



Shire of Northam  
*Heritage, Commerce and Lifestyle*

# Shire of Northam

ICT Strategy

2021 - 2026

## Revision History

Revision	Date	Name
Draft 1	17/10/2020	Tim Sargent (JH Computer Service)
Draft 2	16/03/2021	Colin Young
Draft 3	14/04/2021	Colin Young
Draft 3	27/05/2021	David Sparrow
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## Executive summary

The Shire of Northam is moving through a significant period of change and development. In recognition of this and the need to ensure that it can continue to meet the aspirations of the community, the Shire of Northam has undertaken to put in place a number of Strategic and Business Plans to deliver short, medium, and long term objectives. The Shire of Northam is providing committed strategic planning and leadership, focused on strengthening our community, providing growth, and diversifying the local economy.

Information & Communication Technology (ICT) has profoundly changed almost all aspects of society. It is now central to how people communicate, interact, make decisions, and do business. This includes the way the Shire of Northam operates and delivers services. ICT has and will continue to play a key role in how we operate as a business as we look to leverage technology to provide more efficient and effective services to our Community and stakeholders.

ICT services are presently provided to approximately 130 full time, part time, and casual employees across the following sites, Administration, Northam depot, Wundowie Depot, Northam library, Wundowie library, Bilya Koort Boodja Cultural centre, Visitor centre, Killara adult day care, Northam aquatic facility, the Wundowie swimming pool, Bush Fire Brigade facilities, as well as to the community and stakeholders. This ICT Strategic Plan establishes a course of action to guide the future development and delivery of ICT services for the Shire of Northam.

This detailed Implementation Plan delivers the aspirations, desires, and planning requirements to achieve business service level obligations of ICT services. Each of the ICT Themes articulated in the ICT Strategic Plan 2021-2026 form the basis of this Implementation Plan. Actions to achieve the strategic themes are detailed with indicative costs associated with and timelines for implementation included within the projected budget.

The ICT Strategic Plan is one of the informing strategies forming part of the IPR Framework (refer figure 1) and provides a roadmap for ICT operations that will facilitate short-, medium- and long-term community priorities and aspirations

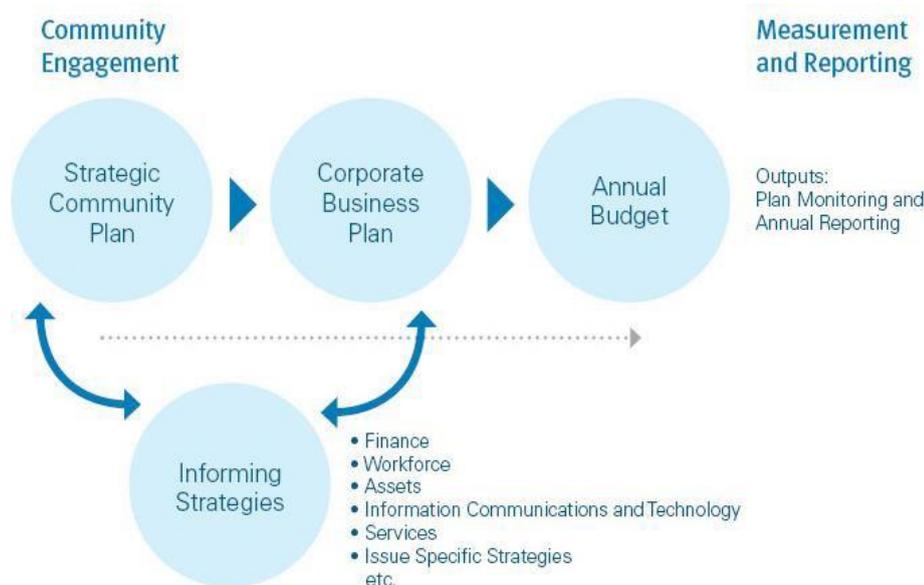


Figure 1 – Elements of the Integrated Planning

## Alignment with the Corporate Business Plan

This ICT strategy has been developed to ensure alignment with the Shire of Northam's Strategic Community Plan objectives, primarily;

### Strategic Community Plan Theme Area 1: Economic Growth

Diversifying and growing the economy for prosperity and employment

#### **OUTCOME 1.1**

The Shire of Northam is an attractive investment destination for a variety of economic sectors.

