



COUNCIL MEETING
SUPPLEMENTARY AGENDA

19 March 2019



**49 Stockyard Street
Cunnamulla Qld 4490
www.paroo.qld.gov.au**

**Agenda
General Meeting of Council**

To be held on Tuesday 19 March 2019 at the Wyandra Shire Hall, Wyandra
Commencing at 10.00am

10 LATE REPORTS

GENERAL REPORTS

10.1.1 Monthly Financial Report

10.1.2 Social Media Policy

Mr Oliver Simon
Chief Executive Officer

10.1.1 FINANCIAL POSITION UPDATE REPORT

Council Meeting: 19 March 2019

Department: Finance

Author: Pauline King

Purpose

The purpose of this document is to provide Council with an update on our current financial position and the process agreed to review the 2018/19 Budget.

Recommendation

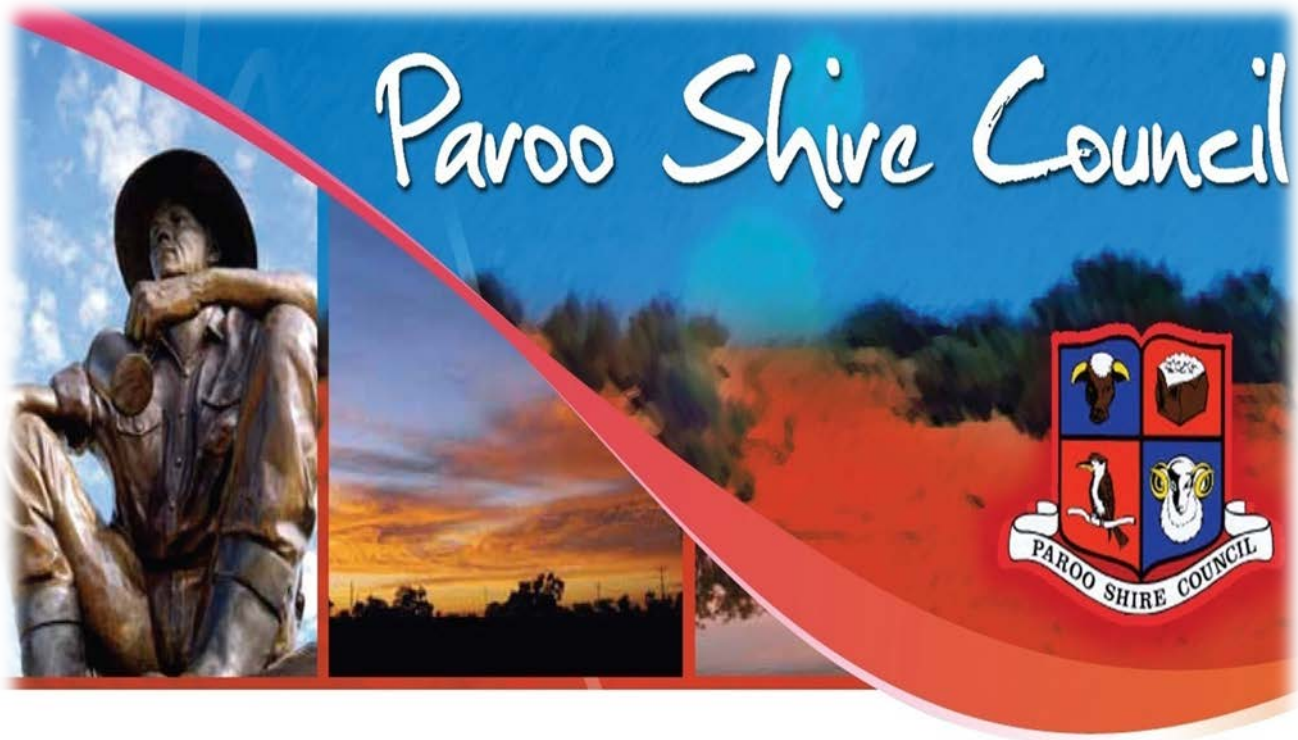
- *That Council receive and note the Financial Report for the month of February 2019 as presented.*

Discussion

Monthly Financial Report

Attachment List

- Monthly Financial Report for the month of February 2019



MONTHLY FINANCIAL REPORT

FEBRUARY 2019

Contents

1 Executive Summary

- 1.1 Operational Performance
- 1.2 Capital Performance
- 1.3 Financial Position
- 1.4 Financial Sustainability Indicators

2 Financial Analysis

- 2.1 Income Statement Analysis

3 Financial Position

- 3.1 Cash and Investments
- 3.2 Rates and Charges
- 3.3 Sundry Debtors
- 3.4 Borrowings

Appendix A

- Statement of Comprehensive Income 2018/19
- Statement of Financial Position 2018/19
- Cash flow Statement 2018/19

Indicator Legend:

		% Variance to Budget
No action required		0 – 5%
Requires active monitoring		5% - 10%
Immediate action required		>10%

1. EXECUTIVE SUMMARY

1.1 Operational Performance

Account Classification	YTD Actual \$	YTD Budget \$	YTD Variance \$	YTD Variance %	Section	Q2 Annual Budget \$
Revenue	8,634,780	8,962,431	(327,651)	-4%	2.1.1	14,902,182
Expenditure	11,742,642	11,116,681	(625,961)	-6%	2.1.2	18,206,148
Operating Surplus/(Deficit)	(3,107,862)	(2,154,250)	(953,612)	-44%		(3,303,966)

1.2 Capital Performance

Account Classification	YTD Actual \$	YTD Budget \$	YTD Variance \$	YTD Variance %	Section	Q2 Annual Budget \$
Capital Grants & Contributions	1,803,815	3,808,998	(2,005,184)	-53%	2.1.3	6,568,997
Expenditure at 5/3/2019	3,609,966	3,533,784	(76,182)	-2%	2.2	10,601,351
	(1,806,151)	275,215	1,929,002	701%		(4,032,354)

1.3 Financial Position

Account Classification	YTD Actual \$	Q2 Budget \$	Original Budget \$	Section
Cash and Investments	5,330,266	6,084,985	6,959,000	3.1
Rates Debtors	1,683,730	400,000	400,000	3.2
Sundry & Other Debtors	830,754	807,000	719,000	3.3
Net Current Assets (Working Capital)	6,874,281	6,451,000	7,525,000	
Borrowings	1,623,556	1,539,000	1,545,000	3.4
Total Liabilities	3,584,932	3,262,000	2,891,000	

1.4 Financial Sustainability Indicators

Description	YTD Actual	Target	QAO Indicator	Q2 Annual Budget	Original Annual Budget	Last Year
Operating Surplus Ratio	-56%	0 to 10%		-22%	-20%	-31%
Net Financial Asset/Liability Ratio	-58%	No > 60%		-32%	-43%	-42%
Asset Sustainability Ratio	113%	> 90%		115%	90%	82%

- Operating Surplus Ratio – an indicator of the extent to which operating revenues raised cover operational expenses only or are available for capital funding purposes or other purposes..

Net Result (excluding capital items) ⁽¹⁾

Total Operating Revenue (excluding capital items)

- Net Financial Liabilities Ratio – an indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

Total Liabilities less Current Assets

Total Operating Revenue (excluding capital items)

- Asset Sustainability Ratio – an approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.

Capital Expenditure on the Replacement of Assets (renew als)

Depreciation Expense

2 FINANCIAL ANALYSIS

2.1 Income Statement Analysis

Account Description	YTD Actual \$	YTD Budget \$	YTD Variance \$	YTD Variance %	Q2 Annual Budget \$
Net Rates, Levies & Charges	4,047,568	4,004,113	43,455	1%	4,004,113
Fees & Charges	141,495	153,741	(12,245)	(8%)	230,611
Rental Income	101,888	98,921	2,967	3%	148,381
Interest Received	85,594	141,333	(55,739)	(39%)	212,000
Recoverable Works	1,269,772	2,196,097	(926,325)	(42%)	3,477,280
Other Income	47,117	45,152	1,965	4%	67,728
Operating Grants & Contributions	2,941,346	2,323,075	618,271	27%	6,762,069
Total Operating Revenue	8,634,780	8,962,431	(327,651)	(4%)	14,902,182
Expenses					
Employee Benefits	3,600,823	4,048,859	448,037	11%	6,192,373
Materials & Services	5,039,204	4,004,721	(1,034,484)	(26%)	5,887,573
Finance Costs	149,100	109,586	(39,514)	(36%)	219,171
Depreciation and Amortisation	2,953,516	2,953,516	0	-%	5,907,031
Total Operating Expenses	11,742,642	11,116,681	(625,961)	(6%)	18,206,148
Operating Surplus / (Deficit)	(3,107,862)	(2,154,250)	(953,612)	(44%)	(3,303,966)
Capital Revenue:					
Sale from Plant	(22,977)	0	(22,977)	-%	0
Capital Grants & Contributions	1,803,815	3,808,998	(2,005,184)	(53%)	6,568,997
Total Capital Revenue	1,780,838	3,808,998	(2,028,161)	(53%)	6,568,997
Results from Operations	(1,327,024)	1,654,749	(2,981,773)	(180%)	3,265,031

2.1.1 Operating Revenue:

Actual operating revenue to date is lower than budgeted, due to;

- Fees and charges are lower than budget, due to lower funeral revenue (\$11K) and building application fees (\$4K) and hire of Halls and Recreation facilities
- Interest received is under budget due to having less funds on investment at QTC.
- Recoverable Works is lower than budget due to the
 - TIDS claim for the Eulo Hungerford Road being charged to capital revenue in error (\$506K).
 - RMPC claims being under budget (\$500K)

Whilst Operating Grants & Contributions are higher than budget due to SFSC program \$343K being paid earlier than budgeted.

