

Auditor General's Office

Audit Committee Report

2013

Audit Work Plan

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Auditor General, City of Greater Sudbury

2013 Audit Work Plan

DATE:	April 10, 2013
TO:	Audit Committee
FROM	Brian Bigger, Auditor General

Summary

The purpose of this report is to provide City Council with details of the Auditor General's 2013 Audit Work Plan.

Financial Impact

The recommendation in this report has no financial impact beyond the amount provided in the Auditor General's 2013 budget request.

Background

City bylaw 239-2009 formalized the appointment of an Auditor General for the City of Greater Sudbury in September of 2009.

The Auditor General "reports to council and is responsible for assisting the council in holding itself and its administrators accountable for the quality of stewardship over public funds and for achievement of value for money in municipal operations."

At Council's request, the Auditor General developed an initial 2010 to 2016 audit plan was mainly program (performance) based. The initial plan identified auditable programs using the financial cost centre structure as a guide, and provided a sequence for those programs to be audited. The sequence was determined through an initial risk ranking process. The intention of the initial plan was to provide audit coverage across many areas of the organization.

At the same time, the Auditor General also advised Council of the need for various cross-cutting audits intended to provide oversight of key activities and internal control structures that impacted activities across the organization (conformance).

Upon further clarification, the Auditor General's understanding of the intended focus of the audit activity by Council, was closely aligned with the professional standards established by the GAO as Generally Accepted Government Auditing Standards (GAGAS).

Councillors did recognize that audit resources were limited, and did question if the resources were adequate at the time. It was accepted at that time, that resources would be re-evaluated at a later date. Councillors should also recognize that in addition to the efforts of Senior Auditor, over the last two years, the Auditor General's Office has retained co-sourced legal and audit expertise.

In 2013, City Council directed Administrators to provide a review of the audit activity to guide Council in determining the future direction of audit oversight at the City. Stakeholders should note that the Auditor General's work plan may be significantly impacted by the observations, conclusions and recommendations of Mr. James Key, of The Shenandoah Group in a report to Council expected May 2013.

The Auditor General continuously monitors Council and Committee meetings, CGS initiatives, CGS Benchmarking, Citizen Surveys and emerging issues. Audit topics are evaluated against an impact matrix that was previously provided to Audit Committee, to aid in ranking and sequencing audit projects. As always, projects have been identified where audit or review procedures are expected to present the greatest organizational value for the time committed. It is important to note that the audits completed over the next year may also be impacted by emerging issues identified by the Auditor General's Office or by Council request.

Having now completed close to three years of audit projects, the Auditor General's office has successfully demonstrated most types of audits that the auditors may use to provide value to the organization.

The Auditor General's Office has provided oversight in a number of program areas originally identified in the program (performance), portion of the long term audit plan. The initial program risk assessment process appears to have worked as expected. Also, with further insight and understanding of the risk and governance challenges and opportunities found in the organization, the Auditor General has found it necessary to apply more audit resources to cross-cutting audits with the intention of providing oversight and insight into

key activities and internal control structures that impact activities across the organization (conformance).

Comments

In November and December of 2012, the Auditor General sought Audit Committee and Senior Management Team feedback on the attached proposed audits, additional potential audits, and their desired order of completion.

The Auditor General's 2013 Audit Work Plan is provided to the Audit Committee as a combination of audits in progress, planned 2013 audits and future potential audits. The plan also outlines the Auditor General's expected order of completion for these audits.

As in the past year, our audit work plan will also include formal follow-up review of completed audits to ensure recommendations contained in previously issued audit reports have been implemented.

Due to unforeseen circumstances, resources in the Auditor General's Office have been significantly reduced during the first quarter of 2013. A number of the audits on this work plan list will not be completed during 2013, as they will either commence later in the year and will not be completed until 2014.

The Audit Work Plan is intended to be flexible and may be amended by the Auditor General as required. The bylaw establishing the Auditor General's Office provides that once established, "no deletions or amendments to the annual audit plan shall be made except by the Auditor General, however, Council may add to the annual audit plan by a two-third's majority vote."

The 2013 Audit Work Plan provides a balance of audit work that will result in improving overall City operations by strengthening management controls, improving accountability and enhancing the efficiency and effectiveness of municipal services.

