

SOUTH EAST AVON REGIONAL TRANSITION GROUP

**EXPRESSION OF INTEREST
EOI No: SEARTG001**

REGIONAL BUSINESS PLAN PROPOSAL



DCA

DOMINIC CARBONE AND ASSOCIATES
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64 Canning Highway
Victoria Park WA 6100
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SUMMARY

Overview	
Client Name:	Shire of York
Contact:	Mr Ray Hooper
Project:	Business Planning and Advisory Services – Preparation of Regional Business Plan for the South East Avon Regional Transition Group
Lump Sum Fee:	\$275,000 including \$45,000 in provisional sums

BACKGROUND

The Shire of York on behalf of the Shire's of Beverley, Cunderdin, Quairading, Tammin and York, which together comprise the South East Avon Regional Transition Group (SEARTG), have invited expressions of interest for the provision of an integrated planning approach for the development of business planning and advisory services of the following:

1. Preparation of a Regional Business Plan for the purposes of exploring the community benefits and costs of transitioning to a single local government.

An integral component of the Regional Business Plan is the preparation of Strategic Community Plans to determine the individual Shire's direction, to respond to their local community service needs and aspirations, and to inform the Shire's Corporate Business Plans. Given the Shires have agreed to develop a Regional Business Plan, it will be equally important to develop a Regional Strategic Community Plan based on the local Shires' community needs and aspirations, which will inform the Regional Business Plan. Addressing the Strategic Community Plans will also address the future proposed Local Government legislative changes, which Shires will need to respond to in 2012.

Project Team

We have put together a highly experienced team of professionals to ensure the most effective deliverables are produced in the most efficient manner.



Dominic Carbone, Principal, Dominic Carbone & Associates

Associateship in Accounting (WAIT), Municipal Treasurer Certificate, Registered Tax Agent, Local Government Services, Accounting and Taxation

Dominic is the principal of Dominic Carbone & Associates a board based Public Accounting firm specialising in Local Government Services, Accounting and Taxation.

Dominic has 33 years experiences in Local Government in Western Australia, as a Local Government Inspector of Municipalities and 30 years has been with the City of Canning employed in a number of positions, Accountant, Business Analyst, Executive Finance and Client Service/Deputy Chief Executive Office and Chief Executive Officer.

Dominic's 33 years of practical experience in Local Government strategic and financial management issues bring an unparalleled wealth of expertise to this project. Through his experience, Dominic is able to quickly understand a Local Government's requirements then utilise his expertise to develop solutions that deliver these effectively and efficiently to Councils of all sizes.

Dominic is currently consulting to Local Government as the Executive Officer of the South East Avon Voluntary Regional Organisation of Councils (SEAVROC) providing management

and administration services and in particular investigating opportunities in relation to Resource Sharing. Other services provided to Local Government includes Governance, Financial Management and Compliance, Financial Reporting, Budgeting, Long Term Financial Planning, Preparation of Business Plans, Accounting and Taxation Advice, Local Law Reviews and Administration Assistance.

Dominic Carbone and Associates has been appointed to the Approved Consultants Panel for the provision of Business and Advisory Services to Local Government in the areas of:

- Forward Capital Works Planning;
- Strategic Planning;
- Asset Management Planning; and
- Regional Business Planning.

In relation to the above, the following recent projects have been undertaken:

- Shires of Carnamah and Coorow – Report on the Financial Implications of Amalgamating, which forms a significant component of the Regional Business Plan.
- Forward Capital Works Plans for the Shires of Beverley, Cunderdin, Gingin, Quairading, Tammin and York;
- Council on the Aging WA – Business Plan on Living Longer, Living Stronger program.

Since establishing his Accounting Practice in September 2008 Dominic has provided services to:

<ul style="list-style-type: none">- SEAVROC- Town of Bassendean- Shire of Beverley- Shire of Brookton- Shire of Broome- Shire of Carnamah- Shire of Coorow- WALGA- Greyhounds WA	<ul style="list-style-type: none">- Shire of Cunderdin- Town of East Fremantle- Shire of Kalamunda- Shire of Quairading- Shire of Tammin- Shire of Toodyay- Shire of York- Numerous Accounting and Taxation Clients- Canning Agricultural Horticultural and Recreational Society
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- Shire of Westonia and Yilgarn
- Council on the Aging WA



Mr Darren Long, Principal, DL Consulting

**Grad Dip (Local Government Management), Dip Local Government (Clerk),
Municipal Clerks Certificate, Business Planning and Local Government Services**

Darren is the principal of DL Consulting, a professional services firm specializing in business and strategic planning, project management and local government services.

