



Warrumbungle Shire Council

Council meeting

Thursday, 21 October 2010

**to be held at the
Family Support Services Building,
Coonabarabran**

commencing at 11.00 am

MAYOR

Councillor Peter Shinton

DEPUTY MAYOR

Councillor Murray Coe

COUNCILLORS

Councillor Kerry Campbell

Councillor Tilak Dissanayake

Councillor Ray Lewis

Councillor Mark Powell

Councillor Victor Schmidt

Councillor Ron Sullivan

Councillor Denis Todd

MANAGEMENT TEAM

Robert Geraghty (General Manager)

Carolyn Upston (Director Corporate Services)

Kevin Tighe (Director Technical Services)

Tony Meppem (Acting Director Environmental Services)

Rebecca Ryan (Director Community Services)

WARRUMBUNGLE SHIRE COUNCIL

Ordinary Meeting of the Warrumbungle Shire Council to be held at the Family Support Services Building, Robertson Street Coonabarabran on Thursday, 21 October 2010 commencing at 11.00am

Date: 15 October 2010

Cr Peter Shinton
Mayor
Warrumbungle Shire Council
John Street
COONABARABRAN 2357

Cr Shinton

AGENDA

I submit the following report for Council's consideration at its meeting to be held on 21 October 2010. I further attach relevant reports from the Directors to me for the consideration of Council.

Forum

Declaration of Pecuniary interest and conflicts of Interest

Confirmation of Minutes

CONFIRMATION OF MINUTES of the ordinary meeting of Warrumbungle Shire Council held on 16 September 2010

ADOPTION OF THE RECOMMENDATIONS of the Traffic Advisory Committee meeting held on 23 September 2010

ADOPTION OF THE RECOMMENDATIONS of the Yuluwirri Kids Advisory Committee meeting held on 9 September 2010

ADOPTION OF THE RECOMMENDATIONS of the Warrumbungle Aerodromes Advisory Committee meeting held on 12 October 2010

Reports

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COMMUNITY SERVICES REPORT ANNEXURE 5 PAGE 79

Questions for Next Meeting

Matter to be dealt with “in committee”

In accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005, in the opinion of the General Manager, the following business is of a kind as referred to in Section 10A(2) of the Act, and should be dealt with in a part of the meeting closed to the media and public.

The items relates to the new LEP, personnel matters and Tenders and are classified CONFIDENTIAL under Section 10A(2)(a) and (c) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to the following:

- (a) personnel matters concerning particular individuals (other than councillors)
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

.....
R J GERAGHTY
GENERAL MANAGER

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GENERAL MANAGER'S REPORT

ANNEXURE 1

1.1 Notice of Motion

The following Notice of Motion has been received from Councillor Schmidt:

All community groups that are utilising Council owned premises either under lease or arrangement, must supply a copy of the groups and the sub committees Annual General Meeting Minutes and a copy of the Treasurers Report within 30 days of the meeting being held. This will be mandatory for the period of the lease or arrangement with Council.

Background

As more and more community groups become affiliated with Council properties, a system of basic reporting should be adopted to ensure the transparency of each organisation and its motivations. The committees that run each organisation are already legally required to have an Annual General Meeting and produce a treasurer's report on the financials. I believe that this should be made available to council to ensure that the actions of each committee and its usage of Council premises are keeping with the arrangements and purpose of the committee's original request. The transparency of the group would then be assured by this reporting and Council would be assured that the community's assets are being used for the benefit of the communities.

RECOMMENDATION

For Council's consideration.

1.2 Policy for the Payment of Expenses and the Provision of Facilities to Mayors and Councillors

At the Ordinary Meeting on the 17 December 2009 Council adopted a policy for the payment of expenses and the provision of facilities.

Under Section 252 (1) of the Local Government Act 1993 Council must :

“(1) Within 5 months after the end of each year, a council must adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor (if there is one) and the other councillors in relation to discharging the functions of civic office.”

Prior to adoption of this Policy, the Policy must be advertised for a period of twenty eight (28) days seeking public submissions. Council must then consider all submissions received and make any appropriate changes to the Policy. Following adoption or amendment of the policy, the policy and details of submissions are to be forwarded to the Director-General of the Department of Local Government within 28 days of adoption by Council.

A copy of the policy has been submitted to Councillors under separate cover for review.

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Advertisements were placed in the local paper with submissions closing at 4.00pm on Tuesday, 19 October 2010.

No submissions have been received to date and the policy is now submitted for Council's endorsement.

General Manager's Note:

The Mayor has in the past attended the meetings of the Australian Council of Local Government and it is recommended that this group be added to item 2.10. It should also be noted that the Local Government and Shires Association are currently considering a change of name.

RECOMMENDATION

That following consideration of all submissions and comments, Council endorses the Policy for the Payment of Expenses and the Provision of Facilities to Mayors and Councillors.

1.3 Notice of Motion - Pedestrian Access and Mobility in our Major Towns

The following Notice of Motion has been received from Councillor Campbell:

That the General Manager prepare a report to be brought back to the December Council meeting regarding the pedestrian access ramps in our major towns, with a view to devising a Mobility Access Plan for the Warrumbungle Shire.

Rationale

- Much of the existing kerbing and guttering in towns was constructed before the common use of gofers and other mobility aids by residents.
- More and more of the elderly are extending their independence by the use of various mobility aids.
- Disabled residents need adequate wheelchair access and ease of use in town areas.
- As well as pedestrian access ramps, the report should include any other impediments to mobility which exist around our towns, e.g. overhanging trees on public walkways, the width and condition of existing pathways, the width of traffic islands etc.

I believe a report such as this would provide the Council with a focus for identifying areas of need in our pedestrian infrastructure, and greatly aid in the mobility and independence of our elderly and disabled.

RECOMMENDATION

For Council's consideration.

1.4 Notice of Motion

The following Notice of Motion has been received from Councillor Powell:

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That Council writes to Grain Corp as a matter of urgency, voicing our extreme disapproval as to their announced intentions, for this coming harvest, to road freight grain from the silos of Neilrex, Binnaway, Baradine, Mendooran, Weetalibah and Ulamambri to a collection point at Premer.

This policy will put further extreme pressure on the roads involved and seems absolutely ridiculous as there is a perfectly good alternative rail line available.

RECOMMENDATION

For Council's consideration.

1.5 Notice of Motion

The following Notice of Motion has been received from Councillor Ron Sullivan.

That Council refund development application fees levied on works to be undertaken on Council owned facilities.

General Manager's note:

It should be noted that the administration costs associated with the use of the Town Hall do not form part of the funds donated back to applicants under the terms of the donations policy. Currently, each development application includes a \$40 administration charge.

RECOMMENDATION

For Council's consideration.

1.6 Warrumbungle Shire Staff Awards

Council received a report at the September meeting in relation to a proposal to formally recognise employee achievement. Whilst acknowledging the concept, Council requested that the General Manager investigate and report back further information on the operation of award schemes at other Councils (**Resolution No 91**).

An enquiry was issued to Council networks about Staff Awards or Recognition of Excellence Programs; and following is a summary of responses received from 10 Councils from both city and rural areas.

- Staff Awards Program whereby at quarterly staff information session presentations are made to recognise staff who have displayed particular skills or shown exceptional customer service, related to Council's values. HR organise the awards, and receive nominations from the Directors. Each award needs to be supported by at least 2 Directors. Prizes range from a Certificate, little trophies or small rewards like movie vouchers for the family etc.

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- The other type of reward 'Moments of brilliance'. If an employee goes above and beyond their duties, a Manager/Director can decide to award them practically on the spot. Instead of waiting for the quarterly session, they can propose formal recognition to the Executive. There is usually a little presentation done by the Director to the employee, and normally there's a little reward.
- Suggested that could extend this to teams if so desired and some have Team of the Month.
- No Staff Awards program.
- Employee of the year. The person receives \$1,000 cash. All of the nominations go the MANEX team (senior management) where the final decision is made. Monthly staff newsletter on the very last page there is always a section called 'Top marks for our Team'. Anyone can nominate and is usually done by emailing to Communications Officer who puts the newsletter together.
- Each department holds its own ceremony (BBQ, afternoon tea, lunch) - and winners go into the organisation-wide 'Employee of the Year' Awards held at the end of the year. Categories for awards reflect organisational values, ie. Excellence in customer service, leadership, demonstrating respect. For the Departmental awards, nominations are collected by one person from each Department. Then Directors and Divisional Managers get together to decide winners and runners up. Winners get certificates and win prizes (gift vouchers, hampers etc). Then a big ceremony is held in November for council-wide winners - everyone is invited. The prizes are bigger and staff do get into the spirit.
- As well as the awards program, the General Manager hosts a monthly lunch and takes 10 or 15 staff out to a restaurant in recognition of individual excellent performance.
- Staff achievements are acknowledged in the monthly staff newsletter, and movie tickets are often given out to staff for hard work, completing a difficult project etc.
- Service Awards are combined with Annual Christmas Party.
- Some sections have an employee of the month that is determined by the Group Manager of that section - but that's about it. No Awards program across the whole organisation.
- An Award is issued each month to either a staff member or a team, comprising of a certificate of recognition for the specific outstanding task with a voucher for a dinner or luncheon to the value of \$100. Recommendations come from staff to group managers or from Managers; these recommendations are taken to the Senior

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Executive team for determination. The awards are given at monthly morning teas which are held in a different section of the council each time. There has been some complaint about the awards going to one person as usually it takes more than one member of staff to make something happen.

- Staff recognition program occurs bimonthly with turns taken between operational staff and indoor staff. General Manager presents a speech; the winner receives \$100 cash, a certificate and small mementos (Council pen and keyring).

A common theme from those Council's with established Staff Recognition Programs however small was to ensure that the Awards are connected to the cultural direction of council and are related to the organisation's values.

To remind Council of how the proposed Warrumbungle Council Staff Awards program will operate;

1. At the end of each quarter; (December, March, June and September) nominations will be received for the **Warrumbungle Council Employee Excellence in Achievement Award**. Nominations can be made by any member of staff for any other member of staff.
2. MANEX with the inclusion of the HR Team Leader; will assess nominations at a special MANEX meeting to be held before the end of January, April, July and October.
3. The Awardee will be presented with a **Framed Certificate** at the normal monthly Council meeting of February, May, August and November and be invited to share lunch with Councillors and Executive Staff.
4. At the end of the year in November; the four (4) recipients from during the year will be reassessed and one (1) will receive the **Warrumbungle Council Employee of the Year Award 2011** (or 2012, 2013 etc). This presentation will be made at the annual Council Staff Christmas Party and the winner is given;
 - a framed **Certificate**
 - their name is embossed on a new **Warrumbungle Council Employee of the Year Honour Roll** and
 - **5 days special Leave** to be taken at a time that suits the employee, 'gratis' the following year.

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Nomination and assessment criteria will be for the following:

- Customer Service – internal and external, teamwork
- Work completed beyond the call of duty
- High standard of work
- Attendance and work productivity
- Staff, crew/department/division supervised achievements
- Implementation or suggestion of new practices, procedures
- OH&S compliance, maintenance of standards, accident free days
- Completion of professional development qualifications
- Organisational collaboration – working with others, across different departments
- Stakeholders or external relationships/partnerships
- Projects completed on schedule
- Identification of fraud/waste/losses
- Professional reputation to community/other councils/within Council

RECOMMENDATION

That Council implement the Warrumbungle Shire Employee Excellence in Achievement Award the first award to be presented in February 2011 **FURTHER** allocating \$2,500 in the 2011-2012 budget to cover for the associated costs of the Award prizes.

1.7 Organisational Structure – Social Services

Council received a report in April 2010 in relation to the Centrelink Agency and co-location with Warrumbungle Community Care offices in Coonabarabran (**Resolution No 361**). The proposed minor shift to the organisational restructure of Community Services was accepted by consensus at the May 2010 Consultative Committee which was then endorsed by Council at the June 2010 meeting (**Resolution No 450**).

The new Centrelink offices are operating well from Warrumbungle Community Care (Social Services); there are 2 PC's, a Phone and Fax for public use. Monitoring of the demand for the facility is being undertaken, as the need for another Phone is apparent. Centrelink are providing training to Social Services staff to assist with customer enquiries and service standards. Likewise the Centrelink Agency Officer has been able to assist other clients of the office. The positive nature of the team is ensuring minor issues are resolved as they arise.

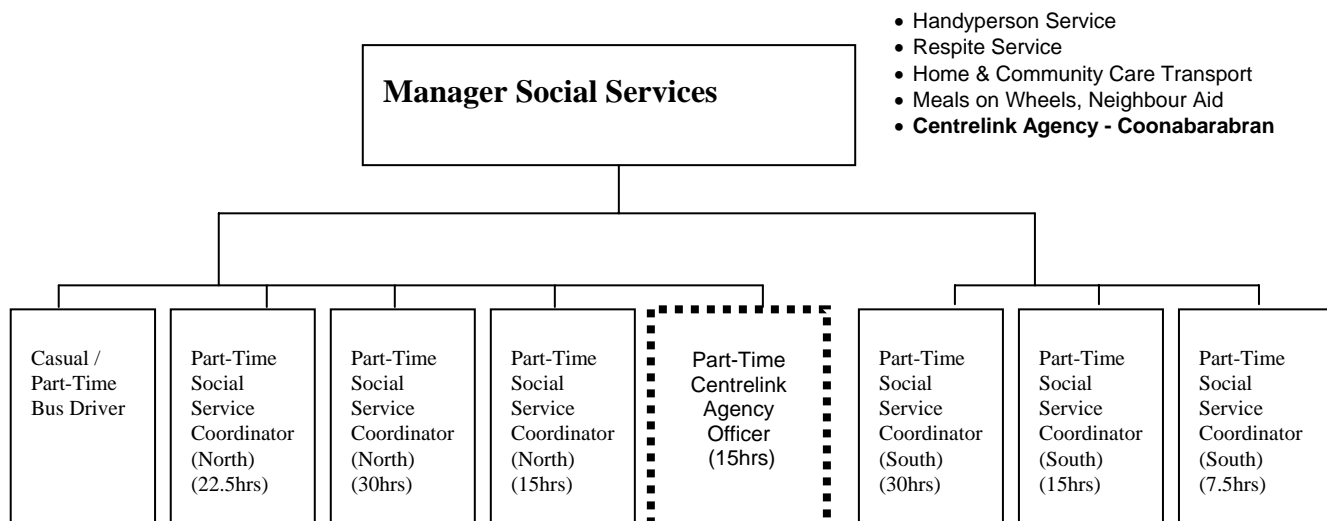
In order to tidy up the organisational structure, Council is now requested to accept the structure of Social Services to reflect what change has happened in practice.

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SOCIAL SERVICES (WARRUMBUNGLE COMMUNITY CARE) STRUCTURE



RECOMMENDATION

That Council accepts the organisational structure of Social Services (Warrumbungle Community Care) to reflect the co-location of the Centrelink Agency in Coonabarabran with Meals on Wheels, Community Transport, Respite and Social Support Community Service Programs.

1.8 Council Name

The Warrumbungle Shire Council has recently been reviewing its Vision Statement, Mission and Values. Part of that discussion centered around the future of Local Government in the area and the means that Council was delivering the services to its communities.

