# CITY OF VAUGHAN

## EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 21, 2017

Item 3, Report No. 3, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on March 21, 2017.

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**3**                                    **INTERNAL AUDIT REPORT – SOCIAL MEDIA**

**The Finance, Administration and Audit Committee recommends:**

**1)**     **That the recommendation contained in the following report of the Director of Internal Audit, dated March 6, 2017, be approved; and**

**2)**     **That Communication C8, presentation material titled "Social Media Audit", dated March 6, 2017, be received.**

### Recommendation

The Director of Internal Audit recommends:

1. That the Internal Audit Report on the Audit of Social Media be received.

### Contribution to Sustainability

Internal Audit activities and reports contribute to the sustainability of the City by providing advice and assurance that controls supporting the delivery of services and programs are effective. Longer term sustainability needs the support of good, efficient risk mitigation strategies.  Internal Audit can provide support for that sustainability by providing independent advice and assurance.

### Economic Impact

There are no direct economic impacts associated with this report.

### Communications Plan

Not applicable.

### Purpose

To present to the Finance, Administration and Audit Committee the Internal Audit Report on the Audit of Social Media.

### Background - Analysis and Options

Social media can be defined as primarily internet and mobile-based tools which allow people to share opinions, insights, experiences, and perspectives with each other. A characteristic of all social media is user generated content, which allows users to post their own information.

The City has multiple social media accounts on various channels, including Facebook, Twitter, YouTube and Instagram.  Facebook and Twitter are the most used channels in the City.  These pages share information on City news and events, including pictures and videos.  Each post should enhance communication with stakeholders in support of City goals and facilitate discussion of City issues, operations and services.

The corporate social media accounts managed by Corporate Communications have metrics, a yearly strategy and resources dedicated to managing the accounts. At the end of October 2016, the corporate Twitter account had 10,905 followers (an increase of 68 per cent from the previous October) and the corporate Facebook account had 4,049 (an increase of 97 per cent from the previous October). With thousands of share, likes and retweets, the metrics show that the sites are an effective communication channel with residents.

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A number of City departments have created their own social media sites to communicate specific programs and initiatives including Recreation Services, Emergency Planning, Animal Services, Vaughan Fire and Rescue Service and Vaughan Public Libraries.

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place to mitigate risks associated with the use of social media.

The audit was part of the 2015 to 2018 Risk Based Internal Audit Plan previously approved by the Finance, Administration and Audit Committee.

**Relationship to Term of Council Service Excellence Strategy Map (2014-2018)**

This report supports the Term of Council Priority: Continue to Advance a Culture of Excellence in Governance, and the Service Excellence Initiative: Demonstrating Value for Money.

**Regional Implications**

Not applicable.

**Conclusion**

Improvements are required to ensure risks related to the use of social media are efficiently and effectively mitigated. The following opportunities were identified:

- Developing a corporate wide social media framework that links social media use to the City's Service Excellence Strategy Map.

- Reviewing social media policy and guidelines to ensure that they align with the social media framework.

- Developing and implementing a formal social media training program for staff.

- Establishing and implementing corporate wide performance metrics for monitoring and reporting on the effectiveness of social media use.

- Authenticating and branding the City's social media accounts in a consistent manner.

We will follow up on the status of outstanding Management Action Plans related to this audit and will report the status to the Finance, Administration and Audit Committee.