Darren has 22 years experiences in Local Government in Western Australia, as a Deputy Chief Executive Office, Director Corporate Services and Chief Executive Officer.

Darren's 22 years of practical experience and his combination of unique skills enable him to provide an exclusive blend of services in the delivery of consultancy services. Darren is able to quickly grasp a local government's issues and develop a solution that will deliver the desired outcomes.

The following recent projects have been undertaken:

- Shires of Carnamah and Coorow – Report on the Financial Implications of Amalgamating, which forms a significant component of the Regional Business Plan;
- Forward Capital Works Plans for the Shires of Beverley, Cunderdin, Gingin, Quairading, Tammin and York;
- Shire of Westonia and Yilgarn Rating Study;
- Financial Management Reviews for the Shires of Beverley, Cunderdin, Quairading, York and Toodyay;
- Shire of Broome Tourism Initiative Review analyzing the most equitable way to charge a tourism rate on properties in Broome;
- Local Laws review for the SEAVROC local governments, and the Shires of Jerramungup, Ashburton and East Pilbara;
- Preparation of a discussion paper on land administration issues relating to a coastal reserve for the City of Cockburn;
- Preparation of a feasibility study for the establishment of a shared Animal Care Facility and Pet Crematorium for the City's of Joondalup and Wanneroo;
- Preparation of feasibility study to establish a nursery as a business unit for City of South Perth;
- Preparation of discussion paper on selection criteria to be used for purchasing a green light vehicle fleet for City of South Perth
- CEO Performance appraisals for the Shires of Jerramungup and Gnowangerup;
- Development of a business plan for the sale of land for the Shire of Serpentine Jarrahdale

HELEN HARDCASTLE: LEAD CONSULTANT, LEARNING HORIZONS

Helen is the Consulting Director of Learning Horizons and a Senior Delivery Partner and Provider for SAI Global, responsible for the Business Excellence Framework (Australia). She is a Board Director of Amaroo Care Services Inc., a national aged care service company and a member of the Strategic Planning and Community Engagement Committee for the Minister for Local Government's Reform Agenda.

Helen is an experienced facilitator with a passion for improvement, leadership and organizational excellence. She is well versed in the major issues of organizational development and improvement and has worked, for the past eighteen years, with a wide range of organizations, across the private, public and university sectors, facilitating strategic solutions. Helen facilitates community groups, either within the Strategic Planning process for area planning strategies, or to bring diverse groups together with agreed outcomes. She

has engaged with Chief Executive Officers across all sectors, working with them on their leadership roles within the organisation they serve and to assist them in driving their organisations forward. She also facilitates a regular Chief Executive Officer Forum, consisting of Chief Executive Officers and Directors General across all sectors.

Helen has facilitated strategic and corporate business planning in the private, public and local sectors and, in particular, has developed a number of state and regional wide frameworks, Strategic Plans and strategies for the public sector and Local Government. She has well-developed skills working with Boards and Councils within their governance models to ensure and build alignment and clear direction. She specializes in strategic planning, corporate governance, organizational analysis, assessment and improvement strategies underpinned by system and process management, using models such as the Business Excellence Framework (Australia) and the European Foundation for Quality Management. Helen has conducted assessments across all levels of government and private industry sectors and, in particular, focuses on the systems and practices supporting a Corporate Governance and Improvement model.

PROPOSAL ATTACHMENTS

(a) Name of Legal Entity: DOMINIC CARBONE AND ASSOCIATES

(b) Business Name: DOMINIC CARBONE AND ASSOCIATES

(c) Contact Person: Dominic Carbone

(d) Contact Person Position Title: Principal, Dominic Carbone & Associates

(e) ACN and ABN (if applicable): 73 568 052 511

(f) Registered address or address of principal place of business: Suite 7, 64 Canning Highway, VICTORIA PARK 6100

(g) Email: d.carbone@bigpond.com

(h) Telephone: 9472 0184

(i) Facsimile: 9472 0189

(j) Address and facsimile number for service of contractual notices PO Box 626, COMO WA 6952

(k) Signature of the Respondent 

DISCLOSURES

(1) Participants (including subcontractors)

RESPONDENT TO COMPLETE:

Is the Respondent acting as an agent or trustee for another person or persons?