With the major area (size wise) of the Shire it was thought that a better description would be to change to name of Warrumbungle Shire Council to Warrumbungle Regional Council.

Section 207 of the Local Government Act covers the naming of a local government area. It states very simply,

“The Governor may, by proclamation, name or rename an area”.

The practical outcome of this is that the Minister of Local Government will make such a recommendation for changes.

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The Division of Local Government has advised that for such a recommendation to be made the Minister would need to see a very clear indication that there is wide community support for such a proposal. That support would be best demonstrated by a poll of electors.

Such a poll would be expensive to run on its own but could be undertaken at a future local government election.

RECOMMENDATION

That Council determine to seek the Minister and Governor's approval to rename the Warrumbungle Shire Council to the Warrumbungle Regional Council. Further that at the first local government election to be held a poll of electors be undertaken asking the following question:

“Do you support renaming WARRUMBUNGLE SHIRE COUNCIL to WARRUMBUNGLE REGIONAL COUNCIL?”

1.9 Director Corporate Services

I have been advised by Ms Carolyn Upston that she is tendering her resignation from the Warrumbungle Shire Council effectively from 18th November 2010. I have formally accepted the resignation. However, Ms Upston requests that she be given approval to remain a tenant of the Coolah residence for a period of 6 months on a separate tenancy agreement. That suggested arrangement would conclude on 18th May 2010.

Carolyn states in her letter;

This is notice of my intended resignation from the position of Director Corporate Services at Warrumbungle Shire Council.

I would like to use any leave owing to me before I go. I envisage a finishing date of 18 November 2010 which is just after my 3 year anniversary. If you are having trouble getting a suitable person to act while the recruitment process takes place or decisions are made about structure, I would be willing to extend my employment until the end of November.

I would like to make a request to Council to continue to rent the Council house at 143 Martin Street at the same rent of \$170 per week for at least six months.

Ms Upston has indicated that she wished to continue residing in Coolah.

RECOMMENDATION

That the General Manager's action in accepting Carolyn Upston's resignation from the position of Director Corporate Services be endorsed and that she be offered a private

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tenancy lease for a period of 3 months concluding 18th February 2010. The rate of rental to be the determined private rent as previously advised by the local real estate agents. Further, that Council wishes Ms Upston the best in her future endeavours.

1.10 Department of Housing Land

The then Department of Housing undertook the development of land in Coonabarabran through DP740998. The subdivision was done prior to 1987. The land concerned is along Yaminbah Street between Ulamambri and Neate Streets.

A drainage creek flows through the middle of the subdivision.

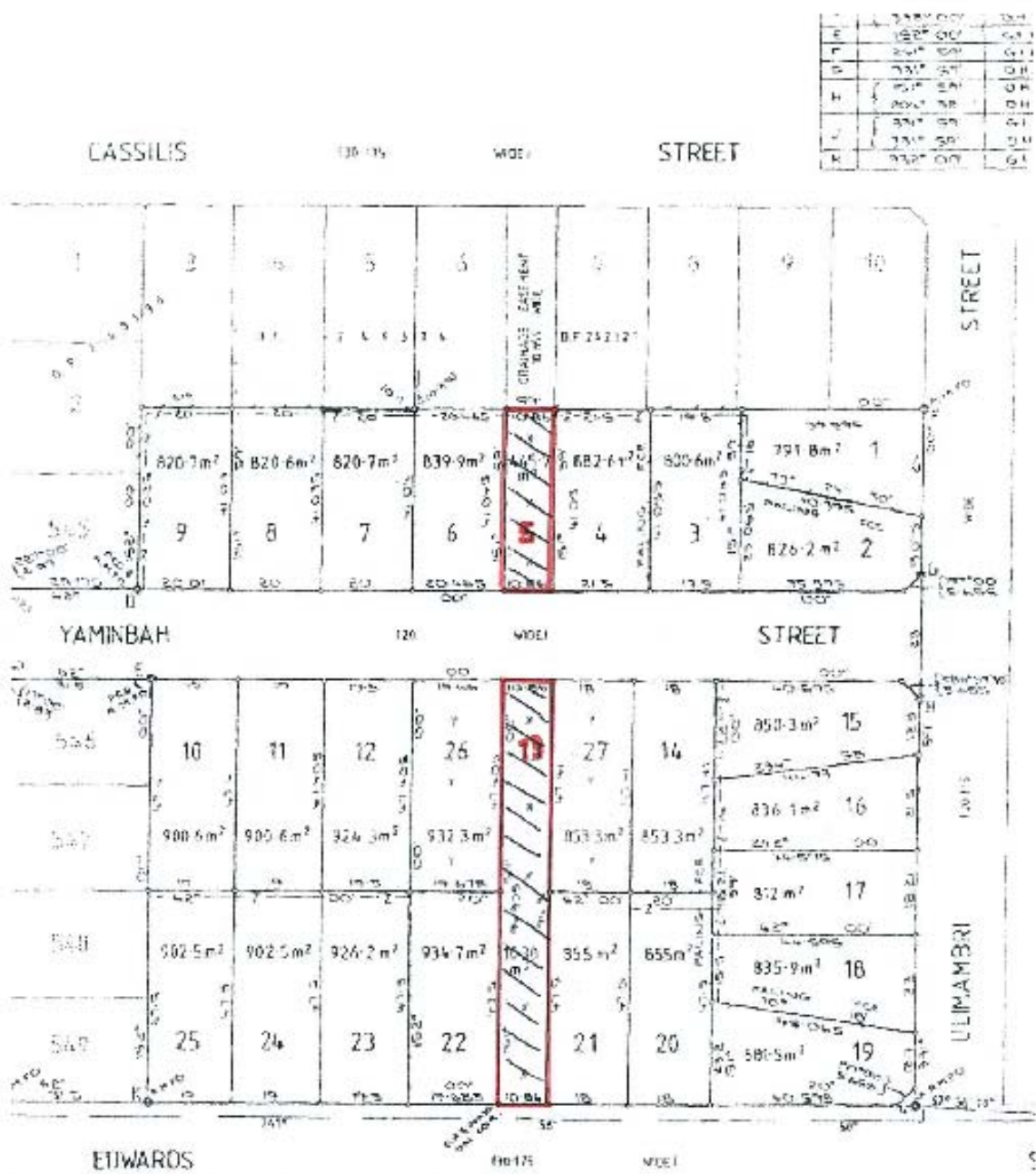
A review by the Department of Human Services Housing NSW has been done and that audit has shown two blocks that are surplus to their needs. These two blocks are along the drainage way. The department is seeking Council's agreement to accept the dedication of lot 5 and 13 marked on the attached map.

RECOMMENDATION

As lots 5 and 13 in DP740998 form an enclosure for a creek drainage in the town of Coonabarabran that Council agree to accept the Department of Human Services Housing NSW's offer of dedication.

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1.11 Statement of Business Ethics

Each Local Government area deals with a wide range of business, community groups, individual and government departments. These dealings have to be done within very clear guidelines to maximize ethical standards.

To assist in its dealings with the wide range of associates many Councils have adopted a "Statement of Business Ethics". A draft Statement of Business Ethics has been forwarded to each Councillor under separate cover.

RECOMMENDATION

That Warrumbungle Shire Council adopt a Statement of Business Ethics to guide and clearly state its standard when doing Council business.

1.12 Yuluwirri Kids Centre – Policy Amendment

The Minutes of the Yuluwirri Kids Advisory Committee meeting held on 9 September 2010 submitted for adoption by Council, contain a recommendation for the adoption of changes to the previously endorsed Procedure Policy - Procedure for Treating Children who Become Ill at the Centre. A copy of the amended procedure policy has been forwarded to Councillors under separate cover.

The amendments to the policy include the addition of the treatment of specific illness/condition as well as detailed procedures for the administration of panadol in different aged children in different situations.

The amended Procedure Policy is submitted for Council's consideration.

RECOMMENDATION

The Council adopt the amended Procedure for Treating Children who Become Ill at the Centre.

1.13 C DIVISION CONFERENCE (CM0003)

The C Division Conference for 2011 will be held in Coonabarabran on the 11th February.

Council needs to determine what items it wishes to be submitted for consideration at the divisional Conference and forwarding to the State Conference to be held in June 2011. Motions should be submitted to the Secretary of "C" Division before February 2011.

RECOMMENDATION

That Council determine any motions for the "C" Division Conference to be held on February 11, 2011.

1.14 COOLAH NEILREX ROAD REALIGNMENT

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Prior to July 1993 Coolah Shire undertook a realignment of the road before reconstructing and sealing a section. That section was through and adjacent to land now owned by a Mr and Mrs Hogan.

The outcome was that certain areas were transferred to Council where the new road went and surplus land from where the old road went was to be transferred to Hogan. The land transfer was signed off in August 2004. However before the transfer can be registered there must be a council resolution to authorise that transaction – this has not been done.

The Lands Titles Office has returned the 2004 paper work to Council. Also Mr and Mrs Hogan are in the process of selling part or all of their land and cannot proceed without the registration being completed.

The blocks of land in question are lots 6, 7 and 8 DP 1052182.

RECOMMENDATION

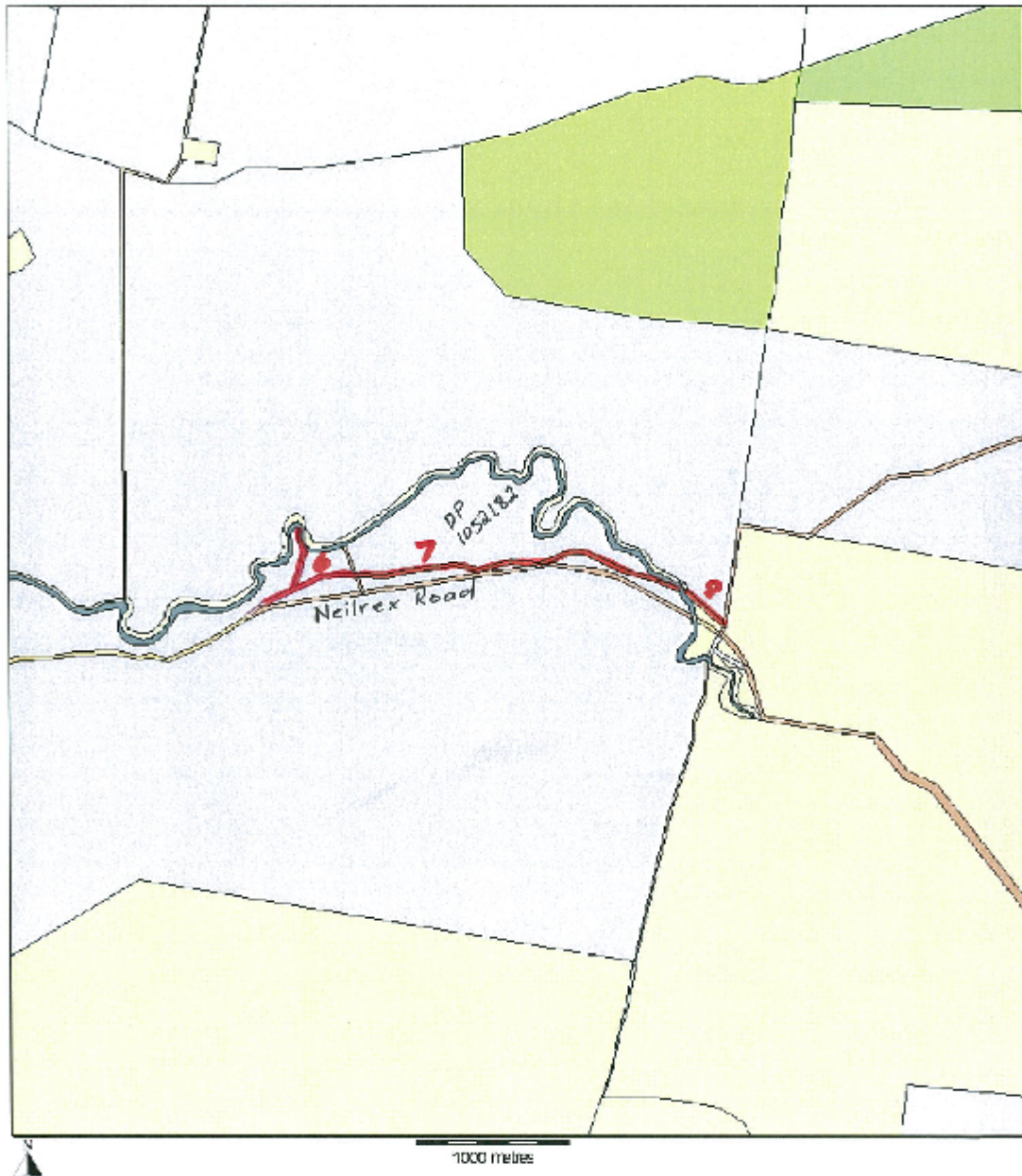
That Council authorise the transfer, including the attachment of the Council seal, to the necessary documentation of lots 6, 7 and 8 DP 1052182 to CF Hogan and JV Mahnken-Hogan for a price of one dollar.

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Disclaimer

The above information has been provided in good faith. Every effort has been made to ensure its accuracy and completeness. The Warrumbungle Shire Council take no responsibility for errors or omissions nor any loss or damage that may result from the use of this information. Council recommends that a formal Certificate 149 (2) should be obtained for all Zoning Information.

ENCLOSURE

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1.15 Shires Association Review - Warrumbungle Shire Organisation Review

Council engaged the Shires Association to carry out a review of its processes and organisation. This review is now at hand and needs to be acknowledged and actions, if any, determined

Background and Timetable

In preparing this overview report it is necessary to look not only at the Shires Association Report but also the steps that Council is taking in preparing for the Integrated Planning and Reporting regime.

1 Shires Association Report

At the July 2009 Ordinary Council Meeting Council received a report from the General Manager about the possible need to undertake a review of how Council was delivering its services, interacting with staff and community five years on after the amalgamation. The report in part stated:

“The Warrumbungle Shire Council was created in August 2004 from the combining of the previous Coonabarabran and Coolah Shires. The organisation structure, service delivery standard and officers were retained or developed from the existing philosophies and cultures. This approach was a reasonable outcome that reflected the perceived future needs of all the communities across the Shire. Part of that development needed to accommodate the separate aspects of each previous shire.

It is now five years since the amalgamation and Council is being required by the State Government to develop a long term plan. This is required under the Integrated Planning and Reporting Framework and Councillors will have seen the information on the Department of Local Government website (circular 08-65).

The community information meetings held across the Shire as part of the budget deliberations where relative rates raised against expenses incurred in each town was discussed, could be seen as moving towards developing those plans.

However it is appropriate that a much more detailed review of where Warrumbungle Shire fits with its communities, the level of services desired, the appropriateness of the structure and what is important to council, staff and community should now be undertaken.”

From that report it was determined:

11 RESOLVED that Council authorise the Mayor and General Manager to engage the Shires Association to undertake an organisation review and determine the brief after consultation with Councillors. Further that an additional supplementary vote of \$30,000 be provided towards this review and that this be shown in the budget for Organisational Structure.

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The Shires Association's "Management Solutions" was engaged to undertake the project. The terms of reference for the engagement were developed from what was believed to be the current and future needs of the Shire and are listed below.