Contact

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Signature



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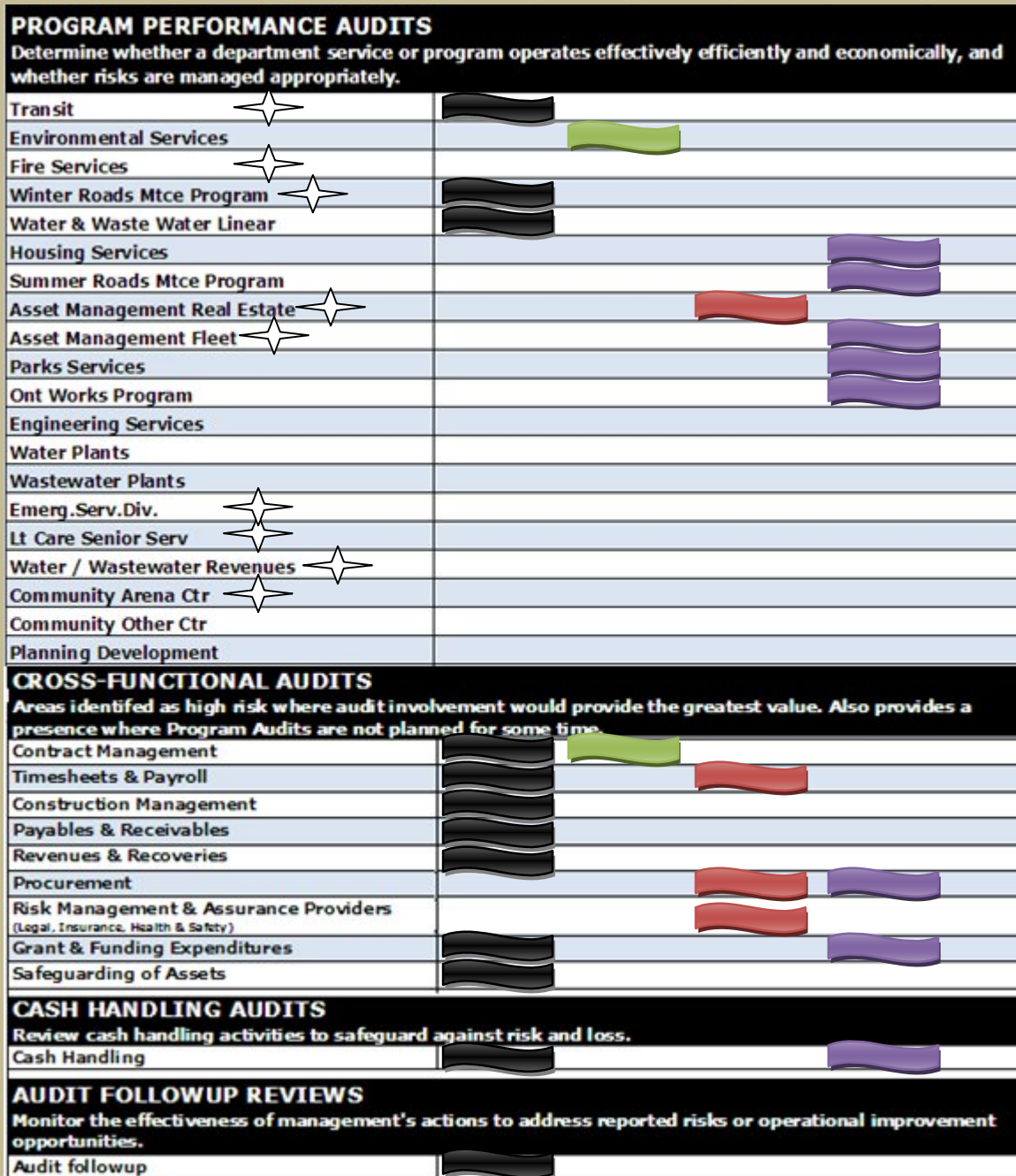
Attachments

Appendix 1: "Oversight And Reporting Relative To The Long Term Audit Plan"

Appendix 2: "2013 Audit Work Plan"

Appendix 2: "Risk Impact Matrix Used In Evaluating Performance and Conformance Audits"