2.1.2 Operating Expenditure:

Employee benefits:

Employee benefits being under budget as the 5 March 2019 payroll expenditure is not included in the above profit and loss statement,

	YTD Budget \$	YTD Actual \$	YTD Variance \$	Annual Budget \$	Capital \$
Normal		2,613,160			
Overtime		340,936			
Servicing		66,257			
Live Sewer		46,988			
Wages & Salaries		3,067,341			433,911
Leave taken		451,229			
Training, EBA & Staff Events		64,090			
Public Holidays		21,986			
Workplace, Health & Safety		-14,682			
Wet & Other		-80,306			
Project Management					
Superannuation		91,165			
Other Benefits		533,482			
Employee Benefits	4,048,859	3,600,823	-448,037	6,192,373	433,911

Material & Services:

Materials and services actuals are over budget by \$1.035M in key areas such as road maintenance as outlined in the recent Q2 review.

Finance Costs:

Includes the rate write off of \$67K and solicitors costs of \$10K associated with the Auction – Sale of Land for Arrears of Rates

Depreciation:

Estimated depreciation expense has been included based upon 6 months of the original budget until the fixed asset register reconciliation is addressed.

Attachments:

- Statement of Comprehensive Income 2018/19
- Statement of Financial Position 2018/19
- Statement of Cash Flows 2018/19

2.1.3 Capital Revenue:

- Plant and vehicle disposals have been processed in the PCS Asset Register and a loss on sale has been booked of \$23K
- Capital Grants & Contributions is overstated by \$506K due to the incorrect allocation of the TIDS claim for the Eulo Hungerford Road. Several grants have been received since the end of month including \$2.1M for Wastewater Treatment Plant and Sewerage Relining project and \$150K from the Building Our Regions projects.

2.2 Capital Expenditure Analysis

Department/Units	Actual YTD \$	Annual Budget \$
Strategic Roads Program	1,011,442	1,261,000
Shire Roads Program	713,284	1,475,227
Bridge Program	19,673	65,000
Pedestrian Network	57,298	340,000
Stormwater & Levees Network	91,660	350,000
Water Supply Network	224,016	672,851
Wastewater Network	160,658	2,330,000
Community Facilities	87,722	518,000
Council Facilities	272,207	1,422,733
Townships	4,516	0
Parks & Gardens	38,241	190,000
Aerodromes	0	85,000
Waste Management	0	150,000
Fleet Management	717,884	1,338,973
Information Communication & Techno	211,365	282,567
Other Corporate Projects		120,000
Totals	3,609,966	10,601,351

An oversight occurred in the Q2 review in that the capital revenue (\$1000K) was taken up for the Drought Communities Programme but the capital budget was not increased to reflect the 3 projects being:

1. \$650K – heavy formation grading
2. \$100K – footpaths
3. \$250K – John Kerr Park

In order to show the most likely cash position at 30 June 2019 these projects have been included in the above capital expenditure analysis and will be included in the Q3 budget review report for the April Council meeting. As job numbers have not been setup, this \$1M of projects have not been included in the attached capital expenditure spreadsheet.

Attachments:

Project by project summarisation available in:

- Q2 Capital Program 2018/19

3. Financial Position Analysis

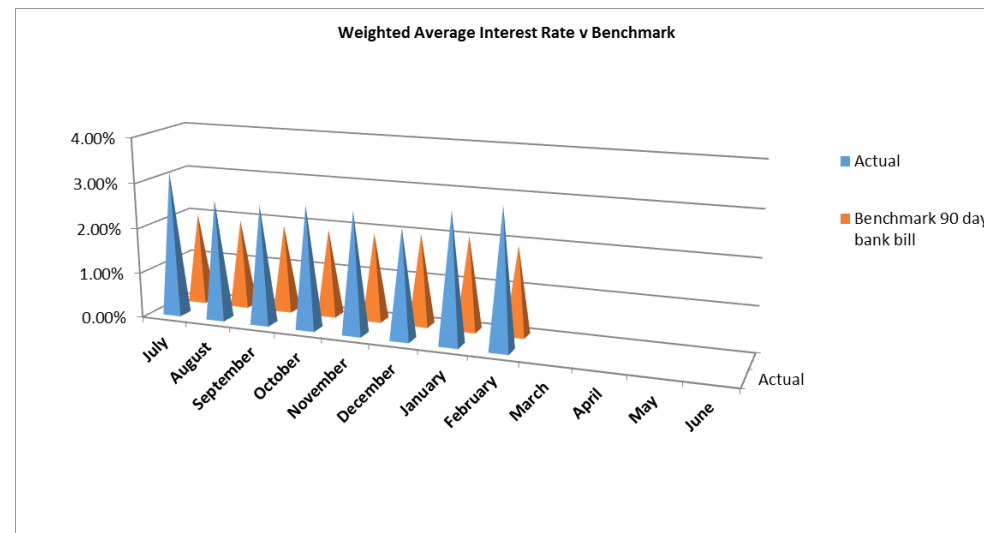
3.1 Cash and Investments

Overview:	28 February 2019	Cash held by Council at 28 February 2019 is less than expected, due to the; <ul style="list-style-type: none"> Expenditure towards projects which can only be claimed when milestones are due. EG: B.O.R Projects, RMPC & TIDS
Funds under Investment	\$ 3,575,860	
Cash at Bank and cash on hand	\$ 1,754,255	
Total Cash and Investments	\$ 5,330,115	

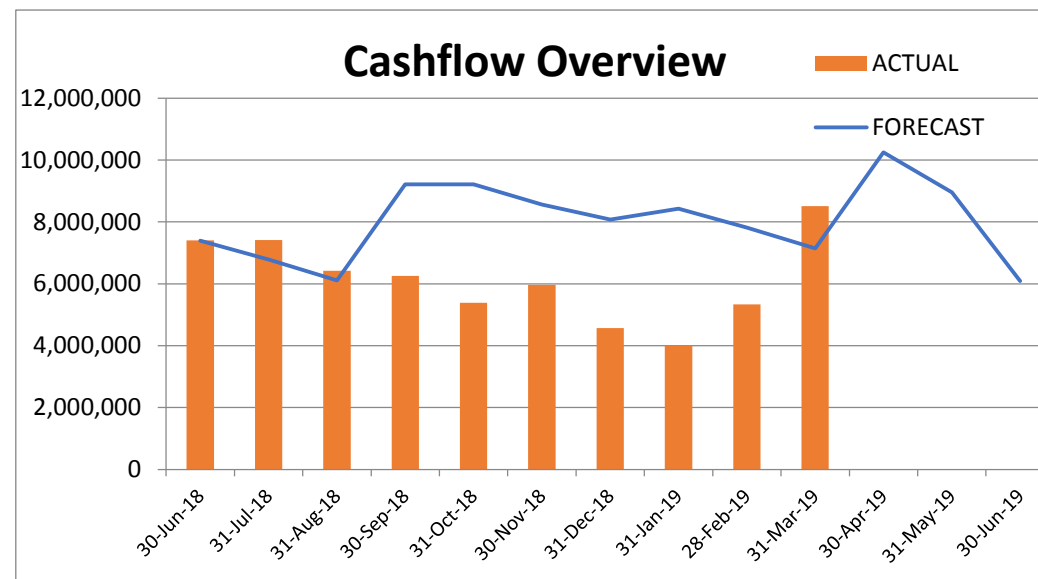
Being made up of;

Funds available for Operational purposes:					\$ 2,415,305	
Internal Restrictions:						
Reserves	Opening Balance	Transfer To/From Reserves 2017/18	Reserves Balance 1/07/2018	Budget C/F Projects 2018/19	Budget 2018/19	Balance
Building Reserve	451,644	(89,455)	362,189			362,189
Storm Water Reserve	73,575	36,200	109,775		100,000	9,775
Plant Reserve	814,179	(13,755)	800,424	633,000		167,424
Carry Over Projects 15/16	243,206	(35,000)	208,206	179,566		28,640
Carry Over Projects 16/17	801,394	(475,675)	325,719	313,218		12,501
Carry Over Projects 17/18		487,115	487,115	487,115		
Works 4 Qld 16/17	189,542	(189,542)				
Works 4 Qld 17/18		67,474	67,474	67,474		
DV & Wellbeing	342,782	17,250	360,032	360,032		
Community Housing	113,324		113,324			113,324
Wild Dog	6,924	(6,924)				
Community Grants		80,552	80,552	80,552		
	3,036,570	(121,760)	2,914,810	2,120,957	100,000	693,853

Council invests cash with Queensland Treasury Corporation. For the month of February, the average investment rate is 3.05%, against a 90 day bank bill rate of 1.96%.



Set out below is the cash flow forecast from QTC Local Government Financial Model once the Q2 budget review has been entered. Actual cash for March is at 13/3/19 to show some of the grants received during March 2019.