Objectives:

- Pursue a range of developments in sectors including retirement living, renewable energy, agribusiness, innovation, logistics and aviation
- *Embrace technology as an enabler for development, and lobby for high speed internet connectivity*

### Strategic Community Plan Theme 6: Governance & Leadership

Leading with accountability, connection and openness

#### **OUTCOME 6.1:**

The Shire of Northam is recognised as a desirable place to live and residents are proud to live here.

Objectives:

- Positive internal and external perceptions about Northam

#### **OUTCOME 6.2:**

Residents and other stakeholders are actively listened to and their input into decision-making processes is valued.

Objectives:

- Effective and efficient two-way communication between the Shire and stakeholders

#### **OUTCOME 6.3:**

The Shire of Northam council is a sustainable, responsive, innovative and transparent organisation.

Objectives:

- Provide outstanding customer service
- Ensure robust financial management
- Implement systems and processes which deliver outcomes for our community
- Improve community access to information to ensure they are able to be informed of our activities

## Vision

The Shire of Northam has established a vision for our Information & Communication Technology (ICT), which is to provide innovative, reliable, effective (cost & use) and secure services both internally to our organisation and externally to our community and stakeholders.

- Innovative
  - Always looking for how we can use new technologies to help our community
  - Always looking for how we can make our organisation a more effective and an enjoyable place to work
- Reliable
  - Stable business systems and network communications
  - Appropriate redundancy to sustain critical functionality
- Effective
  - Simplified ICT experience for all users
  - ICT experiences our community wants and values
  - ICT tools and experiences that help our staff deliver for our community
  - ICT that is easily used and understood
- Secure
  - Safe from cyberattacks
  - Keeping personal information / data secure

## Risk Management

Risk Category	Description	Rating (likelihood x consequence)	Mitigation Action
Financial	Lack of investment into ICT	Possible (3) x Medium (3) = Moderate (9)	ICT Strategic / forward planning involving stakeholders to determine needed and desired current and future outcomes that can be budgeted for.
Health & Safety	EOL/less than OSH/WSH ideal ICT hardware, RF and prolonged machine noise exposure	Possible (3) x Medium (3) = Moderate (9)	EOL hardware replacement decisions to consider OSH/WSH requirements. Suitable placement or enclosures for noisy ICT gear such as servers and switches.
Reputation	Slow take up of new technologies	Likely (4) x Minor (2) = Moderate (8)	ICT Team continuing to engage with Shire stakeholders, 3 <sup>rd</sup> party vendors, and other councils re: current and emerging technologies and methods of delivering desired services.

Risk Category	Description	Rating (likelihood x consequence)	Mitigation Action
Service Interruption	Cyber Attack	Likely (4) x Major (4) = High (16)	Effective utilisation of firewall and anti-virus software (regular updates)  Staff education  Effective user authentication
Service Interruption	Prolonged loss of internet	Possible (3) x Medium (3) = Moderate (9)	Identification of single-points-of-failure and the implementation of suitable fail-over devices and processes.
Service Interruption	Underinvestment in ICT	Likely (4) x Medium (3) = High (12)	ICT Strategic / forward planning involving stakeholders to determine needed and desired current and future outcomes that can be budgeted for.
Compliance	No strategic direction established for ICT	Possible (3) x Medium (3) = Moderate (9)	ICT Strategic / forward planning involving stakeholders to determine needed and desired current and future outcomes that can be budgeted for.
Property	ICT asset management, accountability, security, disposal, & replacement	Possible (3) x Medium (3) = Moderate (9)	ICT managed asset register/database established for the Shire's ICT assets including mobile devices. Roll-out of a Mobile Device Management system currently occurring.
Environment	Visual, RF, and potential community concerns re: impact of ICT infrastructure including antennae, towers, wifi & mobile boosters, microwave dishes, CCTV placement and solar backed battery installations, on the local environment.	Likely (4) x Minor (2) = Moderate (8)	Utilising vendors and providers to advise, install, and maintain suitable equipment that is not only in keeping with best practices but also minimises any undesired impacts on the local environment.