APPENDIX 1 OVERSIGHT AND REPORTING RELATIVE TO THE LONG TERM AUDIT PLAN



- ★ Management Study Or Report
- Completed Audit
- Audit In Progress
- Planned 2013 Audit
- Proposed Future Audits

APPENDIX 2

2013 AUDIT WORK PLAN

Work Plan Opportunities	Projects identified where audit or review procedures are expected to present the greatest organizational value for the time committed	Proposed Order of Audits
2012 AUDITS TO BE COMPLETED IN 2013		
Advertising Revenue Agreement (Transit and Arena advertising) 3B	<ul style="list-style-type: none"> A review of agreements for Transit and Community Arena Advertising <ul style="list-style-type: none"> Evaluate current contract and receivable management practices Examine accuracy of yearly statements Evaluate efficiency, economy & effectiveness against objectives 	1
Environmental Services Waste Management 3B	<ul style="list-style-type: none"> A review of waste management contract(s) to identify opportunities in support of the achievement of value for money in waste management operations <ul style="list-style-type: none"> Mid point evaluation of a ten(10) year waste collection contract awarded in January 2006 Evaluate opportunities for improvement in the handling of citizen inquiries and concerns 	2
2013 AUDITS		
Procurement Review 5B	<ul style="list-style-type: none"> Use of RFPs, Tenders etc. (% of goods and services purchased through procurement process was 35.5% for CGS in 2011. OMBI median was 45.1%.) <ul style="list-style-type: none"> Evaluate procurement methods used, and compliance with Purchasing Bylaws ensuring appropriate competitive processes are followed Evaluate any current backlog (timing), of renewal of procurement agreements 	1
Employee Position Management Review 3B	<ul style="list-style-type: none"> Management of Council approved employee positions / approved part time hours and their related job rates (rates of pay), may significantly impact total payroll costs <ul style="list-style-type: none"> Evaluate impacts of how approved employee positions and hours are managed 	2

	<ul style="list-style-type: none"> ○ Evaluate how job level / pay evaluations are managed 	
PROPOSED FUTURE AUDITS		
CGS Citizen Interface 3B 3C	<ul style="list-style-type: none"> • 311 has been shown to increase constituent satisfaction while delivering significant improvements in productivity and costs savings, by reducing duplicate requests acted upon, and improving response times for service • 311 also improves inter-departmental communications & accountability <ul style="list-style-type: none"> ○ Evaluate performance and handling of CGS Phone / Email / Social media / Mail interfaces ○ Evaluate 311 opportunities to maximize VFM <ul style="list-style-type: none"> ▪ Review of call handling and resolution ▪ Integration of additional functions 	1
Corporate Grants, Donations and Contributions 3B 3C	<ul style="list-style-type: none"> • To improve communication and understanding of value for money achieved through corporate grants, donations and contributions, identifying budget pressures due to financial and "in-kind" expenditures in support of Council objectives <ul style="list-style-type: none"> ○ Determine the number of different points of access organizations and individuals have to obtain CGS support through grants, donations and other contributions ○ Determine the types (financial and in-kind) and the value of support provided to organizations and individuals to assist them in achieving stated goals and objectives ○ Evaluate expenditure and compliance controls as compared to city policies, bylaws and resolutions 	2
Corporate Mileage & Transportation Expense Review 3C	<ul style="list-style-type: none"> • Our main focus is on value for money <ul style="list-style-type: none"> ○ Review of compliance with established policy and procedures for mileage claims, and payroll benefits ○ Review for opportunities to improve value for money (eg rental cars, pooled cars, personal use of vehicles, car allowances) 	3
Parks Services 3B	<ul style="list-style-type: none"> • A value for money audit of parks operations and maintenance activities 	4