3.2 Rates and Charges

Current Rates Outstanding	2018/19
Balance brought forward (including interest) - Arrears	491,028
General Rates, municipal and garbage charges	4,083,547
State Government Emergency Management Levy	160,005
Rural Fire Service Levy	6,430
Supplementary Assessments	56,222
Interest	100,275
Less Pensioner Rebates	30,938
To be collected	4,866,568
Collected	-2,984,357
Discount Allowed	-129,237
Write Offs	-69,244
Percentage collected to date	-61.32%
Actual Balance outstanding at 28th February 2019	1,683,730
Forecast balance outstanding at 28th February 2019	2,140,000

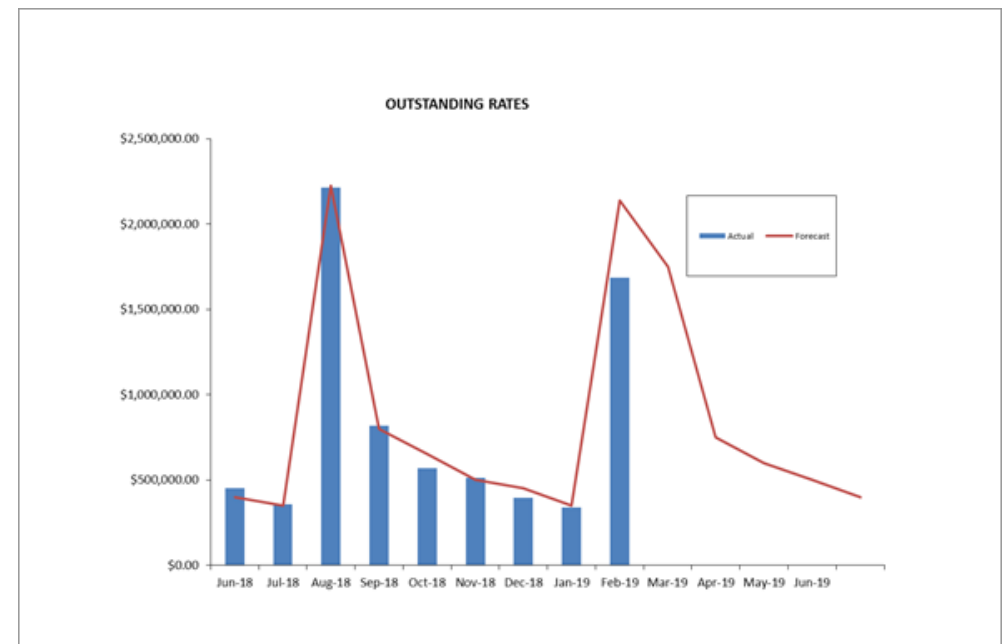
Comparison

Summary of Outstanding Rates (General & Services)

Differential Rate Category:

	Feb-18	Feb-19
Urban	\$654,379.10	\$789,080.85
Urban - Other	\$249,135.16	
Rural	\$749,102.55	\$854,795.72
Mining Claims	\$23,520.58	\$18,295.16
Mining Leases	\$21,369.04	\$21,558.69
	\$1,697,506.43	\$1,683,730.42

36.59%	35.81%
---------------	---------------

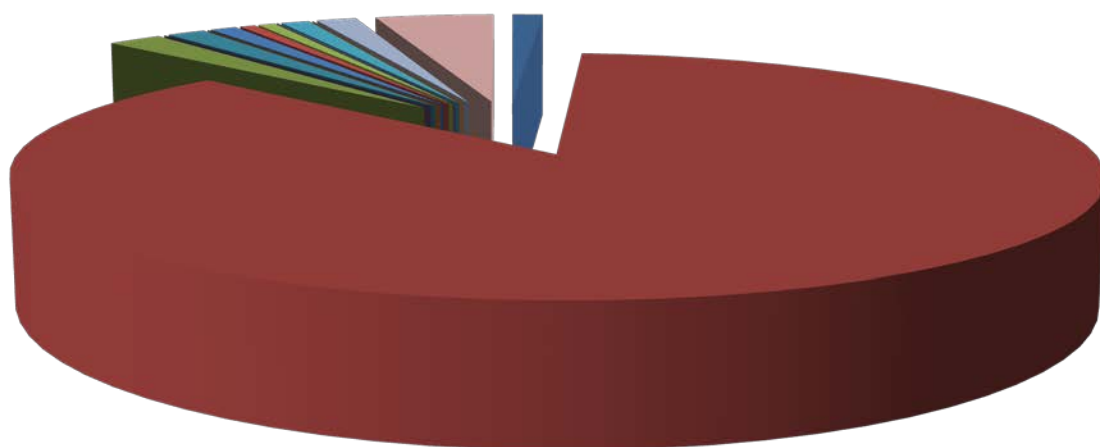


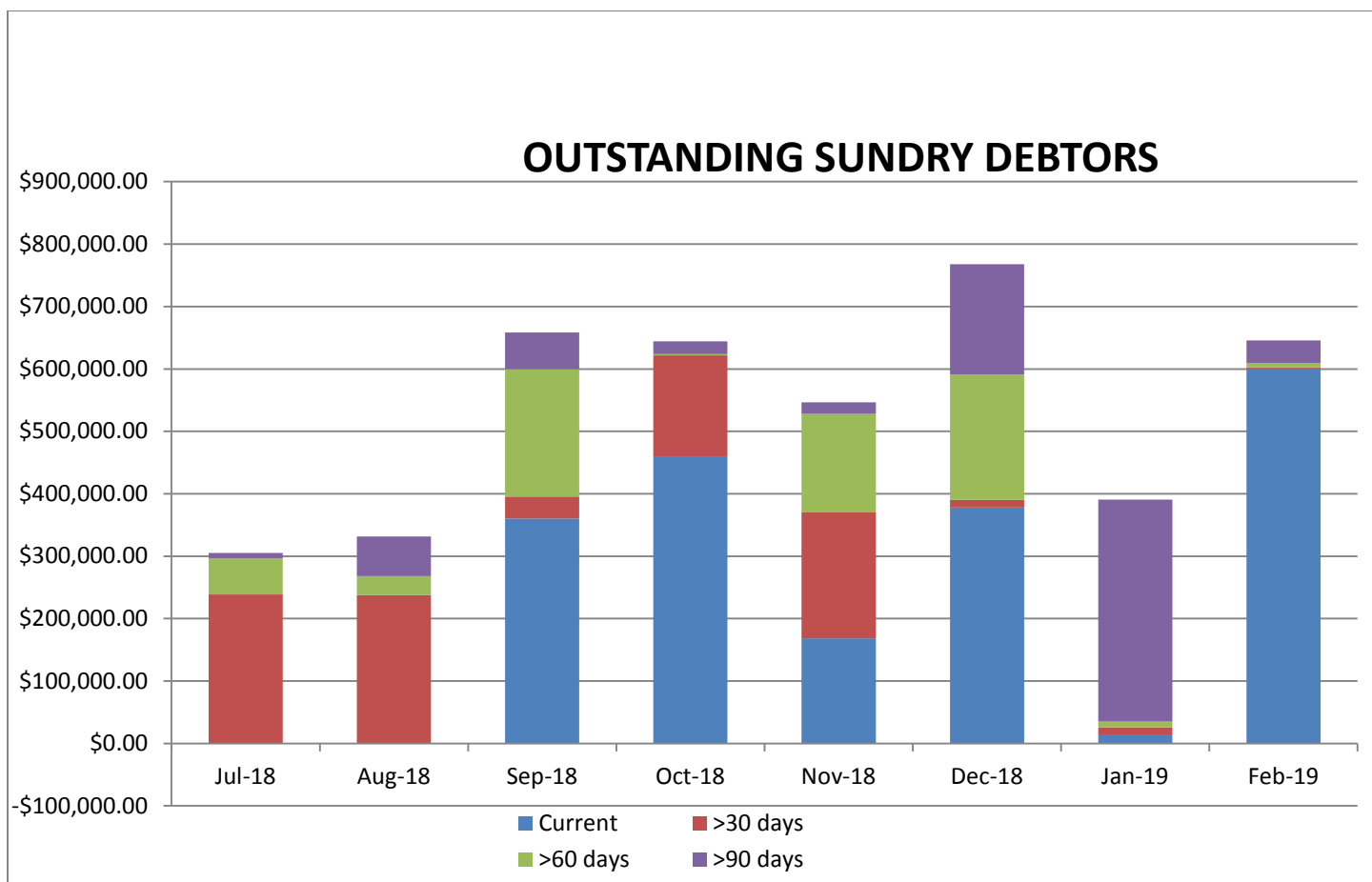
3.3 Sundry Debtors

Summary of Outstanding Debtors	
Category:	Jan-19
Current	\$600,655.11
>30 days	\$1,951.45
>60 days	\$6,860.86
>90 days	\$36,340.81
Total	\$645,808.23

The 90 day balance includes:

- \$128,000 for BOR projects which are currently awaiting completion of milestone progress reports





3.4 Borrowings

Outstanding balances of loans for the period ending 28 February 2019 are as follows:-

Loan Description	QTC Book Value Amount	Maturity Date	Interest Rate (inc Adminstration)
Depot Extension 2012	\$310,572	15/12/2031	5.7660%
Depot Building 06/07	\$318,601	15/12/2024	7.0770%
Depot Building 05/06	\$444,983	15/06/2026	7.2980%
Eulo Water	\$222,492	15/06/2026	7.2980%
SCAP Water (Cunnamulla)	\$198,316	15/06/2025	7.1670%
Museum/Art Gallery	\$148,737	15/06/2025	7.1670%
Total	\$1,643,700		

The next repayment will fall due 15 March, 2019. QTC loans are paid once per quarter.