## Current Business Systems & Applications

Business systems and applications includes the core business system, currently Synergy Soft, the Microsoft (MS) Office suite, Nintex Promapps, Smartsheet and other ad hoc applications and server operating systems.

### Synergy soft (vendor is I/T Vision)

is the main business system utilised by the Shire of Northam. Synergy soft is currently utilised for all financial functions, central records, customer service, desktop mapping, health, building and town planning.

I/T Vision have been servicing local government in Western Australia for over thirty years. The current Synergy soft System has been utilised for the past fifteen years and is now due for replacement. I/T Vision are replacing Synergy soft with a new cloud-based system called Altus. This will result in the Synergy soft system being phased out in the short term, with new patches or improvements ceasing 1 July 2021. Consequently, the Shire of Northam must review its position and decide on the future of its main business system.

### Microsoft Office

The Shire of Northam is currently utilising Microsoft Office365, having transitioned from MS Office 2013 and from Windows7 to Windows 10 Pro in 2020/21.

The Shire of Northam currently holds 63 basic, 8 standard, and 86 O365 E3 licenses to provide both inhouse and cloud/global access to current and standard office products including Word, Excel, 1TB of Onedrive/cloud storage per licence, Teams collaboration/communications, and Email.

### Nintex Promapps

Nintex is a cloud based **workflow management** solution which has been utilised by the Shire of Northam for the past four years. Initially utilised to assist the Shire of Northam mitigate high turn over risk by documenting critical internal processes, thereby allowing new employs to transition into the organisation smoothly and quickly, understanding 'how things were done'. The Nintex project then morphed into a second stage of development whereby the focus was on applying LEAN principles to the organisation by documenting, understanding and then improving internal business processes to improve efficiency and customer service. At May 2021 the Shire of Northam has over 75 processes documented with in excess of 500 individual improvements made to processes over the time.

The Shire of Northam is currently utilising Nintex to focus on **process automation** as an opportunity to improve efficiency and customer experience. It is planned to deliver the first automated process in 2021.

Nintex is also used as the Shire of Northam **organisational risk register**. Adopted in 2019 Nintex is utilised to record all significant organisational risk and is reporting any noncompliance with risk mitigation actions to the Councils Audit & Risk Committee.

### Smartsheet

Smartsheet was introduced in 2020 to manage the organisational **annual delivery plans**. Smartsheet is a software as a service (SaaS) offering for collaboration and work management, developed and marketed by Smartsheet Inc.

In addition to being utilised for annual work delivery outcomes, smartsheet is also being

utilised as a **performance dashboard reporting system** for Council and the Executive

#### Ad Hoc Applications

The Shire has a portfolio of applications, some of which are SaaS (Software As A Service). The acquisition of these is usually user driven. It is not the role of ICT to adjudicate on a user's need for a particular application however duplication of solutions and mistakes of the past should be avoided, ICT does not have the capacity or expertise to provide user support and network communication constraints need to be considered. Appropriate governance is in place for acquisition decisions.