**Attachment**

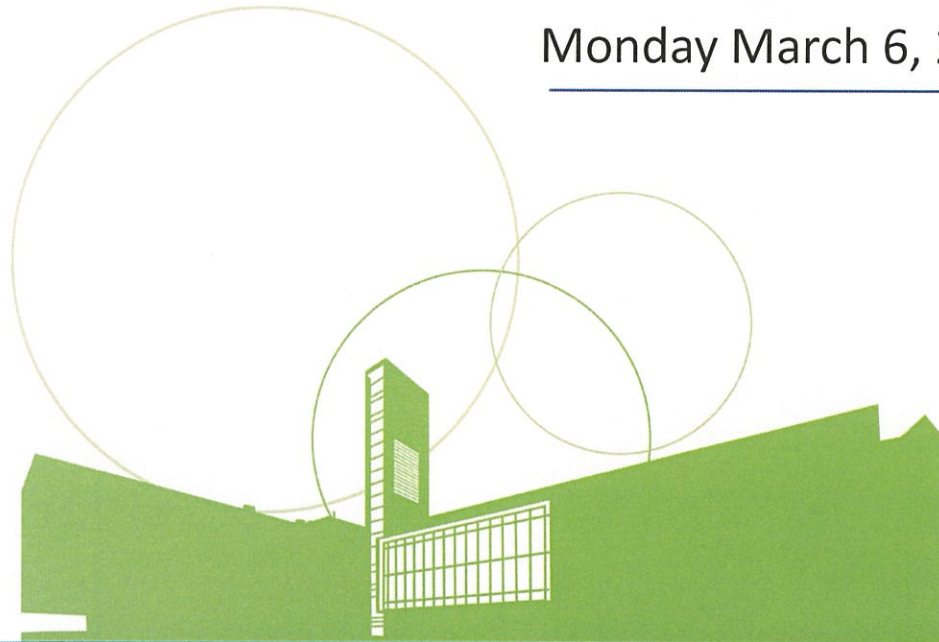1. Internal Audit Report – Audit of Social Media

**Report prepared by:**

Mike Petrilli, CPA CGA CIA
Audit Project Manager

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

# Social Media Audit

Monday March 6, 2017

CANADA 150

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# Today's Presentation

- Audit Objective, Scope and Methodology
- Audit Conclusion
- Audit Observations
- Management Action Plans
- Next Steps
- Questions

# Audit Objective

- To evaluate the effectiveness of the controls, processes and procedures in place to mitigate the business risks associated with the use of social media.

# Audit Scope & Methodology

- Review of existing Policies, Procedures & Guidelines
- Staff interviews
- Analyses of the City's social media account activities
- Review of January – October 2016 social media activities

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# Audit Conclusion

- Organization wide improvements are required to better utilize and manage social media

- Tools and controls are not in place on a corporate wide basis to assist management with determining whether the current approach is the most efficient and effective way to engage with residents, businesses and visitors

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# Issues and Observations

1. Develop a corporate wide social media framework.
2. Review and address gaps in existing social media policy and guidelines.
3. Develop a formal social media training program.
4. Establish and implement corporate wide performance metrics.
5. Authenticate and brand the City's social media accounts in a consistent manner.

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# Management Action Plans

1. Develop a corporate wide social media framework.

→ New governance framework will address many of the observations raised in the audit

→ Key focus will be the rollout

  → Education is important component

  → Will include formal social media training program

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# Management Action Plans

2.  Review and address gaps in existing social media
    policy and guidelines.


→ Current policy dates to 2012

→ Update will involve soliciting feedback from appropriate
   departments, reviewing best practices

→ Will roll out with governance framework

# Management Action Plans

3. Develop and a formal social media training program.

→ Designed to support site administrators as well as employees interested in corporate approach to social media

→ Offer hands-on learning and other resources

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# Management Action Plans

4. Establish and implement corporate wide performance metrics.


→ Assist site administrators to get started using social media management tools

→ Provide templates for tracking metrics

# Management Action Plans

5. Authenticate and brand the City's social media accounts in a consistent manner.

→ Provide support to site administrators to validate their accounts

  → Corporate Twitter account has been verified

→ Branding requirements will be outlined in new governance framework

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# Next Steps

- Action plans have been developed.

- Implementation is underway.

- Internal Audit will follow up and report on the status of these action plans.

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# Questions?

