road is the first major in-house project for some time and we will be able to provide completed project rates for comparison to tender rates.

Buying over hiring for drainage maintenance

The purchase of a vacuum truck has been budgeted for 2019-2020. This will greatly increase drainage maintenance operations and offers savings over the longer term. Currently Council hires a vacuum truck from Geelong which can cost up to \$20,000 for one week.

Street furniture recycling

Some of the street furniture from the Liebig Street renewal has been disposed of at auction whilst other items have been provided to Council sporting groups including at the Friendlies Society that the South Warrnambool Football Club volunteers have repainted and installed providing additional seating assets.

Better beach access ramp at the Port of Warrnambool

Construction of a new beach access ramp at the Port of Warrnambool has eliminated the expensive exercise of using a crane to reinstate the ramp after large storms. This was achieved through the installation of geotextile, a levelling subgrade and positioning of rock beaching.

Cheap cleanfill disposal and more space at the Council Depot

The Depot team has negotiated a \$1 annual lease for a clean fill quarry on Hopkins Point Road.

This provides a material disposal saving but more importantly has freed up significant space at the Council Depot for more efficient operations. Manufactured materials that need to be bought will then be able to be stockpiled in the depot rather than only ordered to a work site as required. This will save time and enable cheaper bulk ordering and stockpiling for small maintenance and capital jobs.

LED lights save energy and materials

The LED sports lighting at South Warrnambool has reduced operational cost by about 50 per cent and maintenance by 80 per cent. As it was a new installation, it also reduced the amount of copper required for electrical undergrounds by 50 per cent (weight).

Transitioning to LED for building, footpath, reserve and feature lighting at a number of sites has reduced electricity charges and maintenance. Examples include. Jubilee Park Allansford, Liebig Street, Lake Pertobe and the Library lighting.

Mowing down time

Home and Community Care introduced a rider mower to reduce time required to service home maintenance customers. Reduced time per visit has enabled increased customer servicing.



Long-term benefits of the City Centre Renewal

The use of bluestone along Liebig Street footpaths provides a harder, more durable surface. Unlike asphalt, bluestone footpaths are less likely to be damaged in café precincts as a result of the point load of chair and table legs.

The stone was sourced locally, just 30km from the construction site, offering a significant saving in resources required to transport alternative material from China.

Liebig Street gardens also use sub-surface irrigation, providing water savings over spray irrigation.

Irrigation automation

Automated irrigation at Raglan Parade, Walter Oval, Mack Oval, Lake Pertobe and Brierly Reserve uses bore water and reduces a reliance on potable water for irrigation.

To maximise efficiency the irrigation system uses local weather station technology to measure moisture in the soil and to cease watering in high wind to minimise run-off.

Off-grid solar savings

A small Council depot building in Ozone Car Park was fitted with a 100 per cent renewable energy off-grid power supply. The solar panels on the roof are capable of generating 4.32kW of power fed into two batteries with a combined storage capacity of 7kW. This provided a significant capital saving over a grid power connection.

The building allows for the storage of equipment and reduces the time required to transport equipment from the Scott Street depot.



Plastic where appropriate

Council is trialling the use of recycled plastics instead of hardwoods. Plastic materials can offer superior asset life and cheaper capital cost. They are being considered for maintenance and renewal of jetties, landings, fishing pontoons and beach access.

More efficient, cheaper temperature control in the Civic Centre

The new heating, cooling and ventilation system in the Civic Centre uses CO2 sensors to pre-treat and control the volume of fresh air imported. Triple pipe technology means the system is capable of simultaneous heating and cooling, providing up to 40 per cent efficiency over conventional systems.

Partnering with the community on services

At Allansford's Jubilee Park there is a demand for public amenities. To meet this need the fishing club toilets are being opened to the public. This was made possible due to the private sewer agreement with the NRMA Riverside Caravan Park at a fraction of the cost of constructing a new public toilet.

Low-cost training options

Council staff have been able to access the free Certificate IV in Civil Construction Supervision training available through the Gordon TAFE.