	Actual YTD	Q2 Budget Review	Budget
Statement of Comprehensive Income	\$'000	\$'000	\$'000
Income			
Revenue			
Operating revenue			
Net rates, levies and charges	4,047,568	4,004,113	4,010,797
Fees and charges	141,495	230,611	222,057
Rental income	101,888	148,381	171,601
Interest received	85,594	212,000	205,482
Recoverable Works	1,269,772	3,477,280	2,881,994
Other income	47,117	67,728	94,987
Grants, subsidies, contributions and donations	2,941,346	6,762,069	6,233,037
Total operating revenue	8,634,780	14,902,182	13,819,955
Capital revenue			
Grants, subsidies, contributions and donations	1,803,815	6,568,997	6,384,234
Sale from Plant	(22,977)	-	330,000
Total revenue	10,415,618	21,471,179	20,534,189
Expenses			
Operating expenses			
Employee benefits	3,600,823	6,192,373	5,985,446
Materials and services	5,039,204	5,887,573	4,536,761
Finance costs	149,100	219,171	148,990
Depreciation and amortisation	2,953,516	5,907,031	5,907,031
Total operating expenses	11,742,642	18,206,148	16,578,228
Net result	(1,327,024)	3,265,031	3,955,961
Operating result			
Operating revenue	8,634,780	14,902,182	13,819,955
Operating expenses	11,742,642	18,206,148	16,578,228
Operating result	(3,107,862)	(3,303,966)	(2,758,273)

	Actual YTD	Q2 Budget Review	Budget
Statement of Financial Position	\$'000	\$'000	\$'000
Assets			
Current assets			
Cash and cash equivalents	5,330,266	6,085,000	6,959,000
Trade and other receivables	2,514,485	1,207,000	1,119,000
Inventories	765,424	652,000	624,000
Other current assets	-	75,000	125,000
Total current assets	8,610,175	8,019,000	8,827,000
Non-current assets			
Property, plant & equipment	235,068,921	247,390,000	233,557,000
Capital Works in Progress	4,237,125	-	-
Other non-current assets	-	270,000	55,000
Total non-current assets	239,306,046	247,660,000	233,612,000
Total assets	247,916,221	255,679,000	242,439,000
Liabilities			
Current liabilities			
Trade and other payables	1,646,996	831,000	705,000
Borrowings	88,899	178,000	173,000
Provisions		559,000	424,000
Total current liabilities	1,735,895	1,568,000	1,302,000
Non-current liabilities			
Borrowings	1,534,658	1,361,000	1,372,000
Provisions	314,380	333,000	217,000
Total non-current liabilities	1,849,038	1,694,000	1,589,000
Total liabilities	3,584,932	3,262,000	2,891,000
Net community assets	244,331,289	252,417,000	239,548,000
Community equity			
Asset revaluation surplus	129,642,340	133,137,000	117,503,000
Retained surplus	111,768,990	119,280,000	122,045,000
Other Reserves	2,919,960	-	-
Total community equity	244,331,289	252,417,000	239,548,000

		Actual YTD	Q2 Budget Review	Budget
Statement of Cash Flows		\$'000	\$'000	\$'000
Cash flows from operating activities				
	Receipts from customers	5,660,967	8,561,000	7,226,000
	Payments to suppliers and employees	(9,613,649)	(13,377,000)	(10,521,000)
	Interest received	110,476	213,000	204,000
	Rental income	101,888	163,000	172,000
	Non-capital grants and contributions	2,823,409	7,441,000	6,253,000
	Borrowing costs	(58,305)	(113,000)	(114,000)
	Net cash inflow from operating activities	(975,215)	2,888,000	3,220,000
Cash flows from investing activities				
	Payments for property, plant and equipment	(2,963,926)	(10,601,000)	(9,265,000)
	Proceeds from sale of property, plant and equipment	154,816	-	330,000
	Grants, subsidies, contributions and donations	1,800,801	6,569,000	6,384,000
	Net cash inflow from investing activities	(1,008,309)	(4,032,000)	(2,551,000)
Cash flows from financing activities				
	Proceeds from borrowings	-	-	-
	Repayment of borrowings	(81,195)	(166,000)	(162,000)
	Net cash inflow from financing activities	(81,195)	(166,000)	(162,000)
Total cash flows				
	Net increase in cash and cash equivalent held	(2,064,719)	(1,310,000)	507,000
	Opening cash and cash equivalents	7,394,985	7,394,985	6,452,000
	Closing cash and cash equivalents	5,330,266	6,084,985	6,959,000