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**INTERNAL AUDIT REPORT – SOCIAL MEDIA**

**Recommendation**

The Director of Internal Audit recommends:

1.  That the Internal Audit Report on the Audit of Social Media be received.

**Contribution to Sustainability**

Internal Audit activities and reports contribute to the sustainability of the City by providing advice and assurance that controls supporting the delivery of services and programs are effective. Longer term sustainability needs the support of good, efficient risk mitigation strategies.  Internal Audit can provide support for that sustainability by providing independent advice and assurance.

**Economic Impact**

There are no direct economic impacts associated with this report.

**Communications Plan**

Not applicable.

**Purpose**

To present to the Finance, Administration and Audit Committee the Internal Audit Report on the Audit of Social Media.

**Background - Analysis and Options**

Social media can be defined as primarily internet and mobile-based tools which allow people to share opinions, insights, experiences, and perspectives with each other. A characteristic of all social media is user generated content, which allows users to post their own information.

The City has multiple social media accounts on various channels, including Facebook, Twitter, YouTube and Instagram.  Facebook and Twitter are the most used channels in the City.  These pages share information on City news and events, including pictures and videos.  Each post should enhance communication with stakeholders in support of City goals and facilitate discussion of City issues, operations and services.

The corporate social media accounts managed by Corporate Communications have metrics, a yearly strategy and resources dedicated to managing the accounts. At the end of October 2016, the corporate Twitter account had 10,905 followers (an increase of 68 per cent from the previous October) and the corporate Facebook account had 4,049 (an increase of 97 per cent from the previous October). With thousands of share, likes and retweets, the metrics show that the sites are an effective communication channel with residents.

A number of City departments have created their own social media sites to communicate specific programs and initiatives including Recreation Services, Emergency Planning, Animal Services, Vaughan Fire and Rescue Service and Vaughan Public Libraries.

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place to mitigate risks associated with the use of social media.

The audit was part of the 2015 to 2018 Risk Based Internal Audit Plan previously approved by the Finance, Administration and Audit Committee.

**Relationship to Term of Council Service Excellence Strategy Map (2014-2018)**

This report supports the Term of Council Priority: Continue to Advance a Culture of Excellence in Governance, and the Service Excellence Initiative: Demonstrating Value for Money.

**Regional Implications**

Not applicable.

**Conclusion**

Improvements are required to ensure risks related to the use of social media are efficiently and effectively mitigated.  The following opportunities were identified:

- Developing a corporate wide social media framework that links social media use to the City's Service Excellence Strategy Map.

- Reviewing social media policy and guidelines to ensure that they align with the social media framework.

- Developing and implementing a formal social media training program for staff.

- Establishing and implementing corporate wide performance metrics for monitoring and reporting on the effectiveness of social media use.

- Authenticating and branding the City's social media accounts in a consistent manner.

We will follow up on the status of outstanding Management Action Plans related to this audit and will report the status to the Finance, Administration and Audit Committee.

**Attachment**

1.   Internal Audit Report – Audit of Social Media

**Report prepared by:**

Mike Petrilli, CPA CGA CIA
Audit Project Manager

Respectfully submitted,

Kevin Shapiro CIA CFE CRMA
Director, Internal Audit

# INTERNAL AUDIT REPORT

## Social Media Audit

**INTERNAL AUDIT REPORT**

**AUDIT OF SOCIAL MEDIA**

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**CONCLUSION AND SUMMARY**

The City of Vaughan has established social media accounts to engage with the public and create two-way communication channels. Social media is constantly evolving and must be managed effectively to meet best practices. Some improvements are required to ensure risks related to the use of social media are efficiently and effectively mitigated. The following opportunities were identified:

- Developing a corporate wide social media framework that links social media use to the City's Service Excellence Strategy Map.

- Reviewing social media policy and guidelines to ensure that they align with the social media framework.

- Developing and implementing a formal social media training program for staff.

- Establishing and implementing corporate wide performance metrics for monitoring and reporting on the effectiveness of social media use.

- Authenticating and branding the City's social media accounts in a consistent manner.