1. Ascertain the requirements and expectations various stakeholders have of Warrumbungle Shire Council and what a vision for the whole LGA could be.
2. Review Council's organisation structure and make recommendations to ensure it is effective and adequate to meet legislative and stakeholder requirements.
3. Review the spread of Council locations and make recommendations taking into account operational requirements, and social and cost impacts.
4. Review delegations and chains-of-command within Council down to supervisor level and make recommendations to ensure accountability, delegations and responsibility are maximised at the appropriate level and effective communication is possible up and down the chain-of-command.
5. Review the strategic organisational planning process and make recommendations on the development of a strategic plan that links to the management plan and budget.
6. From an overall efficiency perspective, review Council's operations and workflows in the areas of purchase orders, stock control, expenditure reporting (job numbers), Council resolutions, Councillor requests and correspondence and make recommendations on any improvements that may be necessary.
7. Review the organisational climate and management practices, and make recommendations on any improvements in staff morale that may be necessary.
8. Review the use of technology and make recommendations on improvements that could be made.

A report was concluded and presented to Council at the end of February 2010. There are 34 recommendations from the report and they are offered as a total package. Their recommendations are also grouped into "seven phases" that are included on a time line basis (see details later).

Management Solutions presented an abridged version of parts of the report to each Director as it related to their Division, a separate report to Councillors and a full version to the Mayor and General Manager. During late February and early March they met with each separately as follows (although not necessarily the order shown):

1. Mayor and General Manager together,
2. Mayor separately,
3. General Manager separately,
4. Mayor and Councillors,
5. Senior Management Team,
6. Directors individually.

Council met at a closed meeting on 22nd March 2010 at Binnaway with the following matters being shown as being considered:

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The following items of concern were highlighted during discussion:

- **Communication** – lack of communication between various levels of staff and also between staff and council's contractors.
- **Direction** – lack of direction for organization and staff
- **Department problems** – staffing and lack of leadership
- Problems relating to Design area – plans produced do not appear to take into account the site conditions.
- Problems identified in technical services planning, particularly relating to lack of direction regarding works programme (southern end of Shire).

One resolution was passed out of that meeting which stated:

322 RESOLVED that the Mayor speak with the General Manager, Mr Robert Geraghty, and outline the list of concerns that Council has and advise the General Manager that he has six (6) months in which to address these issues and **FURTHER** that the progress in rectifying these concerns will be reviewed at the end of September 2010.

The minutes of that meeting were tabled and confirmed at the 20th May 2010 meeting.

Following this a Mayoral Minute was submitted to the 15th July 2010 meeting with the minutes recording as follows.

The Mayor presented the following mayoral minute for consideration.

“Council has recently received a report from the Shires Association on possible organisation redesign along with other Shire wide structural changes. Also we are awaiting a report from the Division of Local Government entitled “Promoting Best Practice Review”.

These reports will challenge Council and Councillors' views on the future delivery of services to the Shire. Given Cr Campbell's notice of motion, to develop a vision and direction for the future, using the Shires Association's report and the Promoting Best Practice Report we can create a strategy for growing Warrumbungle Shire.

Therefore it is recommended that Council now take the following steps:

1. *Accept the Shires Association Report dated February 2010.*
2. *Receive the Promoting Best Practice Report when delivered.*
3. *Direct the General Manager to provide a précis on the Shires Association Report and Promoting Best Practice Review (when received) encompassing all the recommendations.*
4. *Organise a strategy development day including Councillors and Senior Staff as soon as possible after the Vision Day workshop using an independent facilitator.”*

11 RESOLVED that Council:

1. *Accept the Shires Association Report dated February 2010.*
2. *Receive the Promoting Best Practice Report when delivered.*

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3. *Direct the General Manager to provide a précis on the Shires Association Report and Promoting Best Practice Review (when received) encompassing all the recommendations.*
4. *Organise a strategy development day including Councillors and Senior staff as soon as possible after the Vision Day workshop using an independent facilitator.*

This report is prepared as a result of item 3 of the above recommendation. The Vision Workshops have been organised with the first (Councillors only) being held on 6th September 2010 and the Councillor and senior staff was held on 27th September 2010 and meets the requirements of recommendation 4 above.

It should also be noted that the Promoting Best Practice Draft Report is to hand but is confidential until released by the Division of Local Government. This report requires a response from the General Manager by the 1st October 2010.

2 Integrated Planning

The Integrated Planning and Reporting requirements fit in and effect the direction that Council may wish to take when considering this report. In addition to the above mentioned Promoting Best Practice Draft Report and in preparation for the Integrated Planning and Reporting (IP&R) outcomes Council has undertaken the following considerations and steps.

On 17th November 2009 Council considered a report about it's preparedness and need to be prepared for the IP&P Framework. Council was advised:

The Local Government (Planning and Reporting) Amendment Act 2009 was assented on 9 October 2009. As Council is aware, the Amendment Act includes transitional provisions to enable general purpose councils to select when they will commence under the new Integrated Planning and Reporting framework. Council has been requested by the Department of Local Government to advise in writing, by Tuesday 1 December 2009, its choice of Group for the implementation of the new requirements and this Group choice must be determined by Council resolution.

The determination was:

155 RESOLVED *that Council nominate to the Department of Local Government to be part of Group 3, Community Strategic Plan and Delivery Program adopted by 30 June 2012 and by nominating for this group, Council understands it is agreeing to adopt a Community Strategic Plan and Delivery Program by 30 June 2012 and that Council will be named in a Ministerial Order to this effect, which will be formally Gazetted.*

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Further to this the resolution was expanded on in “Business Arising” at the 19th December 2009 meeting where it was additionally determined:

***188 RESOLVED** that a half day workshop be held prior to the commencement of the January meeting to develop an action plan regarding Integrated Planning and Reporting.*

A report following up on resolution 188 was presented to the 18th February 2010 meeting where it was determined:

***1.12 INTEGRATED PLANNING AND REPORTING WORKSHOP**
274 RESOLVED that a supplementary vote of \$3,800 be provided for the conduct of a 2 day workshop by the University of Technology Sydney regarding the Integrated Planning and Reporting legislation to be held in March 2010.*

Those workshops were held on 4th and 5th March 2010 with Martin Bass (from the University of Technology Sydney) facilitating. The workshop format was:

4th March – meeting with General Manager and Directors individually in the morning and in the afternoon held a workshop with Councillors.

5th March - meeting with General Manager, Directors, Managers and Team Leaders in the morning with a debrief to the General Manager in the afternoon.

At the 11th March Meeting Council was presented with a concluding report of issues arising from the workshops. In that report the crucial components were and are worth repeating here.

It should be noted that Council has sought and has given approval to be in Group 3 of Councils for this process – that is the process be completed by 1st July 2012. On more practical terms Council must have its Community Strategic Plan in place in time to be used in developing the 2012/2013 budget.

*The Community Strategic Plan is a gathering together of the shire wide communities’ desires and outcomes for the shire for the next 10 years. This vision could be titled “**Warrumbungle Shire 2020 and Beyond**”. Also the process of developing the plan is an excellent opportunity to further develop a cohesive and united shire.*

The next step is to set a direction and provide funding to achieve the timetable. A suggested timeframe would be:

STAGE ONE

i) *The development of the Community Engagement strategy*

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- ii) *Develop a programme of staff development to initiate this strategy – this exercise would be one of the critical aspects in empowering staff and that will have benefits well into the future*
 - iii) *Publicize the program*
 - iv) *Undertake the Community consultation forum*
- This would be finalized in the first financial year.*

STAGE TWO

- v) *Draw the result together*
- vi) *Gain Community acceptance of the draft strategic plan*
- vii) *Finalise the Community Strategic Plan*

This would be completed by December 2011 and be ready in time for the development of the 2012/13 budget.

There are other aspects to the Integrating Planning and Reporting process but the development of a Community Strategic Plan is pivotal to a robust and far reaching strategy.

Council should now determine,

- a) *Whether they wish to proceed*
- b) *What resources and strategy they need to have to complete the requirements*
- c) *Who will assist Council in the process – to get the greatest long term advantage I believe Council should NOT engage a person to do the Plan for them, rather engage to partner with Council.*

The determination from this report was:

304 RESOLVED *that Council undertake a process for the development of a Community Strategic Plan and FURTHER advertise for proposals to assist in the development of a Plan in sufficient time to provide a clear indication of costs for the 2010/2011 budget.*

The Shires Association Report

In preparing the report the consultants met with the Mayor and Councillors, the General Manager and all staff along with contractors and community focus groups. *I am advised that all staff were given a questionnaire to complete but not all staff were afforded the opportunity to be part of a group focus meeting.*

The community focus groups were not well attended with only a small number of individuals coming together. The focus groups in Baradine, Binnaway, Mendooran, Dunedoo and Coolah followed on from the regular half year community meeting. In Coonabarabran only two members of the public attended the focus group. This is a matter

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that Council will need to be cognisant of when it determines its community engagements strategy for the IP&R process. A community survey exercise was also undertaken.

The consultants met with the Mayor and Deputy Mayor in Sydney in late November 2009.

The Consultants Executive Summary makes the following points that are worth including here.

“The Council and its residents are facing a number of strategic challenges. These include drought impacts on the rural economy, an aging population and skills shortage, deteriorating Council buildings and infrastructure spread over a large area, no suitable Council Chambers or meeting rooms in the main population centre, as well as potential large-scale natural resource and energy developments in a number of areas in the Local Government Area (LGA).

“At present Management Solutions is of the opinion that Council’s ability to respond to such challenges quickly and effectively is limited by a number of factors relating to its leadership, culture and processes. That can be addressed with focussed, visionary and empowering leadership, improved information quality and communication flows and optimised basic systems and processes.”

“This report makes 34 recommendations aimed to address those issues and equip the organisation to move into the next stage of development. They cover leadership, a new vision for the Council, internal communication and accountability, external communications, a vision for the Warrumbungle Shire Local Government Area (LGA), HR issues, and some process work and ongoing improvements.

“Council and staff will find some recommendations challenging whilst others will require a financial commitment by Council. Some of the substantial changes required will be unsettling to the organisation and require steady and visionary leadership to see them through. However, Management Solutions considers them to be necessary to build an organisation which is “Like a Lighthouse, standing tall in the landscape of local government.”

“Strategic leadership by the Councillors and the General Manager is guided by a shared long-term vision which influences policies and decision-making. It provides a framework covering all areas and residents of the Shire, giving some certainty to the community and staff. A Vision will identify how the major population centres are expected to develop, what services are likely to be required, and how Council will provide those services. It will also enable the Council to decide on and respond to opportunities that present themselves more purposefully. A vision has an impact on every person in the community”

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At present, Warrumbungle Shire Council is still very much dealing with its internal challenges. Its ability to respond methodically and strategically to the external challenges is therefore limited.

There is a final caution in their report that is as follows

“This review makes a number of recommendations covering visionary leadership, sound management principles, information quality and communications flows, empowering of staff, and relating to the processes and systems foundational to the organisation. It provides information and options in relation to different organisational structures. The consultants strongly recommend against making any major changes to the structure without first ensuring the abovementioned improvements in leadership, information and communication, empowerment of staff, and basic systems are done in parallel.”

From the consultation process mentioned above, additional gathering of data and comments from the executive summary the following recommendations were made.

Recommendation 1

Accounting systems and procedures

The General Manager initiate an independent, externally facilitated review of Council’s financial accounting and reporting systems and procedures, with a view to obtaining clear guidance on and implementing best practice systems and procedures.

Consultants’ Comments

Accounting systems and procedures are fundamental to business operations and Council has not been able to meet its statutory obligations. Problems in this area are also impacting on funded programs. Management Solutions consider a thorough review and overhaul of the present systems crucial in order to move to “best practice” systems which provide reliable information. Such review should be conducted by a suitably qualified independent with experience in local government accounting.

General Managers Comments

Council’s computer hardware system is effectively at the end of it’s life, the document recording system is also an older version platform and the accounting software is fast approaching a time when it will no longer be supported by the supplier. A review is needed.

Recommendation 2

Performance targets in key areas

The General Manager should initiate an independent, externally facilitated skills audit of employees in the Finance and IT sections (**blanked**) and in the Contract Management function with a view to identifying and addressing training needs and

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setting clear, measurable performance targets.

Consultants' Comments

Skill levels have been suggested as contributing factor to ongoing issues in both the finance and IT areas of Council, and may be a contributing factor to ongoing issues in the Contract Management function. As financial systems and IT are fundamental to ongoing operations, and contract management impacts on council's standing with a very important stakeholder (the RTA), staff working in these areas need to be sufficiently skilled and any training needs identified and addressed. Clear, measurable performance targets need to be set for staff in those areas, and with greater accountability, the performance of those areas is expected to improve.

General Managers Comments

As part of the Integrated Planning and Reporting response a Workforce Management Planning team has been created (at the 30th June 2010 Manex Meeting) and is being lead by the Director of Community Services. The above recommendation would be separate to the Workforce Management team's deliberations but would add value to their deliberations.

Recommendation 3

Stakeholder communication policy

The Council and General Manager should further enhance current communication and consultation, by establishing a policy identifying stakeholders which will be proactively consulted or kept informed of events that impact them. Such policy should also include the frequency of contact, the type of information provided, and the circumstances under which they will be consulted.

Consultants' Comments

This policy will raise awareness of who the stakeholders are and will enable the development of measurable KPIs for staff dealing with such stakeholders. It will also reduce risk as it ensures those with specialist knowledge on a particular issue are approached.

A policy on stakeholder communication would also ensure organisations important to the regions' identity are in Council's awareness. Examples are National Parks and Wildlife Service (NPWS) and Siding Springs laboratory.

General Managers Comments

Contact with stakeholders is currently carried out by the Mayor and General Manager but is not part of structured regular programme. Likewise other staff do meet on an ad hoc basis with their significant external stakeholders.

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Recommendation 4

Communication with ratepayers and residents

The Council and General Manager should develop direct communication with residents and ratepayers through a Council newsletter or a weekly column in the local newspapers.

Consultants' Comments

A regular newsletter of other regular direct communication with ratepayers and residents, on a "neutral" medium will help develop the Council brand and assist identification with the new LGA and entity. It also "forces" Councillors and staff to consider the whole LGA.

General Managers Comments

This matter has been regularly discussed in Council and between staff for a considerable length of time. The stumbling blocks have been sufficient time by senior staff and Councillors to create information to go into a newsletter or regular column. Even with a dedicated media officer there is still a time factor for senior staff.

The Mayor has a twice monthly column that has been running for five years. Both the Mayor and General Manager do interviews with numerous media outlets as requested as well there are many news articles on Council's achievements issued to various local papers. There is a problem when looking at this as a Shire wide exercise that each newspaper makes a choice about what they print based on their view of its relevance to their readers or on the amount of advertising that is placed.

This recommendation seeks Council to establish its own newsletter outside the existing print media. This will have an impact on each newspaper in each town. There needs to be a very close understanding of how this will be introduced, the impacts and how equality is attained across the towns.

Recommendation 5

Corporate image

The General Manager should ensure all Council buildings, locations, and assets are identified using "Warrumbungle Shire Council" signage and that old signage is removed or appropriately dealt with.