Warrnambool has been working towards a shared services arrangement whereby staff from Glenelg and Corangamite shires will also participate in this course to ensure enough numbers for the registered training organisation to travel to the South West to deliver the training, which is not offered locally. This is more cost-effective than sending staff away for training.

Two of Council's trainees will also be participating in the free Certificate III in Horticulture training offered by South West TAFE in Warrnambool.

Several staff from Flagstaff Hill Maritime Village will also be participating in the free Certificate III in Tourism offered by South West TAFE.

The usual cost of these courses – offered for free under a Victorian Government initiative – can range between \$6,000 and \$11,000.

Advocacy collaboration

The Princes Highway West Action Alliance involves the combined efforts of the Moyne, Corangamite, Colac-Otway and Warrnambool municipalities. Costs to promote the call for a new highway strategy and investment are being shared across the four councils and helping to deliver a more effective campaign that has resulted in the Princes Highway West receiving an initial allocation of \$80 million from the Federal Government.

After Kinder Care

This service transitioned to centre-based childcare service in 2018 providing a saving of \$100,000.

Corporate performance management

A new software system has provided a simpler way of documenting progress on Council Plan activities and initiatives and reporting on progress against those activities. The Pulse software has been used over the past year to efficiently generate reports that have been presented at open council meetings.

Better communication links

Communications links to remote sites have been improved by an upgrade of the microwave link between the Archie Graham Centre and the Liebig Street water tower.

More IT choices, more pricing choices

Council's mobile devices (smartphones and tablets) are centrally locked and managed. Previously Council has only supported Apple devices.

Work has now been done to support Android devices, providing more operating system options and more price points when sourcing equipment.

Accounts payable automation

Council recently installed AP Automation software through Technology One which eliminates the manual processing of certain invoices. Currently 11 per cent of Council's invoices are being processed through AP Automation which equates to about 1,950 invoices annually.

Based on the cost of processing an invoice from a KPMG study (\$28), the saving to Council in manual processing is \$54,600.

Non-replacement of staff

A retiring staff member in City Assist (customer service team) was not replaced in early 2019. An adjustment to service standards has resulted a saving on employee time of 32 hours per week/64 hours per fortnight. This has provided an annual saving of \$64,000.

Self-sufficiency in City Growth

Across the City Growth directorate there has been a major focus on enhancing capacity and capability. This includes reduced use of consultants to undertake work. Any use of consultant must satisfy at least one of the following criteria –

1. Need expertise;
2. Critical timing;
3. Need arm's length/independent assessment.

Completing work in-house may mean work takes longer to complete or work streams are prioritised/delayed however the work is delivered to a high standard by our own skilled staff and at significantly reduced cost.

The other qualitative benefit to this approach is that in-house work empowers staff who are also responsible for implementing strategies (i.e. both the strategic work and the implementation responsibilities).

It also enhances the reputation amongst Government agencies that Council has the capability to deliver this work. Not all regional councils have this capability.

At an estimate in the City Growth Directorate alone, strategic plans (for example, Land Use, Open Space, Economic Development Strategy, Events Strategy, Green Plan) have been undertaken in-house in recent years that would have a consultants' value approaching \$1 million.

Economic Development

Over the past two years Council has sourced in excess of \$1 million in external grants with low additional funding requirements from Council (circa 10%).

Projects delivered or in the process of being delivered include:

- Great South Coast LaunchVic (Entrepreneurs program)
- Great South Coast China Host Program
- Great South Coast Small Business Festival
- Great South Coast Food and Fibre Strategy
- Great South Coast Designated Area Migration Agreement (DAMA)
- Warrnambool Population Attraction Project
- Great South Coast Economic Futures Project

Better systems at the Lighthouse Theatre

The Lighthouse Theatre has introduced venue management report automation which has reduced administration time by two hours for every venue booking. The saving on administration time is now dedicated to venue operations and customer service. Productivity saving is an estimated \$15,000 per annum.