No

AND

Is the Respondent acting jointly or in association with another person or persons?

No

AND

Has the Respondent engaged, or does the Respondent intend to engage, another person or persons as a subcontractor in connection with the supply of the Products and/or Services.

Yes

Mr Darren Long
DL Consulting
16 Granada Loop
Seville Grove WA 6112

And

Mrs Helen Hardcastle
Learning Horizons
PO Box 625
CLAREMONT WA 6910

(2) Conflict of Interest

RESPONDENT TO COMPLETE:

Does the Respondent have any actual, potential or perceived conflict of interest in relation to the delivery of products or services if engaged by the local government?

Yes

Mr Dominic Carbone provides secretarial and administrative support to the South East Avon Regional Transition Group (SEARTG).

METHODOLOGY

The Regional Business Plan to be developed will be consistent with the templates developed by the Department of Local Government, however in order to provide a direction to progress the amalgamation process the methodology proposed is as follows:

(1) Introduction

- (a) Purpose of Plan
- (b) Terms of Reference
- (c) Background
- (d) Member Local Government Profiles, including economic, social and demographic trends, topographical features and community of interest

(2) Strategic Community Planning

The Strategic Community Planning process will be based on the principles of maintaining local identity, strategic planning capability and community and Council inclusiveness incorporating the following approach:

- (a) Preparation and Analysis
- (b) Community Engagement
- (c) Analysis and Review
- (d) Council Workshop
- (e) Development of Individual local government Strategic Community Plans and four year priorities for input into Business Plan
- (f) Preparation of Regional Strategic Community Plan

(3) Governance Structure

- (a) Member Representation
- (b) Member Governance Costs
- (c) Analysis

(4) Service Area Requirements (taking into consideration that no services will be reduced)

- (a) Identification and development Business Units and Service Areas relating to service delivery that may incorporate some of the following:
 - (i) Governance Services
 - (ii) Human Resource Services
 - (iii) Information Technology Services

- (iv) Accounting Services
- (v) Customer Services
- (vi) Data Processing Services
- (vii) Records Management Services
- (viii) Rating Services
- (ix) Engineering services
- (x) Engineering Works Services
- (xi) Parks and Streetscapes
- (xii) Property Services
- (xiii) Waste Services
- (xiv) Plant and Equipment Services
- (xv) Library Services
- (xvi) Community Recreation Facilities and Program Services
- (xvii) Disability, Youth and Family Services
- (xviii) Aged Care Services
- (xix) Patrol and Security Services
- (xx) Building Services
- (xxi) Planning Services
- (xxii) Natural Resource Management Services
- (xxiii) Environmental Health Services

(b) Preparation of Business Unit Plans addressing Service Areas including the following

- (i) Outline of Business Unit Proposal
- (ii) Background to Business Unit
- (iii) Legal Structure
- (iv) Core Activities
- (v) Operating Locations
- (vi) Technologies used
- (vii) Key Business Unit and Service Area Values
- (viii) Key Business Unit and Service Areas Stakeholders
- (ix) Planned Services and Facilities
- (x) Personnel Plan for each Service Area
- (xi) Target Clientele for each Service Area
- (xii) Promotion of Services
- (xiii) Financial Analysis of Service Areas and Business Units including operating and capital revenue and expenditure
- (xiv) Fee Structure
- (xv) Service Assessment
- (xvi) Performance Measures at Strategic, Business Unit and Service Area levels
- (xvii) Transitional Action Plan and Costs

(5) Organisational Structure

- (a) Current Work Force
- (b) Proposed Work Force

- (c) Workforce Analysis
- (d) Workforce Accommodation Requirements
- (e) Human Resource Change Management Issues
- (f) Cost Analysis

(6) Grant Funding

- (a) Financial Assistance Grants
- (b) Roads to Recovery
- (c) Royalties for Regions
- (d) State Road Funds to Local Government
- (e) Other Capital Grants
- (f) Analysis

(7) Financial Capacity

- (a) Operating Revenue
- (b) Operating Expenditure
- (c) Capital Works Program
 - (i) Major Initiatives by Year
 - (ii) Country Local Government Fund
 - (iii) Whole of Life Costing Schedule
- (d) Four Year Financial Plan
- (e) Loan Borrowings
- (f) Reserve Funds
- (g) Financial Position
- (h) Financial Ratios
- (i) Financial Analysis

(8) Rating Methodology

- (a) Basis of Rating
- (b) Assessed Rating Capacity
- (c) Current Rating Capacity

- (d) Specified Area Rates
- (e) Service Charges
- (f) Uniform Rate Model
- (g) Rating Model Analysis

(9) Due Diligence on Financial Assets & Liabilities

- (a) Financial Assets and Liabilities
- (b) Contracts, Leases & Agreements
- (c) Analysis

(10) Productivity and Service Improvements

(11) Transitional Implications

- (a) Transitional Action Plan
- (b) Transitional Costs

(12) Findings

(13) Conclusions

(14) References

STATEMENT OF REQUIREMENTS

(1) Knowledge of Local Government operations and processes.