Consultants' Comments

Whilst this is an area often left unattended, it is crucial in ensuring the message that there has been a change is communicated. Simply adding a small sign with "Warrumbungle Shire Council" to a building which may have "Coonabarabran Shire Council" or "Coolah Shire Council" across the entrance does not communicate the message that change has

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taken place. An appropriate way of dealing with it might be to replace the sign above the door with “Warrumbungle Shire Council – Coonabarabran Hall”.

General Managers Comments

This recommendation has been progressed with the issue of Council offices signage being managed by the Director of Corporate Services. A direction has been issued to all staff to ensure that any plant and equipment under their control not have any reference to either previous shire. The outstanding signage issues are the two office buildings, a very old tourism sign on the Newell Highway 14km south of Coonabarabran and a group of small boundary signs along a number of boundary roads.

Recommendation 6

Vision for the LGA and Organisation

That Council and staff develop a common vision, mission and set of values for the Council Organisation to guide its decision-making and develop an outcomes focused culture.

Consultants' Comments

A clear vision, mission and values provide guidance for long term decision-making, a cultural identity and more certainly to staff and community members. The current vision is not sufficiently detailed or tailored to Warrumbungle Shire Council.

Developing a vision and mission enables dialogue about different expectations of the organisation and can be used to build momentum for changes. Once created, it should be communicated, translated into measurable strategies, and alignment in the day to day operation of Council.

The values will assist in creating a more positive work culture to sustainable best practice methodologies.

General Managers Comments

As mentioned in the introduction above Council has commenced this process. Although consideration should be given to widen the visioning ideal to include a wider range of staff other than the Senior Staff Team.

Recommendation 7

Head office location

That Council maintain its head office in its major population centre, Coonabarabran, with an administration centre in Coolah.

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Consultants' Comments

Aside from the requirements of s.218CA, social impacts in existing population centres speak against merging the two sites. Strong, clear, visionary leadership would be able to mitigate and eliminate some of the current issues in communication and lacking co-operation between the two sites.

General Managers Comments

A definite Council position on this issue is critical to the future arrangement of office space and what constraints or otherwise will be placed on the development of a new staff structure. The reports submitted to Council over the last few years on the matter of Section 218CA will be relevant to that discussion.

Recommendation 8

Depot and store locations

- 8.1 That Council maintain its current depots
- 8.2 That the General Manager further investigates and consider the supply of the Dunedoo depot from the Coolah store.

Consultants' Comments

The spread of present depots is considered appropriate, but there may be opportunity for greater efficiency and stock control by supplying the southern part of the LGA from a single depot, located Coolah. Further internal investigation of potential time/travel costs for works staff to obtain supplies and for effective stock control are required to make a firm decision on this matter.

General Managers Comments

There will always need to be a depot presence in each of the six towns; however what extent that presence is will need to be determined over time. The matter of supply services (that is how many stores and what they do) will need to wait until there is confidence in the stock management aspect of each store. There is no doubt that a centralised ordering system operated by one person should be implemented. The roles of the Coolah Store and Dunedoo Store will be part of that review.

Recommendation 9

Community services locations

That Council maintain a Community Services presence in both the North and the South of the LGA.

Consultants' Comments

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To ensure clients can be effectively serviced throughout the LGA.

General Managers Comments

This is relatively easy to achieve but will depend on the breadth of services in the northern and southern areas of the shire.

Recommendation 10

Environmental services locations

That Council maintain an Environmental Services presence in both the North and the South of the LGA.

Consultants' Comments

To ensure that ratepayers and residents can be effectively serviced throughout the LGA.

General Managers Comments

This matter has been under review and relates to the relative demands in the various communities for environmental staff time – particularly as it relates to building services.

Recommendation 11

Co-location strategy

That Council adopt a long-term strategy of co-locating as many services and community facilities as possible within each population centre.

Consultants' Comments

This strategy is aimed at leading to a long-term reduction in overall costs of maintaining numerous buildings and facilities, and the creation of a focal point for each community.

General Managers Comments

This recommendation is essentially that in each town where there is a Council administration type service and presence that they all are in the same building. This would effect the current considerations around the “new building” in Coonabarabran. Longer term it would affect Councils scattered presence in Coolah and Dunedoo.

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Recommendation 12

Pools operation policy

That Council establish a policy to continue pool operations in each existing location subject to set trigger points.

Consultants' Comments

This recommendation recognises that pools are an important focal point for community life, and seeks to balance purely economic and operational considerations with the requirements and expected abilities of viable communities.

General Managers Comments

The issues in this consideration has consumed a lot of Council time, engendered major community reaction and internally great efforts to trim the costs of each pool. Those considerations are ongoing. This recommendation suggests that Council sets targets around costs, usage and opening hours that would trigger a particular action – even as dramatic as closure.

Recommendation 13

Council-owned residences

That Council reduce its residential property assets in Coolah and purchase a small number of residential buildings in Coonabarabran, to be used in salary packaging to attract key staff.

Consultants' Comments

This recommendation builds Council's capacity to attract and accommodate key staff for its organisation or, possibly, the community in its major locations.

General Managers Comments

This recommendation will depend greatly on the decisions in Recommendations 7, 9, 10, 11, and 14. Currently there are a number of houses in Coolah either vacant (awaiting sale) or being rented privately. The matter of houses at Coolah has been a sensitive issue in that town for a number of years since the amalgamation.

If housing in Coonabarabran is an issue in attracting staff a possible alternative might be for Council to rent private housing on a long term basis and then sub let the premises to staff. This set up would attract the same additional benefits to staff that Council owned premises does (that is rent is taken before tax, electricity and heating are also before tax).

If the alternative rent suggestion is used the necessary sale of any houses at Coolah possibly would not be seen as taking away from one town and giving to another. But the stock of unused "staff housing" will need to be addressed as it is not a core activity of Local Government to be a local "Housing Commission".

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Recommendation 14

New organisational structure

That Council consider changing its existing organisation structure and adopt a new structure to:

- 14.1 constitute a new ManEx team consisting of General Manager, Assistant General Manager, Director Corporate and Community Services, and Director Technical Services, keeping existing reporting lines insofar as they are not directly affected;
- 14.2 appoint a Chief Financial Officer and Communications Manager, both reporting to the General manager, keeping existing reporting lines insofar as they are not directly affected;
- 14.3 appoint a Deputy Director Technical Services, keeping existing reporting lines insofar as they are not directly affected; and
- 14.4 make further changes to achieve the structure as outlined in the enclosed charts.

These changes must occur subject to the operation of Clause 34 of the Award and in compliance with all applicable legislation, with the General Manager providing regular updates to Council on progress of the implementations.

Consultants' Comments

The recommended organisation structure is intended to achieve the following:

- balance responsibility between Coonabarabran and Coolah sites, whilst improving operational effectiveness;
- where possible, keep teams in one place together;
- provide capacity for meeting the strategic challenges Council is facing ;
- take into account the respective communities' strengths;
- build career paths and opportunities for progression;
- Attract skilled staff to the LGA and organisation;
- Address the currently predominate operational issues (Finance, IT, communications); and
- Includes checks and balances.

The proposed changes are introduced in several stages, in order to ensure clear and stable leadership that is able to guide the staff through this evolution of the organisation.

Regular updates to Council allow it to monitor the process and ensure that it aware of all its area of responsibility and that implementation of the change is progressing in accordance with Clause 34 of the Award.

General Managers Comments

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This recommendation will be the one that needs the most consideration and in many ways links in with other recommendations 15, 25, 30. A separate attachment has been forwarded to Councillors and the Senior Management Team on a **strictly confidential** basis giving specific details of this recommendation. As far as the structure of the Senior Management Team is concerned the recommendation from the review is to have only three Director positions and a newly created Chief Finance Officer position.

Recommendation 15

Review of Managers' positions

That the General Manager, as Managers' positions become vacant, review those positions to assess whether they need to remain at Manager level.

Consultants' Comments

Warrumbungle Shire Councils number of 13 managers is equal-highest in its comparative grouping for the remuneration survey, where the average and median number of managers is seven.

Once the proposed structure has been implemented there will be 12 managers' positions at Council.

Management Solutions consider that once the structure has been implemented and as positions become vacant, there is potential for several roles to be reviewed. *There are four Manager positions to be later reviewed.*

General Managers Comments

This recommendation is in addition to recommendation 14 and will best considered in concert with a group of other recommendations namely recommendations 14, 25, 30. The separate attachment referred to in 14 above supports this recommendation.

Recommendation 16

Delegations

- 16.1 That the General Manager urgently review and provide delegations of authority to all staff. All staff should be provided with the delegations policy which will outline when and how they are to use their delegated responsibilities.
- 16.2 That the delegated authority for every position be incorporated into individual positions descriptions
- 16.3 That the General Manager arrange for training and coaching of staff in effectively discharging their responsibilities and delegations.

Consultants' Comments

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The recommendation will improve processing times within Council and will encourage employee motivation and accountability. It will also allow the General Manager and Directors to focus on strategic tasks which are their domain.

General Managers Comments

The delegations have been reviewed and the details of those delegations are included in the comments to recommendation 24 below.

16.2 and 16.3 will be considered once a determination of structure principles is adopted by Council.

Recommendation 17

Integrated Planning and Reporting

That Warrumbungle Shire Council embrace and appropriately resource the Integrated Planning and Reporting frame work in order to derive maximum benefit for Council and the community.

Consultants' Comments

Although the Integrated Planning and Reporting framework is required by legislation, it presents an opportunity for community, Councillors and Council staff to transcend the day-to-day issues and develop a common long-range strategy and future for the whole LGA. As an amalgamated council, this is particularly important. Appropriately resourcing the process is a key to its success, which will provide better information and more sustainable planning for Council and the community.

General Managers Comments

This matter is contained in the introduction above under Integrated Planning and Reporting. Council's commitment is outlined there.

Recommendation 18

Vision for Warrumbungle Shire Council

That Council engage a professional facilitator, skilled in strategic planning workshops, to run an initial workshop with Councillors, General Manager, and Executive Staff to develop a joint, motivating and empowering vision for Warrumbungle Shire Council.

Consultants' Comments

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In order for Warrumbungle Shire Council to effectively capture the challenge and opportunity presented by its present situation, an independently facilitated, motivating and results-focused workshop will provide a clear starting point for Councillors and staff – the point which signifies that the past is past, and the organization and elected Council is moving forward as the one LGA.

General Managers Comments

There is merit in a series of workshops in positively managing change which will be needed once a new organisation structure has been developed. This will set a united approach, commitment and enthusiasm for the future. It will however need significant resources allocated to it. This should be listed as a critical step in the timetable of change that is now being developed.

Recommendation 19

Delegations and electronic purchasing

- 19.1 That Managers be given delegation to authorise purchase orders relating to projects they are responsible for, within set parameters. (as per **Recommendation 16**)
- 19.2 That Council move to the use of electronic authorisation of purchases.

Consultants' Comments

Recommendation 19.1 encourages greater responsibility and accountability within the organisation and removes a bottleneck in the purchasing; prepare purchase orders, which then are authorised by the managers. It also enables the Directors to concentrate more on strategic oversight work in their Department, including spot-checks and audits of purchases.

Recommendation 19.2 reduces time lost due to double-handling of purchases orders by stores staff. It also speeds processing times as purchase orders can be authorised from anywhere with a computer connection. Finally, it is beginning to use more of the capabilities of Councils current IT capabilities.

General Managers Comments

19.1 The delegations have been included in manager delegations formally issued on 19th February 2010. The nature and breadth of this delegation was agreed to by MANEX before they were issued.

19.2 The intention is to move eventually to an electronic system however the concerns about management of stock items particularly fuels needs to be satisfied. There have been numerous reports to Council recently on the failures in accountability in managing fuel stocks. A strategy is in place to address this matter after that we can look at electronic ordering systems.

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Recommendation 20

Stores procedures and stock control

- 20.1 That the General Manager and Director establish a project team including the stores staff to develop and communicate clear stores policies and procedures. The project should also include research on best practice of stock control.
- 20.2 That staff not adhering to procedures be effectively performance managed, with support from the Director and General Manager.
- 20.3 That the General Manager and Directors arrange for and support staff training in the Code of Conduct and relevant legislation and regulations, with the aim of addressing perceptions about acceptable behaviour.
- 20.4 That staff not adhering to procedures be effectively performance managed, with support from the Director and the General Manager.

Consultants' Comments

This recommendation empowers staff to seek out the best solutions for their area of expertise, and recommend and implement actions to ensure the stores are effectively managed, minimising losses due to theft and human effort. Effective support for performance management is crucial in ensuring that new procedures are followed, both for staff within the stores and for staff ordering and using the stores. Training in ethics, guidelines and code of conduct, if it has not been undertaken so far will provide staff with the knowledge of the local government framework.

General Managers Comments

20.1 The development of procurement policies is a high agenda item and will be moved forward immediately. The inclusion of practitioners is a worthwhile extension of the process.

20.2, 20.3 and 20.4 is to be a progression that not only relies on 20.1 but also on the delegations referred to above in the responses to 16 and 19.

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Recommendation 21

Chart of Accounts

- 21.1 That the General Manager together with all Directors and Managers review the chart of accounts, with the aim of reducing its complexity and making it more user-friendly.
- 21.2 That input into the process be sought from the software provider to ensure the system is in line with best practice and that it can be migrated to the Civica platform down the track, if desired.

Consultants' Comments

A streamlining of the system seems called for. Ongoing problems with financial reporting suggest that a collaborative search for solutions will increase staff engagement and buy-in down the track.

General Managers Comments

The chart of accounts has been reviewed by affected staff, down to manager level, on two occasions previously. These reviews have been undertaken to craft a chart of accounts that assisted in the accounts preparation and are user friendly. The changes put in place have been made to the Civica software. The restructure were done in 2008 and 2010. A meeting of all Directors, Managers and other major user staff was held at the Coonabarabran Town Hall on 16th March 2010. A total of 15 staff attended. The minutes from that meeting show the broad range of issues canvassed, the solutions sought and actions to be undertaken to ensure the Chart of Accounts as of 1st July 2010 fully reflects the needs and agreed outcomes. The Director of Corporate Services has led the process and I expect that 21.1 would have been met.

Recommendation 22

Councillor requests service levels

- 22.1 That Council and Senior Management agree on service levels and turnaround times for Councillor requests.
- 22.2 That the General Manager establish and resource the procedures and processes necessary to ensure service levels are met. This should also form part of the General Manager's and Directors' Performance Agreements.

Consultants' Comments

This measure is introducing clear accountability from the top down.

General Managers Comments

There is currently no KPI benchmark for time to action Council Meeting decisions. This however is being reviewed with a closer scrutiny of time frames in resolution action. That new format has been delivered to Councillors at the last several meetings. Councillors

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will need to define their expectations and a possible reporting mechanism – presently the report to Councillors is only provided as information. Should it be a format meeting agenda item at the end of the meeting when questions for the next meeting are dealt with?

Recommendation 23

Incoming correspondence

- 23.1 That the General Manager review and change the processes currently in place for incoming correspondence to improve efficiency and speed of processing.
- 23.2 That Council review the need for two postal addresses and, if deciding to keep two addresses, fund adequate IT (scanning) facilities in the Coolah office, such that mail received there can be processed there.