Opportunities exist to update the existing Social Media Policy to include a comprehensive corporate wide social media framework that links social media use to the City's Service Excellence Strategy Map. The framework should align social media activities to business objectives, be incorporated with other existing strategies, identify appropriate social media channels to best engage our target audience and establish appropriate resources to manage social media activities. Without an entity wide social media framework, the City is at risk of spending time and resources engaging in social media that may not support the achievement of business objectives and/or not reach the intended audience.

Once management has established a framework, the City's existing Social Media Policy, including roles, responsibilities and expectations of staff should be reviewed and updated to align with the framework. In addition, the policy should be reviewed to identify and address any potential gaps. For example, there are no provisions in the existing policy to address employee personal use of social media and what steps should be taken before posting or sharing pictures or videos, from a copyright, consent and/or privacy perspective. Draft procedures and guidelines should also be reviewed and incorporated into the policy. A comprehensive social media governance framework will empower staff to take action and make educated decisions while delivering service excellence.

Management should develop and implement formal social media training to educate staff on best practices, opportunities, potential pitfalls and requirements of leveraging social media on behalf of the City. Failure to provide training may result in inappropriate social media use and reputational risk for the City.

Performance metrics should be established to align resources, set targets and evaluate individual social media channels for effectiveness against the City's strategic objectives. If a

**AUDIT OF SOCIAL MEDIA**

channel is not meeting the stated objectives, adjustments should be made to the content or consideration should be given to discontinuing the channel.

Our review of the City's social media sites found inconsistency in terms of site layout, imaging and content. None of the City's social media sites has achieved verified status. If individuals are skeptical of a site's authenticity, there is increased risk that users will not engage, which increases the likelihood that the City's social media communications may become ineffective.

We will follow up on the status of outstanding Management Action Plans related to this audit and will report the status to the Finance, Administration and Audit Committee.

**BACKGROUND**

Social media can be defined as primarily internet and mobile-based tools which allow people to share opinions, insights, experiences, and perspectives with each other. A characteristic of all social media is user generated content, which allows users to post their own information.

The City has multiple social media accounts on various channels, including Facebook, Twitter, YouTube and Instagram. Facebook and Twitter are the most used channels in the City. These pages share information on City news and events, including pictures and videos. Each post should enhance communication with stakeholders in support of City goals and facilitate discussion of City issues, operations and services.

The corporate social media accounts managed by Corporate Communications have metrics, a yearly strategy and resources dedicated to managing the accounts. At the end of October 2016, the corporate Twitter account had 10,905 followers (an increase of 68 per cent from the previous October) and the corporate Facebook account had 4,049 (an increase of 97 per cent from the previous October). With thousands of share, likes and retweets, the metrics show that the sites are an effective communication channel with residents.

A number of City departments have created their own social media sites to communicate specific programs and initiatives including Recreation Services, Emergency Planning, Animal Services, Vaughan Fire and Rescue Service and Vaughan Public Libraries.

**OBJECTIVES AND SCOPE**

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place to mitigate risks associated with social media use.

The audit approach included analyses of the City's social media account activities, review of City policies and procedures, and interviews with staff and management.

The scope of this audit covered social media activities from January 2016 to October 2016.

**Auditor and Author:** Mike Petrilli, CPA, CGA, CIA

**Director:** Kevin Shapiro CIA, CFE, CRMA

**AUDIT OF SOCIAL MEDIA**

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**DETAILED REPORT**

1.  *Develop a Comprehensive Social Media Governance Framework*

The City has taken a decentralized approach to social media management. Corporate Communications manages the main corporate social media sites, while a number of City departments have created their own social media sites to communicate specific programs and initiatives.

Based on our review, we conclude that the City does not have the appropriate mechanisms in place to assist management with determining whether the current model is the most efficient and effective way to engage with residents, businesses and visitors.  For example:

- Although the City has a Social Media Policy, there is no entity wide social media framework that links social media use to the City's Service Excellence Strategy Map.

- Management has not developed formal social media training programs, including social media literacy and policy training, online reputation management, content development, social media tools and analytics.