Dominic has 33 years experiences in Local Government in Western Australia, as a Local Government Inspector of Municipalities and 30 years has been with the City of Canning employed in a number of positions, Accountant, Business Analyst, Executive Finance and Client Service/Deputy Chief Executive Office and Chief Executive Officer. Whilst at the City of Canning, Dominic Carbone initiated and implemented the provision of financial resources, long term financial planning, community planning and strategic planning as services provided by the City on an outsourced basis to many smaller local governments.

In his role at DCA, Dominic has provided his consulting services to many local governments in developing long-term financial plans, business plans, community plans and structural reform submissions.

Local Government organisations he has assisted include:

- SEAVROC	- Shire of Cunderdin
- Shire of York	- Shire of Brookton
- Shire of Beverley	- Shire of Quairading
- Shire of Toodyay	- Shire of Broome
- Shire of Kalamunda	- Town of Bassendean
- Town of East Fremantle	- WA Local Government Association
- Shire of Carnamah	- Shire of Coorow

Dominic uses his expertise to simplify complex issues, formulate strategies, and build financial models that facilitate long term planning and financial/community strategies such as:

<u>Local Government</u>	<u>Tasks Undertaken</u>
Shire of York	<ul style="list-style-type: none">- Revaluation of road infrastructure- Business Plan – Forrest Oval, Sports and Recreation- Business Plan – York Community Co-location Facility- Financial Management Review- York Visitors Centre Financial Review- Forward Capital Works Plan
Shire of Quairading	<ul style="list-style-type: none">- Business Plan – Resource Centre- Financial Management review- Forward Capital Works Plan
Shire of Cunderdin	<ul style="list-style-type: none">- Business Plan – Sports & Community Centre- Business Plan – Waste & Recycling Services- Financial Management Review- Business Plan – Cunderdin Day Care- Forward Capital Works Plan
Shire of Brookton	<ul style="list-style-type: none">- Annual Financial Statements 2007/2008

Shire of Beverley	<ul style="list-style-type: none"> - Business Plan – Independent Living Units - Corporate Business Plan - Annual Budget 2009/2010 - Plan for the Future - Forward Capital Works Plan
Shire of Gingin	<ul style="list-style-type: none"> - Forward Capital Works Plan
Shire of Toodyay	<ul style="list-style-type: none"> - Financial Management Review
Shire of Kalamunda	<ul style="list-style-type: none"> - Business Plan – Subdivision of Lot 5 Welshpool Road East Wattle Grove
Shire of Broome	<ul style="list-style-type: none"> - Tourism Initiative Review
WALGA	<ul style="list-style-type: none"> - WALGA Training - Discussion Paper – Use of Differential Rating to Discourage the Holding of Underdeveloped Land - Evaluation Report on Budget Process, Business Cases and Rate Card Module
Town of East Fremantle	<ul style="list-style-type: none"> - Financial Sustainability Study
SEAVROC	<ul style="list-style-type: none"> - Feasibility Study of Regional Collaborative Models - Structural Reform Submission - Shared Services Proposal Environmental Services - Shared Services Proposal Planning Services - Strategic Waste Management Plan - Business Plan – Integrated Software - Strategic Plan Review - Asset Management Plans for 5 local governments
Shire of Carnamah/Coorow	<ul style="list-style-type: none"> - Report on the Financial Implications of Amalgamating

(2) Skills and experience in providing qualitative comparative assessment comprising of cost benefit analysis and business planning services to public/private organisations.

Given Dominic Carbone's extensive experience in Local Government and the consulting focus of his business in this area, his understanding and knowledge of business planning and financial planning in the public and private sector is unparalleled. This is demonstrated by a number of business plans undertaken recently by Dominic.