Consultants' Comments

Recommendation 23.1, in conjunction with formal delegations regarding routine correspondence, will speed up processing times for correspondence. One option of implementing this recommendation would be for mail to be scanned and distributed by administration staff, with the General Manager added as reader in the document management system. This would enable the General Manger still be able to view all correspondence. Whilst allowing the organisation to respond quickly to issues that are raised.

Recommendation 23.2 is intended to streamline the entry points for mail to the system. Maintaining two postal addresses will result in delays for processing mail, unless both entry points are able to process incoming mail and upload it onto the document management system.

General Managers Comments

23.1 The process for managing incoming correspondence is now that it is physically referred to the General Manager after opening and in most cases returned to admin staff within two hours. It is scanned and generally allocated on that day. If the General Manager is away or out of the office and not expected to be back shortly then the correspondence is scanned and allocated and the physical copy then referred to the General Manager. A version of this method of handling correspondence has been in place for four years or longer and has not delayed the distribution of mail to responsible staff.

23.2 It would seem to me that the receipt of all mail at one point would be by far the best managerial outcome for the organisation.

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Recommendation 24

Delegations for correspondence

That the General Manager provide delegation to managers and specialist staff to sign routine correspondence within their area of responsibility. (As per Recommendation 16)

Consultants' Comments

As an extension to Recommendation 16.1, this recommendation will speed up processing times within Council, will encourage staff to take more responsibility for their work, and will free up the General Manager's time. It is common practice within Local Government to provide delegations to managers and specialist staff to attend to incoming correspondence relating to their area of responsibility, subject to certain exceptions and conditions.

General Managers Comments

The list of staff that have formal sub-delegations are listed below:

All Directors	Grievance Handler	Issued 9 th June 2009
Director	Date Issued	Date Amended
Director Corporate Services	24 th March 2009	20 th June 2009
Director Community Services	30 th June 2009	27 th October 2009 and 3 rd March 2010
Director Technical Services	1 st July 2009	27 th October 2009 3 rd March 2010
Acting Director Environmental Services	10 th July 2010	

Manager	Date Issued	Date Amended
Team Leader Tourism & Economic Development	19 th February 2010	
Team Leader Human Resources	19 th February 2010	
Manager Environmental Building Services	19 th February 2010	
Manager Environmental Health Services	19 th February 2010	
Manager Administration	19 th February 2010	
Manager Finance	19 th February 2010	
Manager Social Services	19 th February 2010	
Manager Road Operations	19 th February 2010	
Manager Road Contracts	19 th February 2010	
Manager Fleet Services	19 th February 2010	
Manager Urban Services	19 th February 2010	

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Manager Family Support Services	19 th February 2010	
Manager Yuluwirri Kids	19 th February 2010	
Manager Environmental Building Services	19 th February 2010	9 th July 2010
Manager Administration	19 th February 2010	11 th March 2010

Specialist Staff	Date Issued	Date Amended
Senior Expenditure Off.	11 th March 2010	
Rangers – North & South	9 th July 2010	
Assistant Town Planner	9 th July 2010	

Recommendation 25

Leading change in Council

- 25.1 That the Council consider and document the type of Senior Executive leadership required to lead the organisation in the next phase of its development, to effectively implement the findings and recommendations of this organisational review and to navigate the organisation through the challenges posed by integrated planning and the proposed developments in the region.
- 25.2 That Council and the General Manager consider whether an independently facilitated change management process would serve the organisation to overcome issues related to the amalgamation.
- 25.3 That Council consider the options of supporting the General Manager and Senior Executive Staff in leading the organisation through providing access to coaching or performance management.
- 25.4 That the Mayor ensure the General Manager has access to a suitable qualified coach, counsellor, or Employee Assistance Program, to support the General Manager in his consideration and implementation of the recommendations of this report.

Consultants' Comments

Taking into account the present state of the organisation, the underlying dynamics in an amalgamated organisation and challenges the organisation is facing, Management Solutions considers a review of the senior Executive leadership of the organisation warranted. Council should be clear over what it requires and how it wishes the organisation to be led in the next phase of its development. Council then has to ensure the leadership is skilled and performing accordingly, which may involve investment in professional development, coaching and support and/or developing specific performance agreements of the General Manager and Senior executive staff in relation to required

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outcomes from this review. A further option to consider is a adopting a change management project to overcome internal barriers to working as one organisation.

General Managers Comments

25.1 is a matter for Council to determine. The balance of the recommendation will need to be developed after this report has been thoroughly considered and strategies developed.

Recommendation 26

Review of ManEx operations

That the General manager reviews the operation of ManEx in light of the comments made in this document and develop a system for improving the effectiveness and co-operation of this forum.

Consultants' comments

There are no specific comments to this recommendation except that there is a feeling that here should be the opportunity for more robust debate in MANEX and the introduction of a quarterly all manager meetings to build trust an cooperation across departments and to workshop ways top improve the organisation.

General Managers Comments

By necessity MANEX has, to date, been dealing with operational issues. Changes have been made to the agenda processes of MANEX but there is still some way to go to before it will deliver it potential.

Recommendation 27

Departmental project teams

That the General Manager and Directors establish project teams within each Department to review operations and make recommendations to address the concerns raised in this review.

Consultants' comments

Each department is facing its unique set of circumstances and challenges. The establishment of project teams with clear terms of reference and timelines for reporting provides an opportunity for staff to be actively involved in shaping their Department. If embedded in a process that is authentically supported by the General Manager and Director, with tangible results, it will increase staff engagement and motivation.

General Managers Comments

The establishment of this group and direction will be determined by the outcomes arrived at in the consideration of this report.

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Recommendation 28

HR Function Project Team

- 28.1 That the General Manager and Executive Staff develop a HR model that will best meet the ongoing needs of the organisation in terms of structure and service delivery.
- 28.2 Establish a project team involving representatives from all levels of staff to review and develop strategies to address the issues raised in this review in relation to the HR function.

Consultants' Comments

A decision needs to be made by the Executive on the best HR model to meet the needs of the organisation and staff. The current model seems to be administratively focussed rather than strategically focussed.

By using a project-team with staff from across the organisation, a broad-based consensus and greater pool of possible solutions to this crucial function in the organisation will be generated. This will also increase transparency and support for the HR function.

General Managers Comments

The model for Managing HR is currently being reviewed by the GM and Team Leader HR. There will be synergies to this review from the findings of the Workforce Management Planning as referred to at recommendation 2.

Recommendation 29

OH&S audit and resourcing

- 29.1 That Council request StateCover to conduct a full third party OH&S audit of the organisation, to identify strategies for further reduction in workers compensation premiums.
- 29.2 That the General Manager ensure the position of Safety Officer has suitable mobility and flexibility in working hours to be able to effectively undertake the education, inspection and promotion of safety activities of worksites and depots throughout the LGA.

Consultants' Comments

The audit and resourcing of the Safety Officer are necessary to ensure OH&S risks and workers compensation premiums can be minimised.

General Managers Comments

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The Safety Officer's position since July 2010 has been provided with a vehicle. It is now my expectation that the time allocated to staff safety issues will more properly equate with staff numbers and staff localities. This will be monitored and KPI's developed to ensure that the delivered outcomes meet expectations.

Recommendation 30

Remuneration levels and salary system

That the General Manager review and report to Council on the remuneration policy and salary system, recommending ways for Council to align its remuneration levels and benefits with market conditions in the medium-term to be seen as an attractive employer.

Consultants' Comments

Competitive remuneration is an important motivating factor for attracting and retaining staff. Council should consider ways and strategies to provide staff with remuneration or other benefits that motivate staff to fully contribute to the organisation. This will also present Council with an opportunity to negotiate productivity increases with staff.

General Managers Comments

The outcomes in this area fit in with the General Manager's comments related to recommendation 14 above.

Steps have been taken to leverage the take home benefits staff have available with external facilitated salary sacrificing being in place since March 2008.

The difficulties with objectively increasing remunerations are that current existing levels relate very much to the existing organisation structure. Other Councils do pay particular positions more but have less staff at that level. At WSC we have 4 Directors, 2 Team Leaders, 12 Managers and 15 supervisors. So on a cumulative basis Council is paying the same remuneration total across these positions as would be paid in other Councils of a similar size.

Recommendation 31

Videoconferencing facilities

Council should investigate the establishment of dedicated videoconferencing facilities between the Council offices in Coolah and Coonabarabran.

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Consultants' Comments

Whilst the initial outlay required may be substantial, videoconferencing facilities would provide a valuable tool to enable communication across the organisation. It could be used for meetings at all levels, from Council down to operational staff who may need to discuss an operational issue. This would reduce travelling times between sites and would still provide the visual connection which makes conferencing via telephone a less favoured option.

General Managers Comments

This recommendation should be included in the deliberations from recommendations 32 and 34.

Recommendation 32

Plant and IT replacement program

That Council move to a budgeted program of plant, small plant, and IT infrastructure replacement.

Consultants' Comments

This recommendation is a step towards financial sustainability, by ensuring that appropriate tools are available for ongoing operations. This will also aid staff motivation, as staff will have the proper tools required to do their work.

General Managers Comments

The IT funding over recent years has been by way of leasing of equipment rather than purchasing. To adopt this approach would change this past practice.

With relation to plant Council currently provides for the replacement of its equipment out of the current years income and expenditure. That is it funds depreciation which is managed within that year. This proposal would mean that Council would have to determine its plant replacement programme in the previous year and then put aside the dollars as a restriction. The practical way to achieve this would be to undertake no plant changeovers in one year and restrict those funds for the following year.

Recommendation 33

Email and internet access

That the General Manager provide direct email and internet access down to Supervisor level, with appropriate policies covering use.

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Consultants' Comments

This recommendation is aimed at ensuring that supervisors have the capability to effectively and efficiently communicate with customers, as well as to obtain information they require for their work.

General Managers Comments

Internet access for Director and Managers is in place. Some supervisors have access in place (for some in place for many years) but there are some supervisors who do not have access to the facility. A policy is in place for this usage and a policy was approved by Council at a meeting on 26th June 2008.

Recommendation 34

Use of technology forum

That the General Manager, in consideration of the IT issues raised in this document, establishes a small project team of staff to assess Council's use of technology, and benchmark that against best practice in other similar sized councils. It should then make recommendations to the General Manager on the findings.

Consultants' Comments

Technology, be it outdoor or indoor technology, is one of the areas where a continuous improvement approach is crucial to ensure that systems are used to their fullest capability. A regular forum established a feedback loop providing information to influence future purchases, as well as giving participants the opportunity to share knowledge and improve use of equipment within the organisation.

General Managers Comments

A report was submitted to the 11th March 2010 Council meeting to engage a specialist Contractor to undertake an audit of Council's IT network and systems and prepare tender documents and at least commence work on a 5 to 10 year Information Technology Strategic Plan.

This contract was concluded with a report to MANEX on 16th June 2010. From that a cross division group was formed to carry further review under the management of the Director of Corporate Services. It is understood that two meetings have been held.

There is a need to look thoroughly at the application of technology to many practices – this may also impact on staff resource needs.

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Possible Phase in process.

The consultants have suggested that as Council considers this report it might like to consider a structured phase in of the recommendation. That is that undertaking certain recommendations before others they believe lead on from the earlier ones.

Phase 1 – Focussed Executive Leadership

Recommendation 25 – Leading change in Council

Recommendation 14.1 – New Organisational structure at Director level

Recommendation 26 – Review of ManEx operations

Recommendation 17 – Integrated Planning and Reporting

Phase 2 – A New Vision for Warrumbungle Shire Council

Recommendation 14.2 and 14.3 – New organisational structure including CFO, Communications Manager, and Deputy Technical Services

Recommendation 18 – Vision for Warrumbungle Shire Council

The following recommendations 7-11 and 13 should be incorporated and addressed as part of Recommendation 18.

Recommendation 7 – Head office location

Recommendation 8 – Depot and Store locations

Recommendation 9 – Community Services locations

Recommendation 10 – Environmental Services locations

Recommendation 11 – Co-location strategy

Recommendation 13 – Council-owned residences

Phase 3 – Internal Communication and Accountability, Empowering management and Staff

Recommendation 22 – Councillor request service levels

Recommendation 31 – Videoconferencing facilities

Recommendation 27 – Departmental project teams

Recommendation 34 – Use of Technology forum

Recommendation 16 – Delegations

Recommendation 19 – Delegations for purchase orders

Recommendation 24 – Delegations for correspondence

Phase 4 – Council Communicates its New Image

Recommendation 5 – Corporate Image

Recommendation 4 – Communication with ratepayers and residents

Phase 5 – A new Vision for the Warrumbungle Shire LGA

Recommendation 6 - Vision for the LGA and Organisation

Recommendation 12 – Pools operation policy

Recommendation 3 – Stakeholder communication policy

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Phase 6 – HR Issues

- Recommendation 2 – Performance targets in key areas
- Recommendation 28 – HR Function Project Team
- Recommendation 29 – OH&S audit and resourcing
- Recommendation 30 – Remuneration levels and salary system
- Recommendation 14 – New organisational structure
- Recommendation 15 – Review of Manager Positions

Phase 7 – Process and ongoing improvements

- Recommendation 14.4 – new organisational structure
- Recommendation 1 – Accounting systems and procedures
- Recommendation 21 – Chart of Accounts
- Recommendation 20 – Stores procedures and stock control
- Recommendation 32 – Plant and IT replacement program
- Recommendation 23 – Incoming correspondence
- Recommendation 33 – Email and internet access

RECOMMENDATION

A set of strategic recommendations will be presented to the Council meeting.

.....
R J GERAGHTY
GENERAL MANAGER

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Mr R J Geraghty
General Manager
Warrumbungle Shire Council
John Street
COONABARABRAN 2357

Dear Sir

DIRECTOR OF CORPORATE SERVICES

ANNEXURE 2

2.1 Bank Accounts and Investments as at 30 September 2010

GENERAL FUND	BANK	RESTRICTED	BALANCE
General Fund Bank Balance	\$ 7,855,839.82		\$ 5,987,323.82
Future Capital Upgrading		\$ 371,270.13	
Employees Leave Liability		\$ 767,414.00	
External Grants for Specific Projects		\$ 418,832.87	
Development Sec 94/64Contributions		\$ 310,999.00	
TOTALS	\$ 7,855,839.82	\$ 1,868,516.00	\$ 5,987,323.82
WATER FUNDS			
	BANK	RESTRICTED	BALANCE
Baradine Water Bank	\$ 570,241.37		\$ 570,241.37
Binnaway Water Bank	\$ 526,247.67	\$ -	\$ 526,247.67
Coonabarabran Water Bank	\$ 1,266,976.91	\$ 914,150.00	\$ 352,826.91
Coolah Water	\$ 977,655.63		\$ 977,655.63
TOTALS	\$ 3,341,121.58	\$ 914,150.00	\$ 2,426,971.58
SEWERAGE FUNDS			
	BANK	RESTRICTED	BALANCE
Coonabarabran Sewerage	\$ 2,761,809.95	\$ 1,558,000.00	\$ 1,203,809.95
Baradine Sewerage	\$ 227,612.34	\$ 160,020.00	\$ 67,592.34
Coolah Sewerage	\$ 1,314,438.39	\$ 828,800.00	\$ 485,638.39
TOTALS	\$ 4,303,860.68	\$ 2,546,820.00	\$ 1,757,040.68
TRUST FUND			
Trust Fund	\$ 139,598.20	\$ 139,598.20	\$ -
	\$ 139,598.20	\$ 139,598.20	\$ -
SUMMARY			
	BANK	RESTRICTED	BALANCE
General Fund	\$ 7,855,839.82	\$ 1,868,516.00	\$ 5,987,323.82
Water Fund	\$ 3,341,121.58	\$ 914,150.00	\$ 2,426,971.58
Sewerage Fund	\$ 4,303,860.68	\$ 2,546,820.00	\$ 1,757,040.68
Trust Fund	\$ 139,598.20	\$ 139,598.20	\$ -
TOTALS	\$ 15,640,420.28	\$ 5,469,084.20	\$ 10,171,336.08

RECOMMENDATION

For Council's information.