The theatre has also introduced web forms for venue programs and group bookings which has allowed box office and administration time to be reallocated to customer service duties. Productivity saving is about \$5000 per annum

An electricity data logger/meter has improved energy efficiency at the theatre saving \$4000 per annum.



Fewer staff hours at AquaZone

AquaZone's operational EFT (Equivalent Full Time) staff over 2019-20/20 will be reduced by 1.36 EFT through the following measures:

- Reallocation of coordinator and team leader administration hours to direct service, reducing casual staff hours.
- Self-service entry and online customer portal to reduce staff requirements.
- Staff online checks and audits process implemented.

This will create an \$80,000 annual saving based on 2018/19 budgeted wage expenses for Band 3 part-time. Saving impacted by Enterprise Agreement and band increment increases.



Spinning in virtual reality

AquaZone has introduced virtual spin classes to increase use of the spin bikes room without additional staff costs. Provides a saving of \$13,000.



More efficient Warrnambool Art Gallery

The Warrnambool Art Gallery (WAG) has introduced electronic exhibition opening invitations and promotions which has resulted in reduced staff, postage and print costs of about \$7,000 per annum.

The WAG also began a volunteer program to increase program activities and outcomes without budget impact.

Joint exhibition openings were introduced to reduce event management and catering costs while longer exhibition times also contributed to savings of \$25,000 per annum.

Children's and Family Services

Children's and Family Services (CAFS) Facebook page has improved engagement and communication with customers and community members. It has also cut communications costs and administration burden with productivity and cost savings estimated at \$8000 per annum.

For home visits CAFS has implemented a safety card system for practitioners which has meant that visits can now be done by one staff member instead of two. This has doubled capacity to visit clients.

The CAFS administration team has now co-located at the Children's Services Centre, reducing backfill costs and providing a one-stop-shop for customers.

CAFS training costs have been reduced through shared training and professional development across operations which has reduced duplication of effort.

CAFS now uses SMS reminders/confirmations for maternal child and health appointments and kindergarten enrolments. This has significantly reduced "no-shows" and increased on-time enrolments. Reduced administration time and better use of staff time has provided a saving of \$10,000 per annum.

CAFS improved casual recruitment process has also reduced backfill costs.



Better wheel meal deal

Home and Community Care's New Meals on Wheels contract has delivered increased quality of service and budget savings of \$28,647 per annum.

Paperless timesheets in Home and Community Care

The introduction of EziTracker paperless timesheets for community care workers has saved administration time of \$13,820 per annum.

No wasted space

Sub-letting under-used office space at the Archie Graham Centre has offset office accommodation costs for Community Development operations by generating \$17,460 in revenue.

Greater volunteer impact

Volunteers Connect has introduced Volunteer Impact software which has delivered more efficient and paperless volunteer data management. Time saved on administration is being dedicated to increasing volunteer support activity.

Clinical support in Early Years

Clinical supervision of Early Years Intervention and Support nurses and family practitioners has improved staff wellbeing and reduced staff sick leave.

Ongoing alignment of community engagement activities

Community Planning and Policy delivered significant quality improvement, efficiencies and savings in community engagement by reducing duplication across multiple projects.

Utilising the W2040 survey to access input for W2040, the Green Plan, Active Warrnambool Strategy, Housing Strategy and Health and Wellbeing plan, an extensive amount of quality data was received and analysed to inform these plans and offer an important baseline for measurement of change into the future. Savings of \$30,000 were achieved over 2017-2018.

Future savings will be achieved by repeating the same survey tool at regular intervals.

Leveraging external health and wellbeing funding

The establishment of Connect Warrnambool in 2015 created an opportunity to secure about \$60,000 in external funding for community health campaigns. This was secured from multiple partners including: VicHealth from 2017-2019 (to promote their H30, Last Drinks and This Girl Can campaigns to local residents); Wellways to support an extensive mental health week campaign in 2018; and Victorian Responsible Gambling Foundation in 2018 to increase awareness of gambling harm. The increased external funding, averaging \$20,000 per annum for health and wellbeing campaigns, would otherwise not be delivered.