Some of these systems include

- Snap Send Solve –utilised by the Community to report work requests and currently being investigated as a potential customer request package (with automation benefits)
- Who's In – tracks administration staff being in or out of office
- RAMS – Roads Asset Management System
- Navman - Vehicle tracking
- Fortinet VPNclient – For secure access to Shire resources from mobile Shire assets as well as BYOD.
- QGIS – a free and OpenSource Geographic Information System which can utilise mapping data obtained via the Shire's SLIP subscription from Landgate and may the potential to reduce reliance on the subscription licence Intramaps product.
- Intramaps – a licenced product supported by TechnologyOne utilising mapping data obtained via the Shire's SLIP subscription from Landgate and data regularly extracted from the Shire's Synergy database.
- Kaseya – Remote management and monitoring (and much more) software extensively utilised by the ICT team including the Shire's primary vendor for the management and support of servers and workstations.
- Spark CMS – "Content Managed Simply" used by Shire staff to maintain Shire of Northam publicly accessed website information.

#### Server Operating Software

The primary physical server is running Hyper-V via Windows Server 2016 operating system to host and manage a suite of virtual machines/servers that provide Shire services.

These include:

- The Active Directory, Domain Name System, and File server running Windows Server 2016
- The SynergySoft database server. Recently upgraded from "out of support"/EOL Windows Server 2008 to Windows Server 2019.
- The Intramaps server. Currently requiring an upgrade as it is running "out of support"/EOL Windows Server 2008. Note: We are currently considering moving Intramaps to the Shire's already up to date Web Server and decommissioning this virtual machine rather than buy another server license.
- The dedicated Building Security server. Running Windows 10 and the Titan building security/alarm, and swipe card management system.

- The Web server is running Windows Server 2019

Backups of Shire servers and data includes (and is not limited to):

- Multiple snapshot images of the virtual machines/servers.
- Full and/or incremental onsite and offsite backups of data on the File and Database servers on a daily, weekly, monthly, yearly, as well as ad-hoc basis (I.E, as part of system or software upgrades, EOFY processing, etc etc.)
- Backup of cloud O365 data including email.
- Quick access/restore capability to multiple “Previous Versions” of files/data accessed by staff and Councillors on our “G:” or “shire data” drive. Maximum roll-back/restore is currently set to the last 45 days with a “Previous Version” backup occurring at 7am and 12pm.
- Quick access/restore capability to at least the last 14 days of email sent to “Deleted Items”.

## Infrastructure

The Shire has infrastructure consisting of network communications, ICT hardware and telephony.

### Network Communications

Infrastructure Network communications currently utilises an enterprise grade 100Mb and 4G internet connections, point-to-point (PtP) radio links between sites and a SIP enabled telephone connection. The network has been expanded to address immediate user needs however a more considered approach is now appropriate. A network communications infrastructure plan is yet to be developed but is considered critical to future development. The plan will assess existing infrastructure, forecast future demand, and design a network to meet that demand and provide a sufficient level of redundancy. The assessment of existing infrastructure will include availability and reliability of internet communications that will be critical to business systems and applications and disaster recovery.

### Infrastructure ICT Hardware

Equipment is replaced according to needs and age and the ICT Team has created, implemented and maintains an extensive ICT related register/database which includes servers, workstations, network/comms equipment, mobile devices, fixed telephony and printers at all our offices including Wundowie. However, there is no formal policy relating to ICT asset management. An ICT asset management IOP will guide both hardware and software investment and renewal and the asset management plan needs to include the CCTV network. The main server and storage is located at the Administration Centre (395 Fitzgerald Street). Other locations have task specific devices such as local CCTV recording/capture/control stations. Storage in the main server was recently increased (May 2021) to help alleviate performance/resource issues with SynergySoft access and server requirements are expected to change significantly with the continued uptake of SaaS and ongoing migration to cloud based services such as Altus and Sharepoint. The Shire’s Libraries include network, comms, telephony, and workstations monitored and maintained by the ICT Team, and site specific public access equipment including linux OS workstations and catalogue server monitored and maintained by the Library Manager.

## Telephony

The telephone system is overdue for replacement and the Shire makes extensive use of mobile devices. A new system is likely to be cloud hosted and integrate with Microsoft 365 in the future. Existing telecommunications are internet dependent, and a DR solution will need to be independent of the internet.