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2.2 Investments held as at 30 September 2010

Warrumbungle Shire Council Local Government Financial Management Regulations (Clause 16) Investments Held As At 30 SEPTEMBER 2010.										
ON CALL										
	Investment	S & P Fitch Rating	Final Maturity Date	Current Interest Rate	Interest Frequency	Next Interest Date/Reset	Amount Invested Face Value (\$)	Market Value at End Of Month (\$)	% of Total Funds (Face Value)	Accrued Interest to End of Month \$
	St George Bank	A1+	On Call	6.02%	Monthly	End of Month	4,350,000.00	4,350,000.00	0.293	15,338.63
OTHER INVESTMENTS										
1	RIM Securities BOND ST CUSTODIAN-TITANIUM AAA	AA	14/12/2010	4.96%	Quarterly	14/03/2010	2,000,000.00	1,989,720.00	0.135	28,463.30
2	SunCorp Term Deposit 30day	AA	21/06/2010	5.63%	Month	21/07/2010	0.00	-	0.0000	8,493.45
3	ANZ CREDIT SAIL-ANZ INVESTMENT BANK CDO- A	B	30/12/2011	0.00% Note 1	No Coupon	30/03/2010	500,000.00	415,500.00	0.034	No Coupon

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	Investment	S & P Fitch Rating	Final Maturity Date	Current Interest Rate	Interest Frequency	Next Interest Date/Reset	Amount Invested Face Value (\$)	Market Value at End Of Month (\$)	% of Total Funds (Face Value)	Accrued Interest to End of Month \$
4	BENDIGO BANK FRN	BBB	21/09/2012	5.22%	Quarterly	21/03/2010	500,000.00	481,390.00	0.034	7,687.67
5	ANZ ASPIRT 1-CPPI/FRN- Aap	AA	11/08/2012	0.00% Note 1	No Coupon	11/02/2010	500,000.00	462,223.50	0.034	No Coupon
6	WBC DANDELION-FRN-	AA	21/12/2012	0.00% Note 1	No Coupon	21/03/2010	1,000,000.00	853,800.00	0.0673	No Coupon
7	ANZ ASPRIT 11-CPPI/FRN- Aap	AA	30/03/2013	0.00% Note 1	No Coupon	30/03/2010	800,000.00	725,512.00	0.05	No Coupon
8	DEUTSCHE BANK AG LONDON DAISY	AA-	31/05/2011	0.00% Note 1	No Coupon	28/02/2010	1,500,000.00	1,445,250.00	0.10	No Coupon
9	ANZ ALL SEASONS-KEOLIS AAA	AA+	16/06/2013	0.00% Note 1	No Coupon	16/03/2010	1,500,000.00	1,202,550.00	0.10	No Coupon

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	Investment	S & P Fitch Rating	Final Maturity Date	Current Interest Rate	Interest Frequency	Next Interest Date/Reset	Amount Invested Face Value (\$)	Market Value at End Of Month (\$)	% of Total Funds (Face Value)	Accrued Interest to End of Month \$
10	ANZ AVERON BOND- SEALINK P/L- CPPI/FRN-AAA	AA+	20/06/2013	0.00% Note 1	No Coupon	30/03/2010	700,000.00	591,780.00	0.047	No Coupon
11	DRESDNER BANK OCTAGON PLC-EMU NOTE	AA+	30/10/2015	0.00% Note 1	No Coupon	30/01/2010	1,500,000.00	1,136,250.00	0.10	No Coupon
							14,850,000.00	13,653,975.50	Interest Received	81,996.56

Monthly Investment Certification

In accordance with Regulation No.264, Clause 19(3)(b) I certify that the investments

have been made in accordance with the Act, the Regulations and the Council's Investment policies at the time the investment was made.

**Responsible Accounting
Officer**

WARRUMBUNGLE SHIRE COUNCIL

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Notes to Investment Report

- 1 With the other investments where no coupon is indicated - they are in principal protection mode. When the basket of securities reaches \$ for \$ again they will start paying coupons again based on the quarterly BBSW plus margin

General

Note Valuations based on data received at end and are for the capital value only.(do not include accrued interest)

RECOMMENDATION

For Council's information.

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2.3 Reconciliation of General Fund Bank Account – as at 30 September 2010

	General Managed Fund	Trust Fund	Investment Fund
Cashbook as at 30th September, 2010			
Opening Balance	1,391,680.32	146,803.68	15,250,000.00
Plus Deposits	3,957,812.30	1,488.40	2,350,000.00
Less Payments	-4,698,670.54	-8,693.88	-2,750,000.00
Adjusted Cashbook Balance	650,822.08	139,598.20	14,850,000.00
Bank Statement as at			
30th September, 2010	745,505.88	139,673.57	
Plus Outstanding Deposits	10,008.75	690.03	
Less Outstanding Payments	-104,692.55	-765.40	
Adjusted Statement Balance	650,822.08	139,598.20	0.00
Ledger Cash Book			
Closing Balance	650,822.08	139,598.20	14,850,000.00
Total Ledger	650,822.08	139,598.20	14,850,000.00
<i>Difference</i>	0.00	0.00	0.00

RECOMMENDATION
For Council's information.

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2.4 Rates and Charges Collection – up to and including end 30 September 2010

Due to an unprecedented and as yet unsolved problem with our financial software, we were unable to produce a rates report for September in time for the business paper. Hopefully this matter will be resolved allowing us to provide this report either prior to, or on the day of the Council Meeting. Apologies for the inconvenience.

RECOMMENDATION

For Council's information.

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2.5 Monthly Fuel Stock Take

Background

As part of monitoring the fuel issues Council has requested a monthly stock take of fuel.

Report

Fuel Stocktake		Month of Count: September		
Stockcode	Description	Location	Stores Balance	Count Balance
275	Tanker	Coonabarabran	165.40	154
276	Tanker	Coonabarabran	346	350
277	Tanker	Coonabarabran	897	900
278	Tanker	Coonabarabran	416.20	400
279	Tanker	Coonabarabran	1765	1750
280	Tanker	Coonabarabran	1691	1900
281	Tanker	Coolah	171	170
282	Tanker	Coolah	300.5	300
283	Tanker	Dunedoo	21.1	20
284	Tanker	Coolah	0	0
285	Tanker	Dunedoo	178.5	210
286	Tanker	Coolah	0.60	0
287	Tanker	Mendooran	140	140
330	Tanker	Coonabarabran	391.6	388
5190	Tanker	Coonabarabran	0	0
4060	Bulk Diesel	Coolah	4400	5200
54060	Bulk Diesel	Dunedoo		
19080	Bulk Diesel	Coonabarabran	6703.5	6650
Unl 16033	Unleaded - Depot	Coolah	8126	8000
Unl 19070	Unleaded - Depot	Coonabarabran	2793.1	3075
Unl 6603	Unleaded - Depot	Dunedoo		

Following are explanations for the major discrepancies:

Dunedoo depot figures were not available at the time the business paper was prepared due to the staff member who processes the stores balances being on leave.

RECOMMENDATION

For Council's information.

.....
CAROLYN UPSTON
DIRECTOR OF CORPORATE SERVICES

WARRUMBUNGLE SHIRE COUNCIL

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Mr R J Geraghty
General Manager
Warrumbungle Shire Council
John Street
COONABARABRAN 2357

Dear Sir

Attached is my report for consideration by Council

DIRECTOR OF TECHNICAL SERVICES

ANNEXURE 3

3.1 Dunedoo Garden Group – Request for Review of Private Works Account

Background

Council will recall giving approval to the Dunedoo Garden Group on the 19 March 2009 to install up to seven (7) sculptures in Milling Park and establishing garden beds around the sculptures and a garden bed near the toilet block. The Garden Group supplied the sculptures, shrubs and flowers and other materials associated with the project. The members of the Garden Group also volunteered many hours of manual labour to establish the gardens.

However, the Garden Group also requested assistance from Council staff to undertake works associated with the project. The President of the Garden Group signed an agreement with Council's Parks Supervisor on the 17 September 2009. In the agreement the nature and scope of the works was described as 'various jobs in the park – garden beds, fencing'. It was expected the works would be completed over a six week period in a cooperative arrangement. A copy of the agreement has been forwarded to Councillors under separate cover.

The works were completed and an invoice was sent to the Garden Group on the 7 April 2010. The invoice was paid in full on the 6 July 2010.

Additional works were undertaken in May 2010 by both the Garden Group and Council Staff to complete installation of another three sculptures. An invoice for these additional works has not been prepared and forwarded to the Group.

The President of the Garden Group is not happy with the amount charged on the 7 April 2010 and the following is a summary of correspondence between Council and the Group on the matter:

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- 15 April 2010. Garden Group suggest they have been overcharged and nominates staff hours on the job.
- 10 May 2010. Council provides detailed explanation of all works undertaken by staff.
- 26 May 2010. Garden Group again 'expresses disappointment in Council's treatment of a voluntary organisation'. In particular raises an issue about work done on the fence.
- 26 July 2010. Garden Group again requests review of invoice.

Another review of staff involvement in the project has been undertaken and in particular an audit of labour hours, plant hours and materials used. A summary of these direct costs are included in Table 1.0 (which has been included as a confidential item in the Confidential Business paper).

Issues

Clearly, the work involved in the project and staff time required did not meet the expectations of the Garden Group. It appears that the agreement did not appreciate the full scope of the work. For example, additional rocks were sourced by Council staff for the garden beds and the size of the foundation holes were different to expectations and needed to be changed.

Whilst the Garden Group wanted to be kept up to date on daily costs, Council Supervisory staff are only able to provide indicative costs and they are not in a position to provide a very detailed account of costs on a daily basis.

The review of labour and plant hours charged out to the job by staff clearly indicate that plant hours fall short of the relative labour hours. That is, not all plant used on the job was charged to the job. Furthermore, not all materials used on the job were charged to the job.

Options

Council has discretion in this matter and may want to consider the fact that a significant project has been completed in Milling Park. Furthermore, the project would not have been completed without significant voluntary labour and enthusiasm, on part of the Group.

Council may wish to consider making a contribution to the project by way of donation. The second invoice has not been prepared and paid and Council may wish to make a contribution equivalent to this amount.

Financial Considerations

The total cost of staff time, plant and materials charged out to the private works job for the Dunedoo Garden Group is \$4,371.01 (incl GST). However, an amount of \$3,417.63 (incl GST) has been raised as invoice and paid. That is, there is an amount of \$953.38(incl GST) outstanding on the job.

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RECOMMENDATION

That a donation equivalent to the outstanding amount of \$953.38 (incl. GST) be made to the Dunedoo Garden Group for work done on installing sculptures, garden beds and fences in Milling Park. Furthermore, no changes are made to the previously issued invoice amount of \$3,417.63 (incl GST).

3.2 Proposal By Fisheries Division of Industry & Investment NSW to Construct a Box Culvert Structure on Merryula Road

Background

Council will recall a report to the meeting on 16 September 2010 regarding a proposal by the Fisheries Division of Industry & Investment NSW to construct a box culvert over the Castlereagh River on Merryula Road. The proposal involves removal of the existing concrete causeway and construction of a five cell box culvert structure. The structure is built on piers rather than a concrete slab and there is extensive use of rock to protect the river bed and road approaches.

Council's resolution from that meeting is as follows;

'That Council write to our local member, Mr Kevin Humphreys and to the local CMA and also to NSW Industry and Investment expressing concerns regarding the proposal for the construction of a box culvert structure over the Castlereagh River on Merryula Road and the potential increased maintenance costs'
(resolution 105, 16 September 2010).

A letter has been written to the Member for Barwon and to Industry and Investment NSW. A response has been received from I & I NSW and a copy has been forwarded to Councillors under separate cover. In addition, some assurances have been received from the designer of the box culvert structure and this correspondence has also been forwarded to Councillors under separate cover.

The matter is now back before Council for consideration

Issues

One of the significant issues raised by Council was responsibility for funding repairs or replacement of the structure should it be damaged or washed away during a flood. I & I NSW are not in a position to provide any sort of warranty on the structure, they do indicate however, they 'will endeavour to provide assistance within its capacity'. That is, they will not establish a budget for repairs to the structure and any assistance they provide will be subject to available funds at the time.

The design issues raised, particularly in relation to stability of road approaches and the river bed have been addressed, however, a revised construction drawing has not been issued.

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Options

It appears that I & I NSW will not proceed with the proposal unless it has support from Council. Council may wish to advertise the revised proposal, that is, the construction drawings with amendments, in the normal manner and then consider any submissions that are received.

Financial Considerations

As previously advised, there is no budget allocation for this project, however I & I NSW are not seeking a contribution from Council. The cost of ongoing maintenance will depend to a certain extent on the quality of construction particularly in relation to the rock lined bed and road approaches.

RECOMMENDATION

That the proposal from Industry & Investment NSW to remove the existing causeway and construct a five cell box culvert structure over the Castlereagh River on Merryula Road be advertised by Council in accordance with requirements of the Roads Act 1993. Furthermore, the matter be referred back to Council at the conclusion of the advertising period regardless of whether any submissions are received or not.

3.3 Riverbank Erosion in Neilson Park

Background

Council received a report at the meeting on the 16 September 2010 regarding erosion of the riverbank in Neilson Park. Council resolved to hold the matter over until Councillors had an opportunity to observe the situation and the matter was referred to the October meeting. A copy of the report is reproduced in attachment 1.0.

Council is asked to consider the matter.

RECOMMENDATION

That a survey of the riverbank erosion site be undertaken and a rehabilitation plan prepared for Council consideration during preparation of the 2011/2012 budget.

Attachment 1.0 – Business Paper Report 3.4 September 2010.

Riverbank Erosion In Neilson Park

Background

Erosion of the river bank adjacent Neilson Park has occurred as a result of a major flood event at the end of December 2009. With subsequent flood flows in the river, the depth and length of erosion has increased to an extent where stability of an entire section of bank is under threat. At the top of the bank there is a row of Plain trees that may be

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undermined if erosion continues. The Plain trees are a distinguishing feature of Neilson Park.

Funds have not been allocated to stabilize the river bank in Neilson Park and Council is being asked to consider remediation of the site as emergency works.

Issues

There is no apparent reason why erosion has suddenly occurred on the riverbank adjacent Neilson Park. There is a stand of Casuarinas on the opposite bank and this growth may have altered the direction of streamflow in the river. The Principal River Geomorphologist for NSW Office of Water recently inspected the site and could not explain the sudden appearance of the erosion, however he did indicate a course of action necessary to remediate and stabilize the riverbank.