Project Information													
Program	JC Number	Project Name	Project Deliverables [Planning / Procurement / Delivery / Completion]	Project Type [Renewal / Upgrade / New]	Expenditure from Previous Year	Project Expenditure Budget FY19	C/F Budget 2017/18	Adopted + Carry- over	Adjustments	Capital Program at Q2	YTD Actual Pd 18 - 05/03/19	Commitments	Remaining Budget
					\$0	\$0	\$0				\$0	\$0	\$0
	2390-0100-0007	Light Machinery Shed - Eulo		New	\$0		\$18,000	\$18,000	\$0	\$18,000	\$0	\$7,545	\$18,000
	2390-0100-0012	Building Renewals		Renewal	\$0		\$300,000	\$300,000	\$0	\$300,000	\$10,720	\$0	\$289,280
	2390-0200-0002	LGGSP Powerhouse	Removal of Asbestos	Renewal	\$0		\$160,000	\$160,000	\$0	\$160,000	\$77,002	\$1,950	\$82,998
	2390-0300-0002	Shire Dressing Rooms Asbestos Removal	Removal of asbestos and refurbishment of Dressing Rooms	Renewal	\$0	\$40,000	\$40,000	\$80,000	(\$40,000)	\$40,000	\$0	\$7,291	\$40,000
	2390-0300-0002	Shire Hall External panel replacement	Removal of external asbestos panels and replacement	Renewal	\$5,064	\$300,000	\$294,936	\$594,936	(\$300,000)	\$294,936	\$0	\$7,291	\$294,936
		Works 4 Qld (2017-2019)						\$0	\$0		\$0	\$0	\$0
		Climate Control Upgrade	Service, repair, replace and install split system air-conditioning to improve condition and standard across Council buildings and housing. Minimum 4 buildings. Stage 1 of program implementation.	Renewal	\$27,905	\$50,000	\$22,095	\$72,095	(\$50,000)	\$22,095	\$22,095	\$0	(\$0)
	1550-0007-0001	Building & Housing Structural	Architectural drawings, structural engineering, fencing, carpentry and painting of up to 27 Council Houses and Buildings. Conduct of re-levelling, repairs to stumps and foundations and drainage of sub-base. Upgrades to kitchens.	Renewal	\$164,508		\$235,492	\$235,492	(\$235,492)	\$0	\$21,484	\$2,909	(\$21,484)
	1550-0007-0002	Council Facilities Renewals-moved to Maintenance	Replacement of Canteen to meet food service requirements. Installation of food and drink consumption area in a Disaster Management Infrastructure Asset.	Renewal				\$0	\$0	\$0	\$0	\$0	\$0
	1550-0007-0003	Cunnamulla Racecourse Refurbishment	Remove, replace or re-furbish existing public amenities building (e.g. toilet blocks, park infrastructure) and replace/refurbish to improve quality of asset and be a wheelchair accessible facility. To occur across the Eulo, Yowah and Wyandra Townships with regard to the Asset.	Renewal	\$35,704	\$50,000	\$14,296	\$64,296	(\$50,000)	\$14,296	\$3,865	\$6,492	\$10,431
	1550-0007-0004	Township Public Infrastructure Upgrade		Renewal	\$16,297	\$200,000	\$183,703	\$383,703	(\$200,000)	\$183,703	\$17,350	\$5,610	\$166,352
	1550-0007-0005	Town Signage Installation		New	\$54,865		\$25,135	\$25,135	\$0	\$25,135	\$10,253	\$9,330	\$14,882
	1550-0007-0006	Swimming Pool Safety Compliance		Renewal	\$49,219		\$781	\$781	(\$781)	\$0	\$0	\$0	\$0
	1550-0007-0007	Library Refurbishment		New	\$34,781		(\$2,281)	(\$2,281)	\$2,281	\$0	\$0	\$0	(\$0)
	1550-0007-0008	Noorara Recreation Upgrade	Provision of play equipment and shade structure	New		\$22,500	\$22,500	\$45,000	(\$22,500)	\$22,500	\$19,589	\$0	\$2,911
	1550-0007-0009	Kerb, Channel & Footpath		Renewal	\$90,156		\$9,844	\$9,844	\$0	\$9,844	\$13,625	\$0	(\$3,781)
	1550-0007-0010	JKP Canteen	Replacement of JKP canteen to meet food and service requirements for safety and hygiene standard.	Renewal	\$0	\$50,000	\$50,000	\$100,000	(\$50,000)	\$50,000	\$3,259	\$0	\$46,741
	1550-0007-0010	Kitchen and Service Building Upgrade	Upgrade of Shire Hall Kitchen to be able to service Evacuation Centre Meal service and replacement of damaged kitchen infrastructure	Renewal	\$0	\$55,000	\$55,000	\$110,000	(\$55,000)	\$55,000	\$3,259	\$0	\$51,741
	1550-0007-0011	Sewer & Water Network Upgrades		Renewal	\$0	\$100,000		\$100,000	\$0	\$100,000	\$8,215	\$3,191	\$91,785
	2390-0100-0006	Replacement Civic Centre	Prepare Functional Design, Concept Plan and Preliminary Costing for replacement Civic Centre	Renewal	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$72,454	\$0	\$177,546
	2390-0100-0006			Renewal	\$27,821		\$72,179	\$72,179	\$0	\$72,179	\$72,454	\$0	(\$275)
	2390-0150-0002	Energy Saving Projects	Relamp Workshop, Install solar panels to 3 sites	Renewal	\$0	\$40,000	\$0	\$40,000	\$0	\$40,000	\$0	\$8,143	\$40,000
		Mabel Street	Disposal of 11 Mabel Street	Disposal		\$0		\$0	\$0		\$0	\$0	\$0
		Watson Street	Disposal of 38 Watson Street	Disposal		\$0		\$0	\$0		\$0	\$0	\$0
		Mabel Street	Disposal of 4 Mabel Street	Disposal		\$0		\$0	\$0		\$0	\$0	\$0
		Broad Street	Disposal of 12 Broad Street	Disposal		\$0		\$0	\$0		\$0	\$0	\$0
			Revenue recognised as Operational					\$0	\$0		\$0	\$0	\$0
	1440-0010-0001	Cunnamulla Cemetery Fencing	Fencing	Renewal	\$5,808		\$33,045	\$33,045	\$0	\$33,045	\$452	\$0	\$32,593
	1440-0010-0004	Cunnamulla Cemetery Extension	Extension	New	\$16,995		\$0	\$0	\$0	\$0	\$3,852	\$0	(\$3,852)
										\$0	\$0		
					\$529,123	\$1,157,500	\$1,534,725	\$2,692,225	(\$1,001,492)	\$1,690,733	\$359,929	\$59,752	# # #
											\$0	\$0	
	2390-0150-0003		Eulo projects to be defined	Renewal		\$200,000		\$200,000	(\$200,000)	\$0	\$4,516	\$0	(\$4,516)
			Yowah Projects to be defined			\$0		\$0	\$0		\$0	\$0	\$0
			Wyandra projects to be defined			\$0		\$0	\$0		\$0	\$0	\$0
					\$0	\$200,000	\$0	\$200,000	(\$200,000)	\$0	\$4,516	\$0	(\$4,516)
	2440-0010-0002		Playground Equipment	Renewal		\$20,000		\$20,000	\$0	\$20,000	\$10,001	\$13,480	\$9,999
	2440-0010-0003		Park Furniture	Renewal		\$20,000		\$20,000	\$0	\$20,000	\$0	\$7,377	\$20,000
		John Kerr Park	Renewal and upgrade of Facilities for Junior Rugby carnival, targeting: - Realignment of Fence to meet playing area standards - Playing surface - Dressing rooms - Canteen - Club House	Upgrade		\$150,000		\$150,000	\$0	\$150,000	\$28,240	\$136	\$121,760
	2440-0010-0001	Other Sporting Facilities	Program to be defined	Renewal		\$0		\$0	\$0		\$0	\$0	\$0
		Racecourses	Program to be defined	Renewal		\$0		\$0	\$0		\$0	\$0	\$0
					\$0	\$190,000	\$0	\$190,000	\$0	\$190,000	\$38,241	\$20,994	\$151,759
	2410-0010-0001	Cunnamulla	Renewal Works to be identified by Audit	Renewal		\$25,000		\$25,000	\$0	\$25,000	\$0	\$0	\$25,000
		Fuel Card Reader System	Installation of Fuel Card Reader to improve accuracy of fuel management.	Renewal		\$35,000		\$35,000	\$0	\$35,000	\$0	\$0	\$35,000
	2410-0010-0005	Eulo	Renewal Works to be identified by Audit	Renewal		\$15,000		\$15,000	\$0	\$15,000	\$0	\$0	\$15,000
	2410-0010-0002	Wyandra	Renewal Works to be identified by Audit	Renewal		\$5,000		\$5,000	\$0	\$5,000	\$0	\$0	\$5,000
	2410-0010-0003	Yowah	Renewal Works to be identified by Audit	Renewal		\$5,000		\$5,000	\$0	\$5,000	\$0	\$0	\$5,000
	2410-0010-0004				\$0	\$85,000	\$0	\$85,000	\$0	\$85,000	\$0	\$0	\$85,000
	2160-0010-0001	Waste Management Capacity	Improvements to extend life of current facilities	Upgrade		\$100,000		\$100,000	\$0	\$100,000	\$0	\$16,174	\$100,000
	2160-0010-0002	Waste Management & Recycling	Investigation of long-term options for waste management & recycling within Paroo Shire	Upgrade		\$50,000		\$50,000	\$0	\$50,000	\$0	\$0	\$50,000
					\$0	\$150,000	\$0	\$150,000		\$150,000	\$0	\$16,174	\$150,000
	2460-0010-0009	Plant Purchases 16/17	Sundry Plant (Small)	Renewal	\$8,760		\$14,673	\$14,673	\$0	\$14,673	\$14,346	\$0	\$327
	2460-0015-0001	Plant Purchases 17/18	Light Fleet Replacement	Renewal			\$466,000	\$466,000	\$0	\$466,000	\$406,095	\$0	\$59,905
	2460-0015-0003		Multi Tyre Roller	Renewal			\$175,000	\$175,000	\$0	\$175,000	\$181,500	\$0	(\$6,500)
	2460-0015-0004		Excavator	Renewal			\$78,000	\$78,000	\$0	\$78,000	\$0	\$0	\$78,000
	2460-0015-0005		Minor Plant & Equipment	Renewal			\$5,000	\$5,000	\$0	\$5,000	\$4,150	\$0	\$850
	2460-0015-0006		Dolphin Expert 2 x 2 Creepy Crawley	Renewal	\$13,755		\$0	\$0	\$0	\$0	\$0	\$0	\$0
	2460-0015-0007		Mobile Hoist	Renewal			\$54,000	\$54,000	\$0	\$54,000	\$51,890	\$0	\$2,110
	2460-0015-0008		Ezitrack 997 John Deere Mower	Renewal			\$25,000	\$25,000	\$0	\$25,000	\$19,776	\$0	\$5,224
	2460-0015-0009		Water Snorter	Renewal			\$0	\$0	\$22,300	\$22,300	\$22,291	\$0	\$9
	2460-0020-0001	Light Fleet Replacement	Toyota Prado GXL - 737ROV	Renewal		\$45,000		\$45,000	(\$45,000)	\$0	\$0	\$136	\$0
			Yamaha Grizzly Quad Bike - C2-199	Renewal		\$12,000		\$12,000	\$0	\$12,000	\$0	\$0	\$12,000
			2008 TOYOTA LANDCRUISER 121-LMS	Renewal		\$55,000		\$55,000	(\$55,000)	\$0	\$0	\$0	\$0

10.1.2 GP-017 – Social Media Policy, Procedure, and Facebook Community Guidelines

Council Meeting: 19 March 2019

Department: Office of the CEO

Author: Kelly Churchill

Purpose:

Council to consider adoption GP- 017 Social Media Policy and the corresponding operational procedure..

Recommendation:

- *That Council adopts the GP- 017 Community Engagement Policy.*
- *That Council approves the corresponding operational procedure.*

Discussion

The Policy seeks to support a consistent approach to social media and provide structure around how Council handles its social media channels. It will also help to ensure that all published communications go through an appropriate review process and are in line with Council's purpose, goals and values.

Accompanying this policy is a procedure that outlines how posts make it onto public channels. To ensure this procedure is efficient, a subscription to a Hootsuite (a social media management platform) is recommended. This platform allows effective workflow and approval procedures without turning the process into a workflow bottleneck.

The core features of Hootsuite are:

- Scheduling
 - multiple users can schedule content, with approval “gates” set up to ensure appropriate reviews are undertaken before content is live
 - see scheduled posts at a glance in a calendar format to eliminate multiple posts being uploaded at the same time
 - schedule bulk posts at once via a spread sheet file
- Mobile app
 - Allows user to edit, approve and manage social media procedure when not at a computer
- Analytics
 - Ability to get a clear understanding of performance and to create customisable reports and graphs
- Team Management
 - Ability to set custom permission levels for different users
 - Assign social media tasks to appropriate user/team to avoid confusion of who is doing what

Each area of Council that uses Facebook will be assigned a log in on Hootsuite i.e.:

- Economic Development
- Tourism
- Library
- Communities Team

The procedure will be:

1. Relevant team determines post/s need to be uploaded
2. Appropriate permissions/approvals are sought within the team e.g. Tourism Officer would seek permission/approval with the Tourism Team Leader
3. User logs into Hootsuite
4. User schedules post/s to designated page or group

5. Automatic approval is set to the Economic Development Officer (EDO). Any post won't be uploaded until the EDO has approved it. EDO will amend the post if deemed required, or direct the post to a different Council Facebook page/group if deemed appropriate. As such, posts will need to be scheduled in advance.
6. Post is uploaded at the designated date and time.