Major external funding gains

Planning and advocacy efforts have helped secure major external funding for Warrnambool including:

Lake Pertobe - funding for Lake Pertobe Masterplan implementation included grants from Changing Places, Building Better Regions with a total value of about \$2 million.

Reid Oval – redevelopment of Reid Oval into a premier regional sportsground capable of hosting regional and national events was boosted with a Victorian Government grant of \$7 million.

Library/learning centre – this joint project with South West TAFE received a Victorian Government grant of \$16.5 million.



Lowering of the WorkCover premium

The focus on health and safety and active staff and management is helping to contain/reduce Council's WorkCover premium.

	2015/16	2016/17	2017/18	2018/19 Forecast
WorkCover premium	613,784	718,261	544,629	582,586

Efficiencies at Council holiday parks

A new booking and property management system at the Surfside and Shipwreck Bay holiday parks has streamlined site allocation and pre-payment procedures

For example, text messaging overdue accounts as opposed to phone calls and use of text messaging boom gate codes cuts office time so staff can focus on other visitor services. Customer experience is improved with visitors able to proceed directly to their site and start setting up.

Renovations of older cabins have been done in-house to contain costs. This also allows for more bespoke outcomes which put the customer needs first rather than applying widespread generic improvements. This has drastically reduce capital improvement costs and timeframes of works, meaning cabins are returned to service faster with little loss of revenue.



Flagstaff Hill Maritime Village and the Visitor Information Centre

Reducing hours of operation at the Visitor Information Centre (VIC) between 5pm and one hour before Night Show start time (sunset dependent) has seen significant savings in wages with little impact on revenue generation during this quiet period.

ICT solutions (phone and touch screen) to VIC operations have maintained quality visitor servicing.

Consolidation of all Visitor Information Centre servicing to the one counter with Flagstaff Hill Reception has reduced wages and provided more efficient servicing of visitors and guests in one space

The experience for non-English speaking visitors has improved with translation devices and interpretation content and staff awareness training.

Consolidation of all outdoor grounds, maintenance and cleaning for holiday parks and Flagstaff Hill under an existing position has delivered cost savings and more efficient use and sharing of plant equipment and external contractors.

The allocation of Events Team staff to support Flagstaff Hill functions and events has reduce contractor fees and provided addition resources and skills to enhance delivery of in-house and external events, for example the South West Regatta, City Centenary celebration, Day on the Hill.



Events

The Council decision to cease Fun4Kids in 2018 delivered \$95,000 savings in 2017-2018 and \$160,000 in savings over 2018-2019 which was placed into consolidated savings to assist with current and/or future budget priorities.

The in-house development of the Events Strategy 2018-2022 provided a saving to Council while the strategy itself has helped deliver a 28 per cent increase in event days per year over a greater spread of months. The 34 events funded via the Events budget represents a 50 per cent increase since the cessation of Fun4Kids.

A Cross-Directorate Event Control Group has been established and is ensuring better servicing of event applications and greatly improved turn-around times for event guidance, applications and permits and far more comprehensive responses from all directorates to event organisers. This is saving staff time and duplication across directorates.

To simplify and streamline the funding of community events a Festival and Events fund has been established as part of the existing Community Development Fund.

Statutory Planning

Statutory Planning Performance Reporting Benchmarks continue to place Warrnambool City Council in the top quartile in the State on both time taken to determine planning applications (38 days well inside the 60 day statutory requirement); and cost per application which indicates the area is performing to a high standard and also at low cost. Much of this is due to improved pre-application processes, mediation and internal streamlining of the statutory process.

In some instances, staff have represented Council at the Victorian Civil and Administrative Tribunal (VCAT), highlighting the capability within Council staff to represent Council's interests on planning matters. They are often advocating Council's position against parties which have engaged highly experienced and costly legal representatives.