The proposed works involve placement of a layer of rock at the toe of erosion and then armouring the riverbank with rock. The distance over which this work should undertaken is around 65 metres. Working drawings work need to be prepared before any remediation works are undertaken.

The riverbank erosion has also created a steep bank and combined with a deep waterhole a hazard has now developed. Until the erosion site is remediated, the hazard will need to be fenced and signs erected.

Options

Council will need to assess the risk to the both the Plain trees and to users of the park. Council may wish to monitor the situation when funds may become available at the next budget process. However, Council also has discretion to allocate funds for stabilization of the riverbank before further erosion occurs.

FINANCIAL CONSIDERATIONS

The estimated cost of acquiring the necessary rocks and placement of the rocks in a structured layer is estimated to be \$40,000. There is no budget allocation for such works and Council may wish to make a supplementary vote.

RECOMMENDATION

For Council consideration

3.4 Proposed Policy for the Upgrading of Unformed Public Roads

Background

At the meeting on the 16 September 2010, Council sought a report on developing and implementing a policy for upgrading unformed roads. Council received advice that a policy developed by Wingecarribee Council was particularly useful in clarifying the issues surrounding upgrading a road where the road is not currently maintained by Council. The policy was brought to Council's attention following inspection of a road access issue for a property at the end of Mt Bangalore Road.

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Council is often requested by a property owner to upgrade a road that is marked on a map but not formed or constructed in any way. These 'paper roads' often only provide access to one property and they traverse terrain that is traditionally difficult to construct such as land that is low lying and flood prone land or characterized by rocky ridges. Generally, access to the property is via a private access under a mutual agreement with an adjoining property owner. The request to Council often comes about when the mutual agreement breaks down.

Council is asked to consider the situation and whether or not a policy should be developed in relation to roadworks on roads not maintained by Council. A draft policy has been prepared and is shown in attachment 1.0. A copy of the documents from Wingecarribee Shire Council has been forwarded to Councillors under separate cover.

Issues

In the past when a request to upgrade a 'paper road' or even an existing track on a public road is received, it is referred to Council for consideration. Generally Council refuses to fund an upgrade on the basis that it is not in a financial position to extend the network of road maintenance within the Shire. The applicant has the option of undertaking the roadworks at their own expense, but mostly the applicant looks for other means of securing practical access to their property.

The policy document from Wingecarribee Shire Council is unclear in relation to delegation of authority to approve or refuse roadworks on a public road. The proposed policy in attachment 1.0 clearly indicates that all applications for road upgrade will be referred to Council for consideration. More often than not, the applicant will request a contribution from Council towards the cost of upgrading a road, in which case the matter would be considered by Council anyway.

Options

Council has discretion in relation to adoption of a policy for upgrading unformed roads. The proposed policy attempts to clarify Council's procedures and approach to the issue of legal but not practical access to a property. However, adoption of the policy may limit Council's discretion, particularly where the Crown is willing to transfer control of a public road to Council

Financial Considerations

The proposed policy in itself will not impact upon Council's budget. Under the policy each application is considered on its merits and any financial implication will be taken into account at that time.

RECOMMENDATION

That the draft policy 'Warrumbungle Shire Council Policy for Upgrading of Roads Not Constructed or Maintained by Council' in Attachment 1.0 be adopted by Council subject to a public advertising period of 28 days.

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Attachment 1.0

Warrumbungle Shire Council DRAFT POLICY DOCUMENT

Upgrading of Unformed Roads

1. POLICY NAME

Warrumbungle Shire Council Policy for Upgrading of Roads Not Constructed or Maintained by Council.

2. POLICY

Warrumbungle Shire Council is committed to providing opportunity for property owners to develop their land and practical access to that land.

3. POLICY OBJECTIVES

The policy aims to set out the circumstances and procedures under which property owners are able to undertake roadworks on Council public roads within the Warrumbungle Shire Local Government Area. The expected outcomes of this policy are as follows:

- To allow property owners to provide access to their land at reasonable cost.
- To minimise requests for Council to further upgrade or maintain a road provided by a property owner.
- An understanding by property owners of the conditions under which they are able to undertake roadworks when Council is not in a position to fund the works.
- That roadworks are undertaken in accordance with set guidelines and standards to minimise risk of injury or damage to users of the road.
- To ensure that the effects on the environment are considered and adverse impacts minimised.
- To ensure that de-facto land developers are required to provide a standard of road identical to that required by subdivision.

4. POLICY SCOPE

This policy covers those public roads vested in Council but not constructed or maintained by Council. Within the Warrumbungle Local Government Area, there are many hundreds of kilometers of road vested in Council but not maintained by Council. These roads often provide the only legal access to an owner's property, however they are not constructed or maintained by Council. In effect, these unformed roads are 'paper roads' or roads that are simply marked on a map. Often these roads traverse difficult terrain, such as flood prone areas and rocky ridges.

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Legal Framework

The relevant legal framework is contained in the Roads Act 1993.

1. Council has no statutory duty to carry out works of construction or repair of public roads, or to keep them in repair.
2. It is an offence to carry out any work on a public road without the consent of Council (Section 138).
3. Council can give this consent subject to conditions (Section 139).
4. Council can revoke this consent at any time and for any reason (Section 141).
5. If the road is a Crown public road, the Land and Property Management Authority will only permit work on the road if Council accepts the road as public road. Council may impose identical conditions to those that would apply to a public road.

Principles

The principles behind the policy are:

1. Council has an obligation to ensure that legal access is available to all lots. Council has no obligation to provide physical access to the lot(s).
2. The market value of a lot reflects the amenities which benefit the lot, such as water supply, sewerage, sealed road access, etc.
3. Council should not be required to provide vehicular access at its cost as this is effectively subsidising the purchase price of the lot.
4. Owners of a lot on an unformed road who genuinely wish to build on the land should be able to do so at a reasonable cost, including the cost of provision of vehicular access.
5. Council needs to minimise its exposure to subsequent complaints and requests for construction and sealing of the formed access road, by ensuring that it is built to an appropriate standard.
6. Owners or developers of multiple lots located on an unformed road who intend to develop and resell the lots should be required to provide access to a standard that would apply to subdivision. In such cases, the developer should be prevented from the sequential extension of the road and sale of the lots one at a time, by 'bending' the policy

5. DEFINITIONS AND ABBREVIATIONS

Crown Roads – public roads vested in the Crown and managed by the Land and Property Management Authority.

Council Public Road – public roads vested and managed by Warrumbungle Shire Council

Property Owner – Owner of land within Warrumbungle Shire Council

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6. POLICY IMPLEMENTATION

If a property owner intends to gain vehicular access to their land along an unformed road, then the following procedures and conditions will apply:

1. A written application to undertake roadworks by the property owner on a Council public road, must be lodged clearly stating the reasons for the proposal. In the case of a Crown public road, the application must be accompanied by a letter of approval from the Land and Property Management Authority (Department of Lands).
2. The application will be assessed and considered by Council at an Ordinary monthly meeting of Council. If an approval is given, the property owner must undertake the works in accordance with the following standard conditions:
 - (i) In the case of access to a single lot or where vehicle movements are likely to be less than 10 per day on average:
 - a. Width – 4 metres.
 - b. Depth of compacted gravel – 100 mm.
 - c. Longitudinal grades greater than 1 in 6 are bitumen sealed.
 - d. Drainage pipes installed to convey 1 in 10 year storm event.
 - e. Adequate scour protection and table drains are constructed.
 - (ii) In the case of access to multiple lots or where vehicle movements are likely to be between 10 and 50 vehicles per day on average:
 - a. Width – 6 metres.
 - b. Depth of compacted gravel – 200 mm.
 - c. Road grades, horizontal and vertical curves designed for a design speed of 60 kph.
 - d. Longitudinal grades greater than 1 in 6 are bitumen sealed.
 - e. Drainage pipes installed to convey 1 in 10 year storm event.
 - f. Adequate scour protection and table drains are constructed.
 - g. Preparation of road construction plans.
3. The upgrading of a road to Council standards does not automatically imply that Council will maintain that road. A formal resolution from Council is required before Council assumes responsibility for maintenance of the road.

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3.5 Proposed Crash Barrier for Coolah Office

Background

Council will be aware of the extensive damage caused to the Coolah Office when a vehicle slammed into the rear wall on the 31 July 2010. The vehicle was travelling down Martin Street and after failing to take the curve in the road it entered the car park area and hit the wall at high speed. Council would also be aware of damage to the building earlier in the year when a vehicle lunged forward from a parked position.

A low retaining wall separates the car park from the office building, however, there is no barrier to prevent vehicles hitting the wall.

Issues

The likelihood of a vehicle crashing into the wall again, either at speed or from a parking still exists. Hence, the matter is an occupational health and safety issue that should be addressed. Furthermore, there was significant disruption to staff productivity as a result of damage to the wall.

Options

Council has discretion in this matter, however some action needs to be taken by Council to reduce the likelihood of vehicle impacts on the office wall. One option is to block off the entrance from Martin Street with a row of bollards and rearrange the parking configuration in the car park. The purpose of the bollards is to delineate the curve in the road as well as prevent access off Martin Street, the purpose is not to act as a crash barrier. The rearrangement of car parking is necessary under this option to prevent parked cars lunging forward into the wall.

Another option is to construct a physical barrier across the face of the wall on the line of the existing retaining wall. That is, the crash barrier would be around 900mm out from the wall. The purpose of the crash barrier is to prevent vehicles crashing into the wall, however, it would be difficult to provide some type of vehicle speed rating for the crash barrier.

It is expected that a guard rail type fence would prevent parked cars lunging forward and hitting the wall, however only a structural engineer could determine if it was suitable to withstand a vehicle speed of say 50 km/h. A reinforced concrete barrier may be suitable and if it is a structure similar in size and design to concrete traffic barriers, or new jersey kerb, it may withstand a 50kph impact. However, only a suitably qualified structural engineer could assess such a rating.

The visual impact of any crash barrier proposed for the site should be assessed and in this regard a guard rail type fence may not be suitable.

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Financial Considerations

There is no budget allocation for construction of a vehicle crash barrier for the Coolah office and as such any expenditure will require a supplementary vote. The cost of constructing a concrete wall is estimated to be around \$19,000. The cost of constructing a guardrail type of fence is estimated to be around \$7,000. The estimated cost of engaging a structural engineer to assess and rating any proposed structure is around \$2,500.

RECOMMENDATION

A site plan is prepared of the car park behind the Coolah office with the aim of closing off the entrance into the car park from Martin Street. Furthermore, the car parking spaces within the car park are realigned to so that front on parking and reverse parking against the office wall are prevented. The site plan and associated costings are referred to Council for further consideration.

3.6 Restoration of Garford Fire Engine

Background

Council has possession of an old 'Garford' Fire Engine. These vehicles were apparently built in the USA around 1924 and around 50 of them went into service in the NSWFB. The vehicle in Council's possession is rusted and no longer operates but appears to have most of the original components and it appears that restoration would be relatively straightforward.

The Rusty Club in Baradine are requesting Council transfer ownership of the Garford Fire Engine to them. In their letter of application they indicate that the vehicle was previously stationed at Baradine. They want to restore the vehicle to be used in static displays and parades. A copy of their letter of application has been forwarded to Councillors under separate cover.

Issues

There is some conjecture about where this particular Garford Fire Engine operated and therefore which town may have some claim of ownership. The fact is however, the vehicle is in Council's possession and Council must determine what should become of it in the best interests of the whole Shire.

There is a clear requirement under the Local Government Act that disposal of Council assets should be done in an open and transparent manner. This requirement applies to surplus equipment and Council has in the past undertaken disposal by way of auction and on line bidding.

It is expected that should Council advertise an intention to dispose of the Garford Fire Engine there will be considerable interest not just from within the Shire and NSW but possibly nationwide. Hence, if Council wants to retain some control over the vehicle and

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see it used by a local club, then some form of lease agreement should be developed. Any lease agreement should be structured to ensure that the vehicle remains the property of Council and the issue of insurance and how it is used are clearly articulated. For example, should the restored vehicle be used in commercial advertising or limited to raising funds for a community group?

Should a lease agreement be developed with a community group the terms should also address the quality of the restoration as well as milestones and costs associated with restoration. Furthermore, public liability insurance issues should be addressed if the vehicle is to be used at a public function.

Council is aware of the existence of a second Garford Fire Engine in the Shire and this one is located with the Coonabarabran Fire Brigade. Apparently this particular vehicle was given to brigade members at least 20 years ago to restore. While not fully restored, the vehicle was recently used in the Coonabarabran town 150th year parade. The funds to restore the vehicle have come from the resources of the local members, that is, Council has not contributed to the cost of restoring the vehicle

Options

Council may wish to dispose of the Garford Fire Engine and no longer have any association with it, in which case an open tendering method of disposal should be adopted. Alternatively, Council may wish to retain some form of control over the vehicle and enter into a lease agreement with a community group based in the Shire for its restoration and use.

The letter of application from the Rusty Club clearly indicates their desire to take ownership of the vehicle and hence they may not be interested in a lease agreement.

Financial Considerations

There is no budget allocation associated with maintenance or use of the Garford Fire Engine. There are costs associated with developing a lease agreement and there are costs associated advertising a lease agreement or a disposal tender. It is expected that these administrative costs could be accommodated within existing budget allocations.

RECOMMENDATION

That an agreement document is prepared for leasing the old Garford Fire Engine and expressions of interest are sought from community clubs and groups in the Shire for restoration and use of the vehicle.

.....
KEVIN TIGHE
DIRECTOR TECHNICAL SERVICES

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Mr R J Geraghty
General Manager
Warrumbungle Shire Council
John Street
COONABARABRAN 2357

Dear Sir

Attached is my report for consideration by Council

DIRECTOR OF ENVIRONMENTAL SERVICES ANNEXURE 4

4.1 Development Application for Determination – DA 46/0910

CHANGE OF USE FROM SHED TO BUS SHED AT 90 – 92 TUCKLAN STREET DUNEDOO

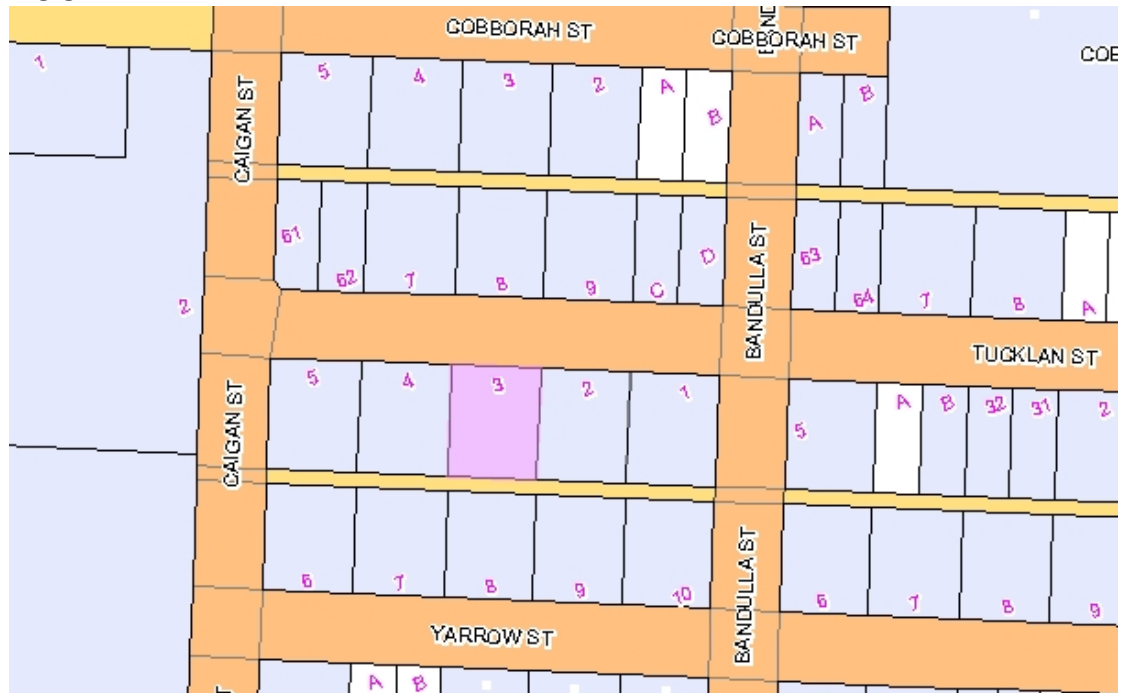
DATE LODGED: 9 October 2009

ISSUES: Insufficient information received

SUBMISSIONS: Nil

RECOMMENDATION: Refusal

LOCALITY MAP



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DESCRIPTION OF PROPOSAL

The application is for the change of use of a shed to a bus shed to store school buses.