Attachment A – Use of Social Media Policy - GP-017

Legal Implications: Minimises the risk of misuse by clearly outlining Council's guidelines and expectations. Also provides a framework and clear approval process around what content is published under Council's name.

Financial Impact: between \$200.00 - \$400.00 / month for Hootsuite subscription (*to come out of EDO budget*)



Paroo Shire Council

Council Policy

Policy Name:	Use of Social Media
Policy Number:	GP-017
Version:	1.0 <i>Please note that once printed, this is no longer a controlled document. All care should be taken to ensure that you are operating from the current version.</i>
Commencement and Review:	This policy will commence from 20/03/2019 and will be reviewed 2 years from the commencement date.
Document Owner:	Economic Development Officer
Approval Date:	19/03/2019
Meeting Resolution:	

1 Statement of Intent

This policy provides guiding principles for supporting a consistent approach to social media for a range of benefits to:

1. Inform managers and staff on the roles and responsibilities in Council with regard to social media,
2. Make it more convenient for customers to engage with the Paroo Shire Council and access information, services and campaigns,
3. Help inform Council of community sentiment and future strategic direction for Council, based on qualified, real-time insights and analytics,
4. Guide the continuous improvement of online service.

2 Commencement and Review of Policy

This Policy will commence from 20/03/2019. It replaces all other Social Media Policies (Whether written or not).

This Policy will be reviewed 2 years from the commencement date or earlier if deemed necessary through changes to legislation or business practice. Minor amendments that do not impact upon the intent of the Policy may be made in consultation with and approved by the Chief Executive Officer (CEO).

3 Application of Policy

This policy applies to all Council departments and should be followed in line with the Code of Conduct. This policy is primarily intended for:

- social media managers and staff who are assisting in the management of social media
- project managers
- customer engagement managers
- corporate communications and marketing managers

4 Principles for the official use of social media networks and emerging social media

4.1 Customer Experience

4.1.1 Official social media usage is customer centric

Rationale	Customers are increasingly expecting to receive a quality customer service experience when dealing with an organisation via social media. By providing such an experience it enables customers to interact with Council via a platform that they are familiar with. Push marketing on social media is proving to be less successful than has been in the past due partly because of infrastructure changes in social networks, and growing maturity of customer's usage.
Implications	<p>Where social media is being used to deliver services, limit the use as a marketing channel and focus on customer service interactions. Effective customer service presents its own marketing and public confidence benefits through transparency and the awareness generated through public interactions. Interactions with customers should follow Council's customer service standards and conform to complaint management protocols. Social media should not replace other official channels but complement them. The social media content should align with that available through other official channels.</p> <p>It is important to choose the correct social media platform for the circumstances and their capability to deliver on the outcome required.</p> <p>When developing new social media accounts, Council should consider developing and completing a checklist with relevant information about the governance, management of the social media accounts, monitoring activities and adherence to the appropriate legislative and policy requirements.</p>

4.1.2 Social media is immediate and responses need to be timely

Rationale	Customers posting enquiries to official social media accounts have an expectation that their communication will be addressed quickly. Studies have failed to specify an exact expectation however it's reported that the customer expectation for a response can vary anywhere from immediate/30 minutes up to 24 hours depending on the network and nature of enquiry.
------------------	---

Implications	<p>Within business hours, social media enquiries or comments should be acknowledged as soon as possible, and an average response rate target should be below an hour with a resolution target within 48 hours.</p> <p>Customers should be informed of response times outside of business hours through an automatic response message.</p> <p>When acknowledging a customer's communication the use of canned or repetitive responses should be avoided wherever possible. Personalised acknowledgements outlining the request or comment and assurance of action within an appropriate timeframe should be supplied.</p> <p>Resource levels to accommodate potential customer interactions in a responsive and timely manner should be considered.</p>
---------------------	--

4.1.3 Social media activities will be conducted by staff who have expertise in the field of social media.

Rationale	<p>Social media engagement and community management is a specialised field that has matured over the past ten years. Despite the accessibility of using social media for personal use, the professional application of social media and community concepts is a distinct capability that requires training and experience.</p>
Implications	<p>Any staff interacting with customers via social media will at a minimum be trained in Council customer servicing, be aware of relevant legislation such as the privacy principles prescribed in the Information Privacy Act 2009, as well as Council's Code of Conduct</p> <p>Customers may access government services via a variety of channels or platforms. Using appropriately skilled staff provides a consistent and professional use of social media experience every time for these customers no matter the origin.</p> <p>In the event of a crisis, staff that are trained appropriately can significantly improve the response time and effectiveness of social media support for customers and staff.</p> <p>The risks often associated with social media are best mitigated by staff with the skills to identify such risks and nullify them. As such, it is strongly encouraged that all staff responsible for posting through any Council social media channel, actually have practical experience that aids in their professional development and commercial currency in social media practises.</p> <p>Staff that specialise in social media identify and stay current with industry standards. These standards should be applied to performance reporting and strategic direction as applicable.</p> <p>Skilled social media staff would, as part of their core function, develop content strategies that align with the business goals of the Council and the customer centric needs of the community.</p> <p>Social media staff shall ensure that all appropriate privacy, confidentiality, copyright and other legislative considerations are met as they apply to the use of social media.</p>

4.1.4 Social media activities will make all reasonable attempts to consider accessibility

Rationale	<p>While social media usage has been adopted by millions of Queenslanders, it should be noted that access to official use of social media accounts may be constrained by:</p> <ul style="list-style-type: none">• lack of access to a computer or mobile device• inadequate skills to operate a computer or mobile device• lack of access to a reliable internet connection• limited downloads quotas available via mobile devices• organisational restrictions on access to a social media platform• not being a follower/fan of the official social media account• lack of conformance of social media platforms with Web Content Accessibility Guidelines (WCAG) 2.0.
Implications	<p>In order to avoid discrimination, messages or information should be disseminated or contained across all service delivery channels. However, in some instances it may be appropriate to only use social media as a channel, for example for campaigns targeting specific demographic groups or for emergency or disaster-related events. Customers may use social media to interact with the Council, however this will not be the only avenue for them to do so. In many cases, the customer may directed to a page on a website or it may also be appropriate to refer individuals to telephone or face-to-face channels.</p>

4.1.5 Official social media activities are to be conducted in a transparent manner

Rationale	<p>Conducting activities via social media in a fully transparent manner in line with Council's Code of Conduct and relevant legislation such as the Information Privacy Act 2009 promotes Council accountability and public trust. The Queensland Office of the Information Commissioner (OIC) has developed a Social Media Checklist to provide guidance on applying the privacy principles when contributing material to official social media networks.</p>
------------------	--

Implications	<p>Inaccurate content posted via social media should not be removed or deleted in most cases, rather the content should clearly be corrected via an additional comment or posting using a pre-approved procedure that informs language, vernacular, tone and permissible responses (not canned). Exceptions may be corrections involving simple spelling mistakes or incorrect titles which may be edited directly or republished immediately.</p> <p>If a piece of content has inadvertently been published that is controversial or offensive it may be removed with an explanation / apology posted immediately after removal. This is the responsibility of the Social Media Manager and their approval should be sought first. However, a record should be kept of the original post and the reason for the removal of the post.</p> <p>Any officer responding to and/or posting new comments should identify the comment as an official response from Council by using the appropriate account. Officers should never attempt to answer or resolve a customer interaction via a personal account.</p> <p>When interacting with a customer staff will take precautions to protect their own privacy and will never disclose their full names or the names of their colleagues. Any email interaction will be conducted through an official Council email account.</p> <p>All official social media accounts will identify the account as an official Council presence through the use of:</p> <ul style="list-style-type: none"> • Council logo and images customised for the respective platform • Ensuring all profile information is filled out identifying the Council and linking back to official websites and contact points • Identification and linking of social media accounts on Council's websites
---------------------	---

4.1.6 Customer's expectations will be managed

Rationale	<p>There are practical resourcing limitations imposed upon social media teams that limit the manner in which they can operate effectively to meet the expectations of customers. These expectations need to be managed in order to ensure reasonable customer satisfaction levels.</p>
Implications	<p>Operational hours should be readily available for customers so that they can manage their expectations on response times. On Facebook these can be outlined in the About text and through auto responses to messages. Alternative contact points should also be highlighted for emergency requests.</p> <p>Industry standards and customer feedback should be reviewed periodically to ensure operational hours and response times match the needs of the customers.</p> <p>In the event of an emergency, the lead social media channel for timely updates should be made clear to customers.</p>

4.2 Governance and management

4.2.1 Social media channels are governed through alignment with best fit for business goals

Rationale	Traditionally social media activities that are initiated without thought to goals or indicators of success generate limited effective outcomes.
Implications	<p>When deciding upon the most appropriate channel for either content or establishing a community, the best format to fulfil both the customer need and business goals behind the activity will be considered before choosing the delivery method.</p> <p>There is no mandated platform in which to deliver a social media activity, platforms should be fit for purpose – chosen for their suitability rather than popularity. Suitability assessment could include consideration of reach and size of user base.</p> <p>Depending on the chosen social media channel that best delivers against the business goals of Council or the activity, there may be a requirement for specific resourcing and development of bespoke policies to accommodate the nature of the channel.</p>