Strategic Planning

The Planning Scheme Review, Housing Diversity Strategy and Open Space Contributions Policy, Land Supply Audit, ESO Review, Logans Beach Framework Plan BMO assessments and Eastern Activity Structure Plan amendment documentation are examples of work undertaken in-house rather than through the services of an external consultant.

The Strategic Planning team also procured funding in the order of \$300,000 for the Social Housing project, the East of Aberline Structure Plan and the Allansford Framework Plan review

Statutory Building Services

Recommendations of the Building Service Review 2017 were implemented and this included two redundancies. Since placing local Warrnambool building surveyors into Council's accounting system (late 2018) Council has saved 155 individual invoices being generated and sent out – significant savings in time and efficiency. The building surveyors now receive monthly statements.

This means that the fees go straight to the debtor account and an invoice is not required to be generated for each application. This is a substantial time saver for building administration and for Council's building surveyor customers who pay from a statement rather than paying the 155 invoices individually.

Environment and Sustainability

Council's energy monitoring system and emissions profile is now developed and maintained in-house providing a saving so far of \$30,000 which council had previously spent outsourcing this work.

Savings are being achieved by undertaking due diligence on electricity bills and contracts.

Detailed business cases developed in-house in relation to behind-the-meter solutions to reduce electricity costs.

LIEBIG STREET

Generally

- New bluestone pavements throughout footpaths
- New Street lighting and poles to match stage 1
- New pedestrian lighting and public power
- Re-grade road to achieve new cross-section to follow stage 1
- Irrigation to all planters & trees
- New street trees
- New line marking
- New street furniture

Items to be confirmed

- Set out of all parking bays including DDA (disabled bays)
- Additional kerb extent
- Light pole locations
- Degree of laneway access
- Nature of pedestrian priority crossing
- Degree and nature of terraced platforms

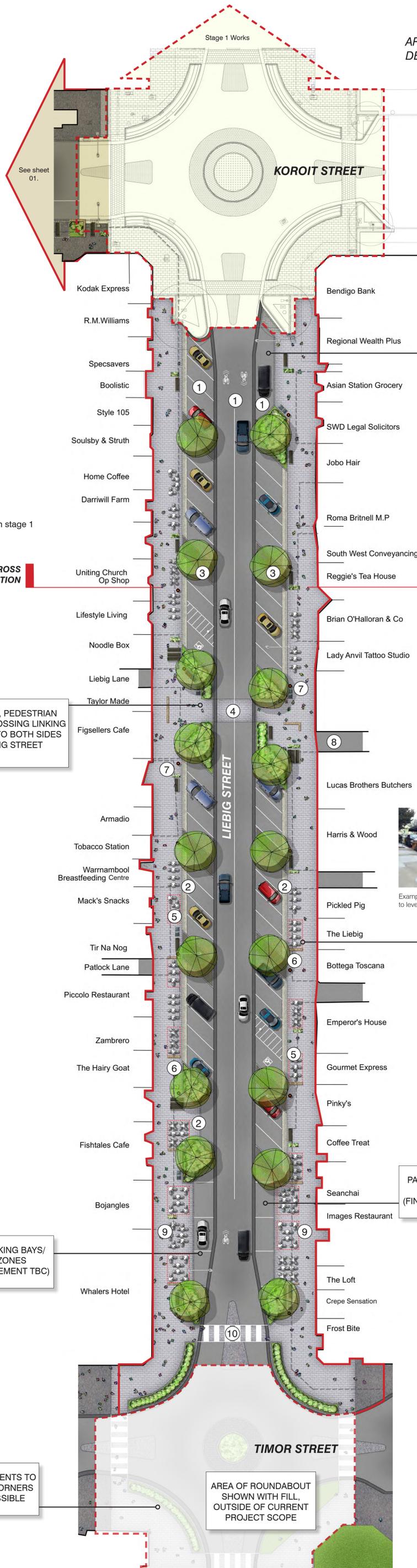
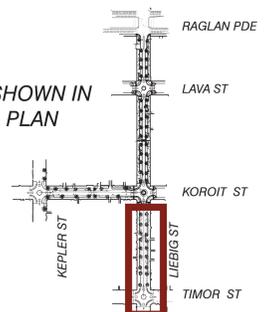
Key Design Propositions