Mobile devices are currently well utilised to assist staff in the field. Future considerations include equipping users with the most appropriate device for their role, accommodating the desire for bring-your own devices in a sustainable manner and pushing messages to staff and the community with mobile devices.

## Data and Systems Security

The Shire will develop, implement, and continually review a set of policies and procedures that covers the protection of the access to ICT systems and services. These policies should cover both the protection of data to ensure internal confidentiality, but also protect it from external cyber threats.

## Business Continuity

### Continuity

Much of the following can also be considered additional detail to the Infrastructure: Network Communications” section of this document.

The Shire’s current business continuity / DR options from an ICT point of view include:

- Fail-overs to 4G in the event of loss of fixed line NBN. This maintains access to the internet.
- Fail-overs to fixed Wi-Fi links. This maintains local network links between Admin, Library, Create298, BKB, Visitor Centre, Killara, Recreation Centre, and the Depot but not the internet in the event of a 4G \*and\* NBN outage.
- Manual and auto fail-over or redirection capabilities to mobile in the event of fixed phone service interruptions.
- UPS (Uninterrupted Power Supply) devices to suit typical individual site requirements in the event of short period power outages.
- Access to a Shire owned truck mounted generator that can be deployed to hook into the Admin building in the event of an extended power outage.
- A more mobile work force with policies, processes, and equipment established (and tested) to enable extended “working from home” type situations.
- Multiple forms and levels of data backups.

All of the above options have been put to and passed the test over the last year, both deliberately, and because various situations required it. Also, as part of potential future improvements, the comms room at the (under construction) new Depot building has been suggested as a potential location for hosting either a Disaster Recovery environment or perhaps our main server currently being hosted at the Admin building.

### Security

The Shire currently does not have a formal cybersecurity plan and relies primarily on its firewall and anti-virus software. Information to help staff stay safe on-line is shared

periodically across the organisation. A formal cybersecurity risk assessment and plan will be developed using a recognised framework followed by periodic penetration testing. The opportunity to utilise multi-factor user authentication will be investigated.

Regarding current physical security of ICT equipment, the Shire’s main physical server is secured in a locked comms cabinet in a general access area which is far from Best Practices. Similarly, the Admin building vital main comms switches (which produce heat as well as a continual and quite noticeable fan noise which is a potential OSH concern) are currently located in an unlocked built-in cupboard in an open office which is regularly accessed by any staff needing to change the state of the building air-conditioning. This does not represent best practices, and it is desirable to move the main switches to at least the lockable main server cabinet at earliest opportunity.

Swipe card access to the Staff only areas of Shire’s Admin building is in keeping with best practices, and this also helps secure our main server and comms equipment.

Locked comms cabinets and a locked comms room at the Recreation Centre and the (under construction) new Depot secures (or will secure) Communication equipment, CCTV control stations, and other stand-alone gear at the Shire’s other offices.

## ICT Actions

The Shire of Northam is utilizing a baseline for the Shire’s ICT Strategic Framework as recommended by the Department of Local Government, Sports & Cultural Industries.

The framework has the following 7 elements:

- Governance
- Emerging Trends and Technologies
- Business Systems and Applications
- Infrastructure and Technology
- Disaster Recovery
- Security
- Project Management

The table below identifies the key items that are required as part of the Strategic Framework, including review dates or the date of expected completion or adoption.

Governance					
ICT decisions and operations within the Shire will be controlled and guided through a formalised ICT Governance framework. This framework will ensure the alignment of ICT activities with business priorities.					
Item	2021/22	2022/23	2023/24	2024/25	2025/26
ICT Strategic Plan	Review		Review		Review
Annual Operating Plan, (Budget)	Review	Review	Review	Review	Review
Service level agreements	Adopt	Review	Review	Review	Review

## Emerging Trends and Technologies

ICT policies and procedures need to be current enabling the organisation to conduct considered reviews of emerging technologies and trends, to ensure they meet current and emerging needs of the organisation.