- Corporate Communications has established performance measures for their sites; however, the majority of other departments with sites have not established measures of success.

A social media framework should align social media activities to business objectives, be incorporated with other existing strategies, identify appropriate social media channels to best engage our target audience and establish appropriate resources to manage social media activities.  Without an entity wide social media framework, the City is at risk of spending time and resources engaging in social media that may not support the achievement of business objectives and/or not reach the intended audience.

Once management has established an entity wide social media framework, the City's existing Social Media Policy, including roles, responsibilities and expectations of staff should be reviewed and updated to include the framework.  In addition, the policy should be reviewed to identify and address any potential gaps.  For example, there are no provisions in the existing policy to address employee personal use of social media and what steps should be taken before posting or sharing pictures or videos, from a copyright, consent and/or privacy perspective.  Draft procedures and guidelines should also be reviewed and included in the policy.

The City should also develop a formal social media training program. The training program is vital in terms of empowering staff to understand the importance of any social media policy, but just as importantly, to show staff how social media can be a valuable communication tool.  Failure to provide training may result in inappropriate social media use and reputational risk for the City.

**AUDIT OF SOCIAL MEDIA**

In order to gain a clear understanding of the effectiveness of the social media framework, the performance of all social media accounts should be tracked with appropriate metrics. Once results are analyzed, it is important to adjust social media use if required to ensure that it continues to meet the goals set out for the site. If the City doesn't adjust the messaging or methods of engagement as the platforms and public use evolve, there is the risk of the sites becoming irrelevant.

Social media management software, such as Sprout Social and Hootsuite, is available to assist management in the monitoring of posts and analysis of online activity. Sprout Social is currently only being used for the social media sites managed by Corporate Communications. Expanding the use of social media management software will help manage the sites, improve monitoring and reporting on performance and minimize the risk of inappropriate activity.

**Recommendation**

We recommend that management:

- Develop a corporate wide social media framework that links social media use to the City's Service Excellence Strategy Map.

- Review and enhance the existing Social Media Policy to include the social media framework and address any identified gaps.

- Develop and implement a formal social media training program for staff.

- Establish and implement a procedure to monitor performance metrics and audience engagement based on the model used by Corporate Communications, which includes the use of social media management software.

- Corporate Communication should work with Site Administrators in assessing social media sites to validate that they are meeting established objectives. The objective would be to ensure that the City is getting optimal benefit from existing social media channels in order to help support the effective achievement of term of council priorities.

- As part of the framework development, identify other business objectives that may benefit from the use of social media (e.g. utilizing LinkedIn to assist with recruitment).

**Management Action Plan**

Management agrees with these recommendations.

The Office of Corporate Communications will work with key internal stakeholders to update the existing Social Media Policy and create a governance framework that will link to the Service Excellence Strategy Map. The process will include:

- Soliciting feedback on the policy and framework from appropriate departments, including identifying any gaps (Q1 2017).

- Editing the current policy (Q2 2017).

- Drafting the framework which, among other components, will address the need for all departments involved in social media to employ a social media management tool, will address identified gaps, and will identify, if appropriate, other business objectives that may benefit from the use of social media (Q2 2017).

- Soliciting feedback on the revised draft policy and draft framework and making adjustments, as appropriate, including addressing identified gaps (Q2-Q3 2017).

- Finalizing the policy and framework (Q3-Q4 2017).

- Meeting with site administrators to help them assess their sites and validate they are getting optimal benefit from the channels in order to support the effective achievement of the Term of Council priorities (Q3-Q4 2017).

- Creating a rollout plan that includes a formal social media training program (Q3-Q4 2017).

- Rolling out the policy and framework and providing staff training (Q4 2017-Q1 2018).

*2.* *Social Media Sites Should be Identifiable as Official Communication Platforms*

It is important that the City's image, content and tone are consistent across all of the City's social media platforms in order to establish user trust and confidence.