The Financial Implication of Amalgamating Report for the Shire of Carnamah and Coorow developed a model, which has been adopted by the Local Government Advisory Board in analyzing future amalgamation proposals. The model has developed a number of templates that provides the assessment and cost benefit analysis of potential amalgamation issues.

CAHRS and WAGRA Joint Initiative – Business Plan 2011-2014

The business plan details the business opportunities and benefits to be derived through the joint initiative and analyses the proposals via a cost benefit analysis, which brings about a win-win situation for both organizations. The business plan highlighted a number of challenges that needed to be addressed in order to ensure that both organizations benefitted from the joint initiative.

(3) Demonstrate experience and knowledge of innovative community engagement planning methods and experience with community engagement in regional areas.

Whilst the Project Team has a sound knowledge and experience through a variety of projects undertaken in relation to community engagement, Mrs Helen Hardcastle from Learning Horizons has been engaged to undertake the community engagement planning process.

(4) Ability to provide independent administrative and project management support to the local government staff and the Regional Transition Group Board Members.

SEARTG has appointed Dominic Carbone and Associates to provide independent administrative and secretarial support. It is envisaged that a similar service would continue to be provided to the RTG Board Members and member local government staff.

(5) Demonstrate experience in the following areas:

Human Resource Change Management

The preparation of the report on the Financial Implications of Amalgamating for the Shires of Carnamah and Coorow required addressing the current and proposed organisational structures. However a provisional sum has been included in the Lump Sum Price to engage a suitable consultant in order to address in much more detail the change management issues in relation to potential amalgamation.

Strategic Community Planning

As detailed previously, Mrs Helen Hardcastle from Learning Horizons will be contracted as a sub-consultant to undertake this component of the Regional Business Plan.

Community Engagement and Facilitation

As detailed previously, Mrs Helen Hardcastle from Learning Horizons will be contracted as a sub-consultant to undertake this component of the Regional Business Plan.

Financial Planning and Modelling

Both Dominic Carbone & Associates and DL Consulting have undertaken a number of financial analysis and modelling studies of recent, the financial analysis of the Shires of Carnamah and Coorow and as detailed above, the analysis model is being utilised by the Local Government Advisory Board for the assessment of potential amalgamations.

Other studies requiring financial analysis and modelling include the Shire of Broome Tourism Initiative Review, WALGA Use of Differential Rating and the proposed engagement of both consultants in undertaking rating and financial modelling for the amalgamation of the Shires of Yilgarn and Westonia

(6) Skills and experience of key personnel.

The skills and experience of the key personnel are detailed in the profiles of the consultant and sub-consultants in the PROJECT TEAM section of this proposal.

(7) Cost of providing the service

Deliverable	Description of Service	Unit/Hours	Cost \$ (EX GST)
Strategic Community Planning	Sub-consultant – Helen Hardcastle from Learning Horizons (1) Facilitation (2) Analysis and Review (3) Plan Development	100 Hrs 50 Hrs 100 Hrs	\$28,000 \$11,000 \$12,000
	Sub-Total	250 Hrs	\$51,000
Regional Business Plan	Lead Consultant Dominic Carbone and Associates and sub-consultant DL Consulting (1) Facilitation (2) Plan Development (compilation, analysis and review) (3) Printing and Disbursements – Allowance for 10 copies of Plan	150 Hrs 1,000 Hrs 10 copies	\$23,250 \$155,000 \$750
	Sub-Total	1,150 Hrs	\$179,000
Provisional Sums for Specified Services ²	(1) Information Technology and Communications Plan (2) Human Resources Change Management Plan (3) Records Management Plan		\$15,000 \$15,000 \$15,000
	TOTAL		\$275,000

Note 1: The above costs are inclusive of travel and accommodation.

Note 2: Should these additional consultancy services be utilized, DCA will source the appropriate consultants to undertake the necessary services. These additional consultancy services will be charged on an actual cost basis.

(8) Project Timeframe

Dominic Carbone and Associates can commence the project on 21 February 2011, subject to engagement date being no later than 14 February 2011 and signing of appropriate contractual documents, with delivery of draft Regional Business Plan by 29 July 2011.

(9) Insurance Requirements

Dominic Carbone and Associates and all sub-consultants hold relevant insurances, copies of which can be provided upon request.

(10) Proposed Payment Schedule

The Client will be billed on a monthly basis, based on hours worked, with 20% of the fee being retained by the Client and paid to DCA upon delivery of the finalized Regional Business Plan.