Item	2021/22	2022/23	2023/24	2024/25	2025/26
Acceptable Use Policy	Adopt		Review		Review
Bring your own device (BYOD) Policy	Adopt		Review		Review

### Business Systems and Applications

Appropriately managed business systems and applications will help consolidate and streamline business processes.

Item	2021/22	2022/23	2023/24	2024/25	2025/26
Inventory Register in Place	Review		Review		Review
Replace Core Business System Synergy soft	Review				
Review Systems	Review		Review		Review
Develop consolidation Plan of ad hoc system utilisation	Develop	Review		Review	

### Infrastructure and Technology

ICT has extensive assets and services under management. The best value and maximum benefit from this investment can only be obtained if suitably managed.

Item	2021/22	2022/23	2023/24	2024/25	2025/26
ICT Systems Manual to be developed	Develop		Review		Review
Network communications infrastructure plan		Develop			Review
Audit Asset Register		Audit		Audit	

### IT Disaster Recovery

ICT needs to work with the organisation to establish mission critical services and ensure that disaster recovery and business continuity plans meet current and emerging needs

Item	2021/22	2022/23	2023/24	2024/25	2025/26
Disaster Recovery/Business Continuity Plan	Review		Review		Review
Test Disaster Recovery plan	Audit	Audit	Audit	Audit	Audit
Data Retention Plan Developed		Develop		Review	

### Security

The threat of cyber security incidents continues to rise. The Shire needs to develop and implement security policies and procedures to meet this increasing threat.

Item	2021/22	2022/23	2023/24	2024/25	2025/26
Develop Cyber Security Policy	Develop	Review		Review	

Provide Cyber Security Training	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
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Project Management					
The effective delivery of ICT projects requires a suitable management framework to be implemented					
Item	2021/22	2022/23	2023/24	2024/25	2025/26
Project Management ICT Procedure to be developed	Develop		Review		Review

## Appendix 1: Hardware Lifecycles Replacement Schedule

ICT hardware will have a defined life and should be replaced in line with the table below, which is aligned with the Shire's Asset Management Policy, W5.7. Where possible, hardware warranty or maintenance contracts will be aligned to the defined life of each item.

Hardware Item and Associated Software	Lifecycle (Years)
Mobile Phone	As required
Notebook PC	5
Desktop PC <sup>3</sup>	5
Tablet PC	5
Server	5
Storage – SAN/NAS	5
CCTV (IP) Camera	5
Network Router	5
Network Switch	5
Plotter	10
Printer – including Multi-Function Device	5
Scanner	5
Tape Drive or Library	5
Telephony System	As required
Rack	15
Uninterruptible Power Supply (UPS)	10