STATUTORY CONTROLS

Environmental Planning & Assessment Act 1979

Coolah Local Environmental Plan 2000

- Zoning – Village 2 (v)
Local Development

DESCRIPTION OF LOCALITY

The subject site is identified as Lot 3 in DP 758364, 90 – 92 Tucklan Street Dunedoo.

RELEVANT HISTORY

The application was lodged with Council on 9 October 2009. Information (site plan & statement of environmental effects) was requested on 3 December 2009 and again on 19 February 2010. As of 9 October 2010 no information was received.

CONSIDERATION

The relevant matters for consideration under Section 79C of the *Environmental Planning and Assessment Act 1979*, are assessed under the following headings:

ENVIRONMENTAL PLANNING INSTRUMENTS

COOLAH LEP 2000

1. Permissibility within the zone: (Part II)

The proposed development is permissible as bus shed within the Village 2 (v) zone.

2. Zone Objectives

Insufficient information was received to determine if the proposal is consistent with the zone objectives of the Village 2 (v) zone.

STATE ENVIRONMENTAL PLANNING POLICIES

There are no State Environmental Planning Policies that specifically apply to the proposed development.

DRAFT ENVIRONMENTAL PLANNING INSTRUMENTS

There are no Draft Environmental Planning Policies that apply to the proposed development.

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REGULATIONS

There are no clauses of the regulations that specifically apply to the proposed development.

LIKELY IMPACTS OF DEVELOPMENT

Context and Setting

No plans were submitted with the application. As such, the likely impact on the context and setting cannot be determined.

Potential Impact on Adjacent Properties

As no details or plans were provided with the application, the potential impact on adjacent properties cannot be determined.

Access, Transport and Traffic

Details of the proposed and existing access were not submitted with the development application. An assessment of the proposal cannot be made without sufficient information.

Utilities

Insufficient information has been received to determine the available or proposed utilities for the development.

Cumulative Impacts

There is insufficient information to determine the cumulative impacts as a result of the proposed development.

SUITABILITY OF THE SITE FOR THE DEVELOPMENT

There is not sufficient information provided with the application to determine if the proposal fits in the locality.

THE PUBLIC INTEREST

The proposed development, without sufficient information provided, is not considered to be in the public interest.

ALL LIKELY IMPACTS OF THE DEVELOPMENT

All likely impacts of the proposed development have been considered within the context of this report.

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ENVIRONMENTAL APPRAISAL	CONSIDERED
1 Statutory Controls	YES
2 Policy Controls	YES
3 Design in relation to existing building and natural environment	YES
4 Landscaping/Open Space Provision	YES
5 Traffic generation and Carparking provision	YES
6 Loading and Servicing facilities	YES
7 Physical relationship to and impact upon adjoining development (Views, privacy, overshadowing, etc.)	YES
8 Site Management Issues	YES
9 All relevant S79C considerations of Environmental Planning and Assessment (Amendment) Act 1979	YES
10 Section 89 LGA 93 including Clause 12 Consideration of Local Government (Approvals) Regulation 1993	YES

Consistency With The Aims Of Plan

The development, due to insufficient information is inconsistent with the specific aims of the plan and the objectives of the zone and the objectives of the controls as outlined in this report and as such, consent must not be granted.

RECOMMENDATION

1. That pursuant to the provisions of section 80 of the Environmental Planning and assessment act 1979, Council refuse development consent to Development Application No. 46/0910 for development of the change of use at 90 – 92 Tucklan Street Dunedoo, for the following reason:-

(a) The applicant has provided insufficient information to allow Council to determine the application.

4.2 Road Name Change Bingie Grumble Road to Racecourse Road

Mrs Dowsett requested at the December 2009 Council meeting to have the first section of Bingie Grumble Rd to the end of the racecourse returned to its “historical name” of Racecourse Rd. Mrs Dowsett had written to Council in March 2009 and December 2009. At the June 2010 Council meeting Council resolved to “*commence the process required to change the name of the portion of Bingie Grumble Rd from the intersection of Reservoir Street to the intersection of John Ward Place and write to all effected residents fronting that portion of road.*”

The Geographical Names Board (GNB) was notified of the proposal on 30 June 2010. The proposal was then advertised in accordance with the Roads Regulation 2000 between

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30 June and 23 July 2010. One (1) response was received from the Geographical Names Board objecting to the name because there is a Racecourse Road at Mendooran. After objection being raised by Council staff the board, however, (at their meeting held on 21 September 2010) changed their mind and resolved that they had no objection to the name Racecourse Road.

The final step in renaming Bingie Grumble Road from Reservoir Street to John Ward Place to Racecourse Road is to:

- publish notice of the new name in the NSW Government Gazette and in a local newspaper.

- inform Australia Post, the Registrar General, Surveyor General and, in the case of a classified road, the RTA of the new name, giving sufficient particulars to enable the road to be identified.

RECOMMENDATION

1. That new street signs be placed at both ends of Racecourse Road indicating Racecourse Rd and a new sign be erected at John Ward Place indicating Bingie Grumble Road all in accordance with the new road names adopted.

2. That Council's rates database be updated to reflect 'Racecourse Road' for those properties facing the newly gazetted section of Racecourse Road.

4.3 Pool Opening Hours for the 2010/11 Season

Background

At its August 2010 meeting Council adopted draft pool opening hours for the 2010/11 pool season which were advertised and communicated to all swimming clubs and schools within the Shire. Interested parties were requested to make submissions to Council by 2.00pm on the 8th September 2010 to allow the collation of the submissions for this meeting. Copies of all submissions received have been forwarded to Councillors under separate cover.

Submissions were received with respect to pools located at Coolah, Coonabarabran, and Dunedoo.

Coonabarabran

Seven submissions have been received with respect to the Coonabarabran pool opening hours with one submission being supported by five signatories. The submissions relate to a request that the pool be opened each Monday to Friday for the holding of the water aerobics programme from 10.00am to 11.00am and the opening hours have been adjusted to reflect these submissions.

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Coolah

Two submissions have been received requesting changes to operational times for lap times and swimming club training times. The Coolah Amateur Swimming Club requests that the pool be opened from 6.00pm – 7.00pm Monday to Thursday for the purpose of training and each Friday 6.00pm to 8.00pm to hold weekly time trials as has been the situation for the past three years. The swimming club advises that it has three accredited life guards it will utilise for training and that they have had so for the past three years. To train during the normal pool opening times is impracticable due to the number of public patrons and swimming club members. The opening hours of the pool have been adjusted to continue with the arrangement as has previously existed.

The second submission relates to an extension of the lap times for two days per week to allow a parent who lives out of town to be able to stay in town to drop their child straight from the pool to school. Given that this was the only such request it is believed that Council should retain the 8.00am closing time for early morning lap swimming.

Dunedoo

Two submissions were received one being from St Michaels School requesting an extension of the morning opening hours. The current operating hours it is felt are satisfactory and in the event of special purpose events or additional times that may be required than arrangements may be made by separate application for use to Council. The previous pool manager actually recommended the removal of the morning sessions due to poor patronage.

The second from Dunedoo Swimming Club requesting a change in the closing time each Thursday so as the club can conduct its time trials. The opening hours have been adjusted accordingly.

Conclusion

Council needs to attempt to balance community expectations with regards to the opening hours with the limitations placed upon those expectations by staff availability and its financial capacity to fund those hours. It is considered that the proposed hours are an adequate balance between these competing factors.

RECOMMENDATION

1. It is proposed that the season will start on Monday the 25th October 2010 and conclude on Friday the 25th March 2011.
2. That the following minimum opening hours for each Council Swimming Pool be adopted for the 2010/11 season

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Pool Opening Hours Coonabarabran (March)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Closed	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning		10.00am-1.00pm	10.00am-1.00pm	10.00am-1.00pm	10.00am-1.00pm	10.00am-1.00pm	Nil
Evening		1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm

COOLAH

Pool Hours Coolah (October & November)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Nil	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning	Nil	Nil	9.30am-11.30am	Nil	Nil	9.30am-11.30am	Nil
Evening	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm

Pool Hours Coolah (December & February)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Nil	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning	11.00am-1.00pm		9.30am-11.30pm			9.30am-11.30am	11.00am-1.00pm
Evening	2.00pm-7.00pm	2.00pm-6.00pm	2.00pm-6.00pm	2.00pm-6.00pm	2.00pm-6.00pm	2.00pm-6.00pm	2.00pm-7.00pm

Pool Hours Coolah (January holidays only)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Morning	11.00am-1.00pm	9.00am-11.30pm	9.00am-11.30pm	9.00am-11.30pm	9.00am-11.30pm	9.00am-11.30am	11.00am-1.00pm
Evening	2.00pm-7.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	2.00pm-6.00pm	2.00pm-7.00pm

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Pool Opening Hours Coolah (March)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Closed	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning		Nil	9.30am-11.30am	Nil	Nil	9.30am-11.30am	Nil
Evening		1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm

DUNEDOO

Pool Hours Dunedoo (October & November)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Nil	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Evening	1.30pm-6.00pm	1.00pm-6.00pm	1.00pm-6.00pm	1.00pm-6.00pm	1.00pm-6.00pm	1.00pm-6.00pm	1.30pm-6.00pm

Pool Hours Dunedoo (December & February)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Nil	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning	11.00am-1.00pm						11.00am-1.00pm
Evening	2.00pm-7.00pm	2.00pm-7.00pm	2.00pm-7.00pm	2.00pm-7.00pm	2.00pm-6.00pm	2.00pm-7.00pm	2.00pm-7.00pm

Pool Hours Dunedoo (January School Holidays)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Nil	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning	11.00am-1.00pm	11.00am-1.00pm	11.00am-1.00pm	11.00am-1.00pm	11.00am-1.00pm	11.00am-1.00pm	11.00am-1.00pm
Evening	2.00pm-7.00pm	2.00pm-7.00pm	2.00pm-7.00pm	2.00pm-7.00pm	2.00pm-6.00pm	2.00pm-7.00pm	2.00pm-7.00pm

Pool Opening Hours Dunedoo (March)

Session	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Lap	Nil	Closed	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	6.30am-8.00am	Nil
Morning	Nil		Nil	Nil	Nil	Nil	Nil
Evening	1.30pm-6.00pm		1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm	1.30pm-6.00pm

MENDOORAN

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4.4 Applications Received for Month of September 2010

Complying Development (set criteria) Development Application (Specialised Conditions)	Date Received	APPLICANT'S NAME	LOCATION (of development)	(Town)	Development Type	Status (Approved or Pending)
DA 18/1011	08/09/2010	W Baker	Wellington Street	Baradine	Erect double Garage	Pending
DA 19/1011	09/09/2010	J & D Olsen	Barwon Street	Baradine	Demolish Old & Erect New Shed	Pending
DA 20/1011	20/09/2010	D & M Eames	Hawkins Road	Coonabarabran	New Dwelling	Pending
DA 21/1011	20/09/2010	B & K Lang	Short Street	Coonabarabran	New Duplex	Pending
DA 22/1011	21/09/2010	Georgine Fraser	Baradine Road	Coonabarabran	New Swimming Pool	Pending
DA 23/1011	24/09/2010	Catholic Church	Dalgarno Street	Coonabarabran	Boundary Adjustment	Pending

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WARRUMBUNGLE SHIRE COUNCIL APPLICATIONS HELD PENDING AS AT THE END AUGUST 2010

CD or DA	Date Received	APPLICANT'S NAME	LOCATION	Town	Type of Development	Status
DA 46/0910	09/10/2009	Matthew Leeson	Tucklan Street	Dunedoo	Change Shed to School Bus Depot	Clock Stopped Waiting Further information - SEE
CDC 153/0910	23/06/2010	Herbert Busine	Bandulla Street	Mendooran	Garage/Shed	Awaiting Info – HOW/OB Permit
CDC 15/1011	25/08/2010	Tommasi & Bickel	McLean	Coolah	Demolish Existing & Erect new Shed	Awaiting further Information
DA 16/1011	26/08/2010	Wayne Martin	River Road	Coonabarabran	Transport & Erect House	Clock Stopped Awaiting Further Information

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TONY MEPPEM
ACTING DIRECTOR ENVIRONMENTAL SERVICES

WARRUMBUNGLE SHIRE COUNCIL

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Mr R J Geraghty
General Manager
Warrumbungle Shire Council
John Street
COONABARABRAN 2357

Dear Sir

Attached is my report for consideration by Council

DIRECTOR OF COMMUNITY SERVICES ANNEXURE 5

5.1 Hive Live

Council has received a letter from the HIVE LIVE committee advising of a successful grant for the purchase of an Air Conditioner to be installed in Council owned premises at the Shire Hall Coolah.

The letter advises the following:

Earlier this year the HIVE LIVE made a submission to Warrumbungle Shire Council for a grant of \$3,000 for an Air Conditioner for the HIVE LIVE premises. Simultaneously Phoebe Richard applied for a \$3,000 grant from NSW Sport and Recreation which was granted and has been used to purchase the Air Conditioner.

The HIVE LIVE would like to request that Warrumbungle Shire Council reallocate the budget submission funds from the air conditioner to some training equipment for the HIVE LIVE. As we are a not for profit organisation with emphasis on providing our community with a service, all grants are very much appreciated.

We are very proud of the HIVE LIVE premises, our trainers and the service the HIVE LIVE is providing to our community. We hope that the HIVE LIVE will continue to go from strength to strength.

Being a non infrastructure item, this gym equipment was not eligible for funding by NSW Sport and Recreation. The set includes 11 pieces, which is less than 6 months old valued new at \$30,000. The total cost is \$6,000 and the Hive Live Committee will contribute the matching \$3,000.

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RECOMMENDATION

That Council approves the reallocation of the \$3,000 in the Halls capital budget from the Air Conditioner to Gym equipment.

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REBECCA RYAN
DIRECTOR COMMUNITY SERVICES