- 1) Continue stage 1 design principles along Liebig St, including tree selection and placement, street cross section, parking and cycle arrangement, improved pedestrian amenity. Narrower vehicle lanes as part of traffic calming measures and added road safety
- 2) Extend kerb line for improved al-fresco opportunities.
- 3) Site new trees in outstands to :
1) Protect and offer long term improved permeability & root health
2) Protect pavements and kerbs
- 4) Create new pedestrian priority crossing adjacent Liebig Lane (pending authorities' approval).
- 5) Improve on street trading zones through introduction of level pavement areas - typically to the southern end of Liebig Street. Maintain constant footpath zone offset from property boundary.
- 6) Improve on street pedestrian comfort by investigating wind abatement, shade and other elemental protection gestures.
- 7) Pedestrian level lighting aiding safety and amenity.
- 8) Consistent, legible treatment to cross-overs. Improve visual connectivity with rear car parking and businesses.
- 9) Generally resurface pavements to provide consistent gradients and surfaces.
- 10) Pedestrian priority 'wombat' crossing

Legend

- Existing Tree
- Proposed Tree
- In ground, irrigated Planter
- Raised outstand planter, irrigated
- Granite kerb ramp - to match stage 1
- Coloured concrete spoon drain - to match stage 1
- Bluestone pavers
- Asphalt road surface
- Shared bike lane
- Pedestrian level lighting
- Street furniture
- Raised planter
- Trader loose furniture in terraced platform (red dashed line)

AREA SHOWN IN DETAIL PLAN



LOADING ZONES (FINAL ARRANGEMENT TBC)

CROSS SECTION

CROSS SECTION

MID BLOCK, PEDESTRIAN PRIORITY CROSSING LINKING LANEWAYS TO BOTH SIDES OF LIEBIG STREET



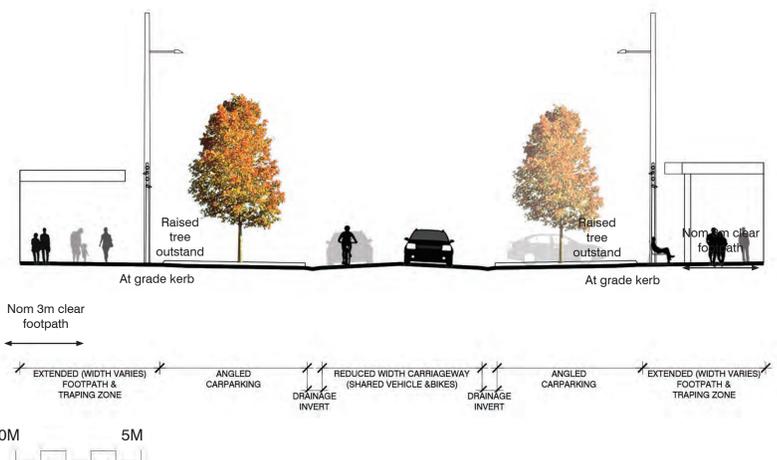
EXAMPLE OF TERRACED PLATFORM TO ACHIEVE LEVEL TRADING AREA - INTEGRATED FURNITURE AND PLANTERS

PARALLEL PARKING BAYS/LOADING ZONES (FINAL ARRANGEMENT TBC)

PARALLEL PARKING BAYS/LOADING ZONES (FINAL ARRANGEMENT TBC)

RETAIN PAVEMENTS TO SOUTHERN CORNERS WHERE POSSIBLE

AREA OF ROUNDABOUT SHOWN WITH FILL, OUTSIDE OF CURRENT PROJECT SCOPE



CROSS SECTION