Section 4.4 of the City's Social Media Policy states that: "City social media sites should be clearly identified as being maintained by the City of Vaughan through the use of the City logo, department name". Section 4.6 states that each City social media site will include a standardized "Terms of Use" statement.

Our review of the City's social media sites found inconsistency in terms of site layout, imaging and content. For many of our accounts, it would be very difficult for the average user to identify an association with the City. Several of the City's social media sites do not contain the City's logo, contact information, intended purpose, or link to the City's Terms of Use statement.

In addition, none of the City's social media sites have achieved verified status. Twitter, Facebook, Instagram and YouTube allow account holders to get their account authenticated through a submission process.

If individuals are skeptical of a site's authenticity, there is increased risk that users will not engage, which increases the likelihood that the City's social media communications may become ineffective.

**Recommendation**

We recommend that management:

- Ensure that the City's social media accounts are branded in a consistent manner as per policy.

- Submit a request to each of the City's social media platform providers to authenticate the City's accounts.

**Management Action Plan**

Management agrees with these recommendations.

Branding requirements for City of Vaughan social media accounts will be outlined in the new framework.

In Q1-Q2 2017, Corporate Communications will guide site administrators on submitting requests to their social media platform providers to authenticate their accounts. The City's corporate Twitter account has received verified status since the audit concluded.

3. *The Records Retention Policy Should Address Social Media Content*

The City's current Records Retention By-law (113-97) dates back to 1997 and does not adequately address many new record types, including social media. The Office of the City Clerk has recognized the need to update the Records Retention By-law and this initiative is currently underway.

The new draft by-law recommends retaining website and social media content until it is superseded by other like content. This recommendation would be compliant with the Ontario Municipal Records Management System (TOMRMS) standards. Under exceptional circumstances (i.e. emergency situations or incidents), social media records relating to the incident will be retained permanently in order to help maintain a complete historical record of the event.

Social networks are increasingly being used by the City as a means of communicating with the general public as well as with select targeted groups. Without a policy for preserving social media activity properly, the City could be non-compliant or unprepared for record requests. Ultimately, social media content should become a seamless part of the City's unified records management program.

**Recommendation**

We recommend that:

- Revisions to the Records Retention By-law be aligned to the City's Social Media framework.

**Management Action Plan**

Management agrees with this recommendation.

At the present time, the Draft Records Retention By-law and accompanying Records Retention Schedule are being reviewed by the City's external auditor, KPMG. Upon completion of the review, the by-law will be submitted for Finance, Administration and Audit Committee and Council consideration. It recommends retaining website and social media content until it is superseded by other like content. Under exceptional circumstances, such as an emergency, it will be retained permanently. The estimated date of completion for this is late Q1 to mid Q2 2017.

### 4. *Complying with Accessibility Standards*

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) establishes the goal of an accessible Ontario by 2025. This will be achieved through the implementation of mandatory accessibility standards relating to customer service, transportation, information and communications, employment and the built environment.  Both public and private sector organizations are required to implement these standards in phases.

Vaughan's Accessibility Policy states that the City will comply with AODA Web Content Accessibility Guidelines (WCAG) 2.0 Level A and Level AA in accordance with the schedule set out in AODA Integrated Accessibility Standards.

The City's Social Media Policy does not speak to accessibility. However, the AODA does not directly address accessibility of social media sites and the platforms are outside the direct control of the City.

The accessibility of online social media platforms is generally improving, but many of them still present at least some barriers to people with disabilities.

**Recommendation**

We recommend that management:

- Include accessibility guidelines as part of the City's Social Media Policy.  Since the social media platforms are outside the direct control of the City, at a minimum the policy should be focused on the accessibility of the content component of Vaughan's social media sites.

**Management Action Plan**

Management agrees with this recommendation.

As social media platforms are outside the direct control of the City, this recommendation will be addressed by including in the framework some guidelines around accessible content. The timelines for drafting the framework and launching it to the organization are Q2 2017 and Q4 2017-Q1 2018 respectively.