4.2.2 Correspondence received via official social media accounts are considered official correspondence *and shall be treated as such*

Rationale	Recognising social media as a legitimate communication channel means that messages received through any official account will be considered correspondence.
Implications	<p>Messages received through official social media are subject to the same protocols as that of any other customer requests</p> <p>Any complaints received through official social media channels will be handled in accordance with Council's management policy and in accordance with all relevant legislation.</p> <p>Content posted through non-official forums, accounts or networks may be noted and reviewed but will not be considered official correspondence until an interaction is initiated by Council.</p>

5.2.3 Social media activities are subject to relevant recordkeeping policy and procedures

Rationale	Council should implement appropriate recordkeeping and archiving methodologies for all types of customer communication including social media. Appropriate means should be tailored to the value of the records and the risks that might occur if the records are not well-managed.
------------------	---

Implications	<p>Some social media records will need to be captured into internal recordkeeping systems for longer term care and preservation. This may happen naturally as part of an approval process or it may need to be done after the information is posted to the social media service. Council should do a risk assessment to decide which records to capture. Where social media is used primarily for marketing, for the most part information disseminated through social media platforms would constitute a low risk short term value record. However, where social media is used to engage with customers or provide services, these records will need to be managed and preserved for the length of time required to meet Council's evidentiary and accountability requirements. Time periods for this will vary and Council should check the relevant retention and disposal schedule for guidance. Records created through the use of social media should be captured and managed in accordance with the Public Records Act 2002, Information Privacy Act 2009, Right to Information Act 2009 and the associated recordkeeping policy, Records Governance Policy.</p>
---------------------	---

4.2.4 All social media accounts will be connected to online community engagement guidelines

Rationale	<p>By their very nature social media activities contain user-submitted content and this makes online community engagement guidelines a necessary component. Online community engagement guidelines provide ground rules for public participation in their social media interactions with Council and help frame customer expectations. Used effectively they should discourage anti-social, irrelevant, offensive, spam and/or inappropriate commercial submissions, as well as foster a constructive online environment.</p>
Implications	<p>Wherever possible guidelines should be well considered and contextual for the social media platform in use – short in length and written in plain language. Refer Appendix 5.</p> <p>The online community engagement guidelines should be robust enough that in the event of a member using offensive posts or demonstrating anti-social behaviour, the guidelines can be referred to initially prior to more serious action being taken.</p> <p>The online community engagement guidelines do not overrule a social network's governing Terms and Conditions nor can it be expected to serve as a binding agreement with a customer that changes the nature of their participation in the network or their expectations for their data to be handled responsibly.</p> <p>Some networks may not have a place for community guidelines and in this case they should be hosted on a relevant official website and referred to via the account.</p> <p>The guidelines assist in setting user expectations about what should or should not be submitted to Council's social media channels, and also specify when council will remove or modify user-submitted content.</p> <p>When developing the guidelines, they should be simple and flexible, as a list of requirements for customers to follow may discourage customers from participating or create a negative attitude towards Council and others.</p>

4.2.5 Official social media accounts will be monitored and moderated regularly

Rationale	<p>The moderation policies and processes which are adopted by Council play an important role in the operation of, and public participation in, social media activities. An overly restrictive moderation approach may create perceptions of censorship, while too lenient a policy could result in receiving potentially large volumes of inappropriate or otherwise non-constructive user-submitted content. In some cases this may have the effect of discouraging participation by creating an online community that is inhospitable or unwelcoming to the broader community.</p> <p>In addition to monitoring official accounts, there is an impetus to expand social media monitoring to supplement traditional media monitoring with broader community information and trends. Social media monitoring enables the discovery of emerging activity, commentary and trends with respect to Council interests.</p>
Implications	<p>Hours of operation and moderation policies will be outlined in the community guidelines (“terms of use”) and shall govern the manner in which interactions are managed. Customers will be aware of what is acceptable behaviour and as the account holder, Council has the right to remove any content deemed inappropriate.</p> <p>Council may not always have the ability to moderate the interactions conducted by customers and this will be acknowledged within the community guidelines.</p> <p>When monitoring social media for relevant topics, any emerging trends or information should be reported back to the appropriate manager.</p> <p>Content should be developed and refined to reflect the data gained through monitoring.</p> <p>Moderating and monitoring time need to be factored in when accessing the resourcing implications.</p> <p>Spam comments/content will be removed/hidden where able.</p> <p><i>TO BE DEVELOPED: Social media for disaster management</i></p>

4.2.6 Security protocols will be adhered to when accessing and managing social media accounts.

Rationale	<p>Social media does contain security risks which need to be addressed when accessing the accounts within the work environment, and often in a personal use of social media capacity, as some networks do not allow a distinction between them.</p>
Implications	<p>Direct access to Council social media accounts should be restricted to a very limited number of skilled social media officers. All other activity should be conducted through a social media management tool such as Hootsuite.</p> <p>Council should establish a central register of official social media accounts detailing:</p> <ul style="list-style-type: none">• social media channel• the account’s purpose

- department/role that manages the account
- officers authorised to access the account
- account holder details sufficient to enable continuity of access by the agency.

All computers and devices that access social media channels should be fully updated for:

- the operating system
- software such as Java and Adobe Flash
- browsers including at least one alternative to Microsoft Internet Explorer
- security suites.

These computers and devices should be password protected to prevent unauthorised access including personal devices or home computers.

Devices that can be lost or stolen (phones, tablets, laptops) should have remote tracking and wiping software installed where possible.

Email accounts that are associated with social media channels should either be official email accounts controlled by the social media team, or if they are webmail accounts (e.g. Gmail), they should use two factor authentication. All social media accounts should use two factor authentication when possible.

A password manager should be used and unique, complex passwords generated for each social media account (and webmail if necessary). Passwords should never be written down, only managed using the password manager.

All social media passwords should be changed if there is a change to social media staff as per agency procedures relating to social media passwords.

Two factor authentication should also be implemented wherever offered on a platform by platform basis. While doing so will add complexity to the ongoing operation activities of posting to channels, business continuity in the event of staff changes etc., security of social channels is paramount to avoid unwanted, fraudulent exposure for Government wherever possible.

Social media channels should never be accessed using “kiosks” or other untrusted, shared devices.

4.2.7 Risk assessments are undertaken prior to implementation of social media and is actively identified and managed

Rationale

The use of social media can expose Council to risks and compromise compliance with policy and legislation. Prior to the establishment of official social media accounts, Council should conduct a risk assessment, ensure appropriate documentation of requirements is in place and mitigating actions established.

There are a number of areas of risk that need to be managed during the official use of social media by Council - risks of:

- intellectual property infringement
- inadvertently compromising compliance with legislation
- staff using official accounts inappropriately either with malicious intent or inadvertently or through misrepresentation
- customers compromising with legislation
- privacy breach
- malicious attack from outside of the government.

A risk assessment should also be undertaken when considering

	<p>transactional functionality and software and payment gateway solutions associated with social media accounts and websites.</p>
Implications	<p>It is the responsibility of the CEO to ensure that mitigation is in place, or that the risks are acceptable. A risk assessment of social media activities needs to be undertaken and continuously reviewed especially as social media channels evolve, government activities change or external events dictate.</p> <p>Whilst there can never be a complete mitigation of risk due to the unforeseeable, the majority of risk can be migrated by using appropriately trained and skilled staff, following security protocols and adopting a robust moderation and community management approach.</p>

4.2.8 Social media accounts that require closure will provide adequate notice to customers including alternative contact points

Rationale	<p>Making the decision to close a social media account should not be taken lightly but one may be closed for any number of reasonable reasons. Examples include changes in strategic direction, lack of uptake by audience, resourcing restrictions and lack of available content. Accounts should not be left abandoned as this presents an unprofessional and potentially damaging risk to Council.</p> <p>If possible, accounts that can be merged or updated as an alternative to closure should do so to avoid disruption to customers, and this should be communicated clearly to the community.</p>
------------------	--

Implications	<p>Where it has been identified that a social media account should be closed, the existing community should be advised via the account both the reasons for closure, and options for further communication or engagement. It is also important that public records within the social media account are retained. Where social media is used primarily for marketing, for the most part information disseminated through social media platforms would constitute a low risk short term value record. However, where social media is used to engage with customers or provide services, these records will need to be managed and preserved for the length of time required to meet Council's evidentiary and accountability requirements.</p> <p>The amount of time from closure announcement and actual deletion of the account will vary depending on the size of the established community and the strategy to migrate the advocates to alternative more appropriate channels or accounts. Two weeks is the minimum amount of time required.</p>
---------------------	--

4.2.9 All social media interactions and posts will be apolitical, impartial and professional.

Rationale	Council should maintain its impartial, apolitical, professional nature while maintaining social media accounts.
Implications	<p>Accounts should avoid any statements that might be interpreted as advocating government policies, or criticising the policies of political parties or groups.</p> <p>There needs to be a clear distinction between an agency social media channel, and a mayoral or political channel.</p>

4.3 Effectiveness measures and improvement

4.3.1 Effectiveness of social media service delivery should be monitored to identify potential improvements

Rationale	Social media success is only partly the product of the correct platform. No matter which platform is used, it is the community that shapes an effective strategy. In order to understand how customers want to interact, continuous review and modification of approach is required.
------------------	--

Implications

Any activities undertaken through social media should be reviewed and collated to identify success and failure patterns.