Roads Summer Maintenance 3B	<ul style="list-style-type: none"> • A value for money audit of roads summer operations and maintenance activities 	5
Real Estate Planning and Procurement Review 3B	<ul style="list-style-type: none"> • A review of the timing and coordination of planning for land acquisitions between various departments and Real Estate Services. <ul style="list-style-type: none"> ○ Potential impact on value for money associated with timeliness of property purchases and sales ○ Policies and practices around appraisals 	6
Housing Services 3C	<ul style="list-style-type: none"> • A value for money audit of housing services activities 	7
Ontario Works 3C	<ul style="list-style-type: none"> • A value for money audit of Ontario Works activities 	8
Corporate Credit Card (Procurement Card) Review 2B	<ul style="list-style-type: none"> • Review of adequacy of managerial and financial controls for corporate procurement cards • Review of compliance with established procurement card policy and procedures 	9
Safeguarding Tests 1B	<ul style="list-style-type: none"> • Spot audits can contribute to safeguarding of City assets. Examples are as follows: <ul style="list-style-type: none"> ○ Review collection of revenues (eg. only 66% of registered program capacity for recreation programs is used/recovered) ○ Review compliance with established cash handling policy and procedures. ○ Review compliance with fuel system controls 	10

APPENDIX 3

Risk Impact Matrix Used In Evaluating Performance and Conformance Audits

IMPACT MATRIX				
Rating	Descriptor	(A) Damages and Liability	(B) Operational Effects	(C) Reputation
(1)	Insignificant	<ul style="list-style-type: none"> Incur/reduce damages of by <\$35K Results in no injuries Very limited exposure of sensitive information Very limited loss of physical assets Very minor, non-permanent environmental damage requiring no clean-up measures 	<ul style="list-style-type: none"> No or very minor improvement/disruption in services, projects or processes No or very minor gain/loss of service data No or very minor cost savings/overruns in delivery of services 	<ul style="list-style-type: none"> No or very minor impact on client trust No or very minor media attention
(2)	Minor	<ul style="list-style-type: none"> Incur/reduce damages of by \$35K - \$200K Minor, non-permanent environmental damage requiring very limited cleanup efforts Limited exposure of sensitive information Minor injuries Limited loss of physical assets 	<ul style="list-style-type: none"> Minor improvement/disruption in services, projects or processes Minor gain/setback in achievement of service objectives Limited gain/loss of service/service group data Minor cost savings/overruns in delivery of services 	<ul style="list-style-type: none"> Minor gain/setback in building client trust Some favourable/unfavourable media attention Some favourable/unfavourable observations by review agencies Minimal improvements suggested by external or internal audit Threat of lawsuit
(3)	Moderate	<ul style="list-style-type: none"> Incur/reduce damages of by \$200 K - \$1M Exposure of limited amount of confidential/sensitive information Loss of large, but replaceable physical assets Serious injuries to public/staff Moderate environmental damage with moderate clean-up effort required, no permanent damage 	<ul style="list-style-type: none"> Moderate improvement/disruption in essential services Some gain/loss of service knowledge Some over/underachievement of service objectives Some gain/loss of service data Moderate cost savings/overruns in delivery of services Moderate source of additional revenue 	<ul style="list-style-type: none"> Some gain/loss of client trust Positive/negative media attention Praise/criticism by review agencies Strong recommendations from external or internal audit Out-of-court settlement
(4)	Major	<ul style="list-style-type: none"> Incur/reduce damages of by \$1M – \$5M Loss of significant physical asset Exposure of significant amount of confidential information Major environmental damage – extended clean-up required/some permanent damage Serious injuries to public or staff resulting in some permanent disability 	<ul style="list-style-type: none"> Significant improvement/disruption in delivery of essential services Significant gain/loss of service knowledge Significant over/underachievement of service/service group objectives Significant gain/loss of service data Significant cost savings/overruns in delivery of services Significant source of additional revenue 	<ul style="list-style-type: none"> Significant gain/loss of client trust Public media outcry for removal of departmental official Strong praise/criticism by review agencies Strong praise/criticism by external or internal audit Public trial Significant increase/decrease in quality of life indicators with resulting impact on City image
(5)	Extreme	<ul style="list-style-type: none"> Incur/reduce damages of by >\$5M Loss of key physical assets Public officials charged criminally Significant increase/decrease in provincial/federal funding Irreparable, significant damage to environment Exposure of critical confidential information Death and/or significant permanent disability of public or staff 	<ul style="list-style-type: none"> Unable to perform essential services for extended period Total loss of service group data Ability to deliver newly identified essential service >\$5M in cost savings/overruns in delivery of services >\$5M from additional revenue sources 	<ul style="list-style-type: none"> Public media outcry for change in administration and council A Public Inquiry/trial Very positive/negative public ratings Very significant increase/decrease in quality of life indicators with resulting impact on City image