WE KNOW I.T.
focusnetworks.com.au

SHIRE OF YORK	
FILE:	OR. ROT. 5
OFFICER:	INITIALS
TYHSCHA	
27 JAN 2011	
1117811	
REFERRED TO COUNCIL	
DATE	INITIALS

Dominic Carbone & Associates
Suite 7 64 Canning Highway
Victoria Park WA 6100

Quote

Quote #: 0001326Q

Date of Issue: 13/01/2011

Page: 1

Description

	Amount
IT Network Audit	\$4,050.00
3 days / 2 resources / including all incidentals	
Carrier Services Review	
LGS Implementation Design	\$825.00
Records Management System Review	\$660.00
Geographic Information System Review	\$660.00
Library Management System Review	\$495.00
Phone System Review	\$660.00
Website Amalgamation	\$495.00
IT Support Costs	\$495.00
	\$660.00

Sale Amount:	\$9,000.00
GST:	\$900.00
Total Inc GST:	\$9,900.00

ABN 66 104 953 371
PO Box 664 Victoria Park WA 6979
T 1300 664 136
F 1300 664 162
E info@focusnetworks.com.au

TERMS AND CONDITIONS:

This quotation is valid for 14 days from the date of issue.
Orders of \$3,000.00 and above require a 50% deposit prior to order being placed.
Prices and availability are subject to change without notice.

Council Amalgamation Conceptual Design
Quote 00001326Q

Focus Networks would like to thank Dominic Carbone & Associates and Darren Long for the opportunity to quote for the Council amalgamation conceptual design. Focus Networks will conduct an IT review for the Shires of Beverley, Cunderdin, Quairading, Tammin and York. Strategic IT recommendations will be presented in a report to show how the Shires IT systems might be amalgamated into one shared autonomous network. Applications, hardware, facilities and communications would be standardised wherever possible in order to reduce costs, simplify IT administration and improve service delivery.

The scope of works is as follows:

- **IT Network Audit**

An onsite audit would be undertaken at each Shire site to document current infrastructure, define current corporate applications and to prepare network documentation. Administration offices at each Shire as well as other building or sites which have IT infrastructure linked to the Administration network will also be audited. These would include Depot offices or Library offices with computer equipment on the Shire network.

- **Carrier Services Review**

Carrier service providers who provide data services in the areas will be contacted and a recommendation of carrier / network services will be provided. Ideally this review would provide a single provider of network and data services however this may not be practical or possible due to the remote locations involved.

- **LGS Implementation Design**

A scope of how best to implement the LGS system at all sites will be completed. This will identify applications which will be phased out as part of this transition and attempt to identify companion applications which may be required as part of a successful transition to the LGS system. LGS system requirements will be reviewed and infrastructure budgets prepared to make the LGS system available to the five current administration offices. The LGS system is expected to cater for the rates, financial and payroll systems.

- **Records Management System Review**

Once the individual Records Management Systems (RMS) have been identified, a recommendation will be provided to implement (or expand on an existing RMS) to all Shire administration offices. RMS system requirements will be reviewed and infrastructure budgets prepared to make the RMS available to the five current administration offices.

- **Geographic Information System Review**

Once the individual Geographic Information Systems (GIS) have been identified a recommendation will be provided to implement (or expand on an existing GIS) to all Shire administration offices. System requirements will be reviewed and infrastructure budgets prepared to make the GIS available to the five current administration offices.

- **Library Management System Review**

Once the individual Library Management Systems (LMS) have been identified a recommendation will be provided to implement (or expand on an existing LMS) to all Shire administration offices. System requirements will be reviewed and infrastructure budgets prepared to make the GIS available to the five current administration offices.

- **Phone System Review**

Documentation will be gathered on the phone system hardware, network connection types and interoperability issues. A recommendation and cost estimate to upgrade to a common phone system platform for all administration offices will be investigated. Such a phone system could provide long term cost savings and improved business functionality.

- **Website Amalgamation**

Each Shire currently has its own website with separate costs for website development, updating and maintenance. Initial website development costs would be provided to produce a single website and an estimate of the long term savings would be outlined. Maintenance of one high quality website would have many benefits and savings over five separate website systems.

- **IT Support Costs**

IT support costs to maintain and support the proposed infrastructure and systems will be provided. These costs would be broken out into First level helpdesk support costs, Second level IT administration costs and Third level consultancy / project costs. Support contracts for the various application service providers and hardware vendors would be outside this scope, however the basic Microsoft License renewal costs would be provided.