Monitoring of the overall ecosystem (beyond official social media accounts) should be undertaken to identify trends and opportunities to engage more effectively with the community.

Monitoring of the broader online ecosystem, such as social media, traditional media and forums, can be used as a source of business intelligence to inform organisational strategy. One way that this can be achieved is through using third party social media listening tools eg. Hootsuite.

Changes/ upgrades within the physical networks and service platforms need to be monitored to identify any impacts in the customer experience.

- 4.3.2 Social media is to be measured via identified goals and customer satisfaction metrics, traditional metrics are a guide only

Rationale

Traditional social media metrics such as likes and followers can easily be manipulated and do not provide an accurate picture of the effectiveness of a social media account. Success measures should be developed alongside goals and outcomes.

Implications

Likes and followers should only be used as a general indication of success. Continued growth in numbers does in the majority of cases indicate a successful account but does not necessarily correlate to the effectiveness or achievement of outcomes, also known as 'active engagement'.

Each social media account or community will have different goals and hopes for outcomes, and these should be identified prior to launching or engaging in activity and used to measure success. There are various tools available to monitor social media. Tools should be selected based on matching their particular strengths with the needs of the social media presence. For example, Spredfast is a great tool to analyse metrics for brand awareness.

When considering metrics take into account:

- Conversion goals that are defined by driving customers to do something such as visit a website, ask a question, share an update, etc. This is the primary goal of most social media activities and should be weighted heavily when accessing success.
- Reach metrics are when customers amplify your messages by repeating them across their own networks. These may include "likes/reactions" or "shares" These engagements are clear indicators that people are responding to the content and in turn acting to promote the message, this is a great indicator of content successes and failures.
- Amplification metrics build upon reach metrics. An amplification metric captures instances when people further engage with the content and add their own context to the message. Instead of simply clicking like or retweet the customer may take the message and build upon it for their own network. This metric can reflect sentiment as this interaction may be positive or negative. Either way this is a valuable insight into customer engagement as it illustrates their feelings and highlights terms or language that can inform future content development.

4.3.3 Regularly review the social media platform to ensure it is still relevant

Rationale

It is important to ensure that the most appropriate social media channel is used.

Implications

It is important to choose the correct social media platform for the circumstances and their capability to deliver on the outcome required and should be reviewed regularly.

If it is deemed that the social media platform is not producing the desired results, the relevant account should be closed as detailed in Section 2.2.8 Social media accounts that require closure will provide adequate notice to customers including alternative contact points.

5 Breach of Policy

A breach of this policy may result in disciplinary action.

6 Relevant Links

- [Public Records Act 2002](#),
- [Information Privacy Act 2009](#),
- [Right to Information Act 2009](#) and
- the associated recordkeeping policy, [Records Governance Policy](#) (which replaced Information Standard 40: Recordkeeping and Information Standard 31: Retention and Disposal of Public Records on 6 June 2018).

Endorsed	Date: 19/03/2019
Name:	Oliver Simon
Title:	Chief Executive Officer, Paroo Shire Council
Signature:	

7 Appendix

7.1 Platforms Purposes and Accountabilities

Platform	Target Audiences	Why and how it supports council's goals and purpose (what are the success indicators)	Content themes and activities	Who is responsible for what
Facebook corporate @ParooShireCouncil Facebook page	Local community	Increased engagement on each post including reactions, comments, shares Increasing Page Likes Why do you maintain this page: Develop community pride Share council information Celebrate community successes Advertise employment Consult with the community	Share community events List council events Works notices Council meeting dates Employment vacancies Points of interest around town and random happenings Grant funding Business training opportunities Funeral notices Human stories from the community Profile staff members	EDO responsible for this Page, is the Admin Second Admin is HR Manager Tourism Team Leader is backup editor. EDO responsible for all responses to comments, posting, reporting

<p>Tourism Facebook @cunnamullafellacentre (change to @visitcunnamulla) <i>Facebook page</i></p>	<p>Visitors and potential visitors Locals following events</p>	<p>Grow visitor numbers Inform audience of local and tourist events Answer questions from audience</p>	<p>Inspirational images Events Socially conscious things eg Paroo in Pink OQTA or TEQ campaign, will piggy back off that Sharing blog posts Sharing others' posts Live videos for events</p>	<p>TTL responsible for this Page, is the Admin Second Admin is EDO TO Editor is also appointed TTL is responsible for all responses to comments, posting, reporting</p>
<p>Tourism Instagram @visitcunnamulla <i>Instagram profile</i></p>	<p>Visitors and potential visitors Locals who enjoy great imagery Travel bloggers</p> <p>Key age groups up to 45 years old with majority under 35 years old</p> <p>Corporates eg R M Williams</p>	<p>Inspire people to stay in Cunnamulla</p>	<p>Inspirational images Stories Opportunistic / always on</p>	<p>TTL responsible for this Page, is the Admin Second Admin is EDO</p>
<p>Facebook for Cunnamulla Fella Festival @cunnamullafellafestival <i>Facebook page</i></p>	<p>Event attendees and potential attendees (locals or visitors)</p>	<p>Inspire and inform people about the festival and book tickets (policy must refer to a process with regard to paid transactions, currently Oztix) Answer question from audience Grow attendance to festival</p>	<p>Live videos Past event videos Images</p>	<p>TDO responsible for this Page, is the Admin Second Admin - EDO An Editor – TO is also appointed TDO works with media eg. local radio to develop content</p>

<p>Facebook for Community Events <i>Facebook group</i></p> <p><i>Currently this is a separate Facebook page. This page will be removed and current fans (approx. 135) will be invited to become part of the new group which will sit under Council's corporate Facebook page. This will mean that the visible Admin for the group, will be Paroo Shire Council and not a staff member's personal profile.</i></p> <p><i>The effectiveness of this group will be continually assessed, and if it is decided that this format is not working in the way intended, the EDO will provide a report to Council with the proposed changes.</i></p>	<p>Local community</p>	<p>Increased attendance at community events/programs engagement on each post including reactions, comments, shares Increasing Page Likes Why do you maintain this page: Ability to advise of last minute event changes (e.g. due to weather) Increased engagement and two-way conversations with residents</p>	<p>Share community events List council events</p>	<p>CO responsible for this Page, is the Admin Second Admin is EDO CSO Editor is also appointed CO is responsible for all responses to comments, posting, reporting</p>
<p>Facebook for Cunnamulla Library and Events <i>Facebook page</i></p>	<p>Locals who use the library's services</p>	<p>Increased use of libraries services to encourage and develop reading and learning among residents</p>	<p>Share library events Share photos of events that have happened Share inspirational images and quotes to encourage learning and reading</p>	<p>L responsible for this Page, is the Admin Second Admin is EDO LA Editor is also appointed L is responsible for all responses to comments, posting, reporting</p>

7.2 Appendix – Online Community Engagement Guidelines

These “terms of use” are to be put on the corporate website and link from footer of website and in the About information on Facebook pages.

The following outlines terms of use of Paroo Shire Council's social media pages and platforms. They specifically describe what users can do on Council's Facebook Pages and these terms apply to Instagram and other official Paroo Shire Council social media platforms where relevant.

Paroo Shire Council's Facebook/Instagram page exists to provide information on Council initiatives, events, programs and news. It is used as an important tool for Council to actively

engage with the community, serving as a place for discussion, enquiries and an active exchange of ideas. We will respond to service enquiries via Facebook/Instagram as promptly as possible within standard business hours, but still encourage individuals to contact Council on 07 4655 8400 for specific enquiries. Please note that Council's standard business hours are 8am-4.30pm Monday to Friday.

We support open discussion on this page but to make sure everyone has a fair go we have a few guidelines. Council support the Facebook Statement of Rights and Responsibilities (<http://www.facebook.com/terms.php>) and related Facebook policies, and we request that visitors to our page to do the same.

Paroo Shire Council does not accept responsibility for fan comments on this page. They are not representative of the opinions of Paroo Shire Council, nor do we make any warranty to their accuracy.

In order to ensure our page is friendly and welcoming for all visitors, we do moderate where needed. We ask that when contributing your views to Paroo Shire Council's Facebook/Instagram page, you ensure that you:

- do not harass, abuse or threaten other visitors to the site or Council employees
- do not post comments that are likely to offend others, particularly in reference to an individual's race, age, gender, sexuality, political leaning, religion, employment or disability
- do not use obscene or offensive language
- do not post repeat comments continuously
- do not promote anything that may constitute spam, such as commercial interests, solicitations, advertisements or endorsements of any non-governmental agency
- do protect your personal privacy by not including email addresses, phone numbers or home addresses on the public wall and also the privacy of others.

If you don't adhere to the above, we will moderate and potentially remove your comment. We may remove comments and take the discussion 'offline' or into a private channel if we believe that the content is personal in nature, or is affecting the enjoyment of the page for other visitors. Should you have enquiries about Council's official use of social media please contact council@paroo.qld.gov.au or phone 07 4655 8400.