## Appendix 2: ICT 5 Year Operational Budget

ICT 5 Year Operational Budget							
Expenditure Item	GL Account	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<b>Synergy Licence</b>	04057002	115,435	140,759	144,278	147,885	151,582	<b>699,940</b>
<b>Altus Installation</b>	04057002	106,428	30,000	30,000	30,000	40,000	<b>236,428</b>
<b>Synergy Support</b>	04057002	2,500	2,500	2,500	2,500	2,500	<b>12,500</b>
<b>Office 365 Licence</b>	04057002	34,000	34,000	34,000	34,000	34,000	<b>170,000</b>
<b>Adobe/Foxit Licences</b>	04057002	5,500	5,500	5,500	5,500	5,500	<b>27,500</b>
<b>Kaseya Remote / Management Licence</b>	04057002	4,000	4,000	4,000	4,000	4,000	<b>20,000</b>
<b>Market Creations, rates &amp; customer requests &amp; Website support</b>	04057002	6,156	6,279	6,405	6,533	6,663	<b>32,036</b>
<b>Market Creations, Design Template</b>	04057002	4,494	4,494	4,494	4,494	4,494	<b>22,470</b>
<b>Photocopier Expense</b>	04057002	21,000	21,000	21,000	21,000	21,000	<b>105,000</b>
<b>Antivirus Licence</b>	04057002	1,995	1,995	1,995	1,995	1,995	<b>9,975</b>
<b>Firewall Licence</b>	04057002	500	500	500	500	500	<b>2,500</b>
<b>Backups Server/ offsite</b>	04057002	996	996	996	996	996	<b>4,980</b>
<b>Helpdesk Licence</b>	04057002	996	996	996	996	996	<b>4,980</b>
<b>Intramaps Licence</b>	10302012	13,500	13,500	13,500	13,500	13,500	<b>67,500</b>
<b>Internet Fibre</b>	04057002	9,600	9,600	9,600	9,600	9,600	<b>48,000</b>
<b>External ICT Support</b>	04052122	30,000	30,000	35,000	35,000	35,000	<b>165,000</b>
<b>Upgrade Desk Stations</b>	04057002	7,500	7,500	10,000	10,000	10,000	<b>45,000</b>
<b>Internal Resource Expenditure</b>	04051002, 04051012	139,066	142,543	146,106	149,759	153,877	<b>731,352</b>
ICT 5 Year Operational Budget Continued							
Expenditure Item	GL Account	2021/22	2022/23	2023/24	2024/25	2025/26	Total
<b>CCTV Expenditure Northam</b>	04057002	10,000	10,000	10,000	10,000	10,000	<b>50,000</b>
<b>CCTV Expenditure Wundowie</b>	04057002	3,000	3,000	3,000	3,000	3,000	<b>15,000</b>

<b>CCTV Northam Upgrade</b>							
<b>Assessment</b>	04057002	-	-	25,000	-	-	<b>25,000</b>
<b>Telephone Hardware Expenditure</b>	04057002	1,500	1,500	1,500	1,500	1,500	<b>7,500</b>
<b>Telephone , NBN, Calls &amp; mobiles</b>	Various	142,600	135,000	135,000	135,000	135,000	<b>682,600</b>
<b>Misc. hardware expenditure</b>	04057002	4,000	4,000	4,000	4,000	4,000	<b>20,000</b>
<b>Vendor Panel</b>	04052022	6,000	6,000	6,000	6,000	6,000	<b>30,000</b>
<b>Nintex Promapp's</b>	04052022	27,150	27,150	27,150	27,150	27,150	<b>135,750</b>
<b>Nintex Automation</b>	04052022	22,000	22,000	22,000	22,000	22,000	<b>110,000</b>
<b>Azility environmental reporting</b>	04052022	14,750	14,750	14,750	14,750	14,750	<b>73,750</b>
							-
<b>Totals by expenditure</b>		<b>734,666</b>	<b>679,562</b>	<b>719,270</b>	<b>701,658</b>	<b>719,604</b>	<b>3,554,760</b>
<b>Totals By GL Account</b>							
<b>ICT Expenses</b>	04057002	339,600	288,619	319,764	298,499	312,327	<b>1,558,809</b>
<b>Computing Consultancy</b>	04052122	30,000	30,000	35,000	35,000	35,000	<b>165,000</b>
<b>Organisation Software</b>	04052022	69,900	69,900	69,900	69,900	69,900	<b>349,500</b>
<b>Planning Office Expenditure</b>	10302012	13,500	13,500	13,500	13,500	13,500	<b>67,500</b>
<b>Salaries Incl Super</b>	04051002, 04051012	139,066	142,543	146,106	149,759	153,877	<b>731,352</b>
<b>Telephone , NBN, Calls &amp; mobiles</b>	Various	142,600	135,000	135,000	135,000	135,000	<b>682,600</b>
<b>Totals by Account</b>		<b>734,666</b>	<b>679,562</b>	<b>719,270</b>	<b>701,658</b>	<b>719,604</b>	<b>3,554,760</b>