| TO: | CHAIR AND MEMBERS<br>AUDIT COMMITTEE<br>MEETING ON FEBRUARY 13, 2014 |
|---|---|
| FROM: | PwC<br>INTERNAL AUDITORS |
| SUBJECT: | Quarterly Report on Internal Audit Results<br>a) Corporate Services - IT: Project Management and System Prioritization |

## RECOMMENDATION

That on the recommendation of PwC, this report **BE RECEIVED** for information and the action plans identified in Appendices A and B **BE RECOMMENDED** for approval.

## PREVIOUS REPORTS PERTINENT TO THIS MATTER

Risk Assessment and 3-Year Risk-Based Audit Plan from PricewaterhouseCoopers – Audit Committee March 31, 2011.

Risk Assessment and 2013 Risk-Based Audit Plan - Audit Committee January 31, 2013

## BACKGROUND

This report has been prepared in line with the reporting process defined within the Risk Assessment and 3-Year Risk-Based Audit Plan provided to the Audit Committee on March 31, 2011.

The purpose of this report is to communicate the results of internal audit projects completed to date, which include the following projects:
- Corporate Services - IT: Project Management and System Prioritization

PwC requests Audit Committee approval of the action plans developed in collaboration between PwC and City management. Please also refer to the formal presentation document attached in Appendix B.

| RECOMMENDED BY: |
|---|
| **PwC**<br>**INTERNAL AUDITORS** |
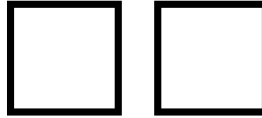
APPENDIX A – Corporate Services - IT: Project Management and System Prioritization

## Summary of Risks & Scope
*Corporate Services - IT: Project Management and System Prioritization*

### Scope

Assess the design of the internal controls related to IT project management and project prioritization considering:

- a standard approach to project management
- a project management framework/governance
- project investment mix and availability
- project evaluation/selection
- project investment portfolio performance monitoring
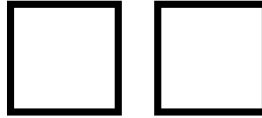
### Potential Risks

- Project management governance/approach may not be defined or known resulting in excessive costs, project failure or inefficiencies.
- Project selection/approval may not be aligned with available funding, strategy, ROI needs and capacity.
- Expected and final ROI, results/value and benefits attainment and project performance may not be achieved or known.

### Controls Operating Effectively

- Progress has been made in moving project management maturity from a level 2 (managed) to level 3 (defined). There has been a focus on designing controls which enable process repeatability, verification of process/control adherence and a focus on risk management.
- A project governance process has been defined, communicated and implemented for use.
- Project approval and prioritization involves business representatives.
- Project management process/control enabling tools and templates have been deployed to improve compliance and efficiency.
- Projects are categorized based on established criteria and alignment with IT strategy is identified.

### Background/Context

- Various project management frameworks exists and may be leveraged.  The IT Services Division (ITSD) leverages the Project Management Institute's Body of Knowledge (PMBOK).  As part of this framework a maturity scale (Organizational Project Maturity – "OPM") is used to assess the current state and develop strategies for overall improvement and increased maturity of the function and results delivery.
- In 2010 management determined that the OPM was a level 0 (Not existent).  Plans were developed to migrate through a level 1 (Initial – often described as chaotic or adhoc) and level 2 (Managed – basic project planning and management occur with some quality assurance) to a level 3 (Defined – repeatable processes are not people dependent, are integrated/organization wide and incorporate risk management) by 2013.
- While additional maturity levels exist beyond level 3, the audit was conducted based on management's planned OPM level 3.
- The past 12-18 months has seen a significant definition and deployment of the process and control elements required to attain OPM level 3 and as such at the time of planning the audit it was determined that assessing the design of the new controls was the optimal use of the internal audit effort.

**Observations & Action Plans**

### #1: Ownership of project governance & manaement

**Observation:**
The project management framework (governance, processes and controls) are defined and led through ITSD; however, a significant number of projects are actually business initiatives and span service areas and potentially the entire corporation.

**Business Impact:**
There is a risk that sponsors, stakeholders and participants do not buy-in, endorse or support the project management framework because it is a new, structured and externally imposed formal process. Support for the framework outside of ITSD is highly dependent on personal and departmental perspectives, culture and context increasing the possibility of non-conformance, circumvention or delay. Overall this can directly result in cost and time overruns, failed projects or investments in initiatives that are not aligned with overall strategy.

**Action Plan:**
It is recommended that the City should consider creating a corporation wide project governance framework and supporting processes, practices, controls and tools/templates for consistent use by all projects and all personnel. The framework should provide guidance as to minimum adherence, practices/controls and reporting/monitoring. The enabling corporate-wide support group should not manage all project aspects but should facilitate education, awareness, support, implementation/use, compliance, monitoring and reporting of all projects. They should also provide centralized approval, oversight, capacity, risk, performance, value and completion and benefits attainment reporting.  As part of this practice, all projects should be aligned with the City Strategy.

**Action Plan Lead:**
City Manager or Designate

**Timing:**
December 2014

### #2: Centralized/aggregated project risk management

**Observation:**
Project governance requires the definition of risks at the PDS stage and ongoing project manager activities include the identification and communication of project risks; however, no evidence of a centralized control log of all project risks, mitigation plans, ownership and impact on other projects was noted.

**Business Impact:**
Integrated, aggregated and/or interdependencies on risk impact and occurrence have a higher likelihood of not being properly assessed or responded to when the risk management process for project management is not centralized.

**Action Plan:**
Management should consider developing an ongoing process to collect, assess and report on risks, risk mitigation, risk impact, risk aggregation and interdependencies at a project and portfolio level to the specific project leadership team and to the IT Steering Committee (ITSC) at a project and programme/portfolio level.

**Action Plan Lead:**
Division Manager-Governance, Risk & Compliance

**Timing:**
April 2014
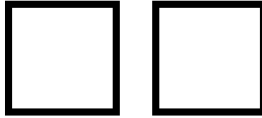
**#3: Project benefits realization**

**Observation:**
Project governance does not currently include the requirements for measuring project performance against key project performance criteria such as schedule, quality, cost, benefits/value attainment and risk as well as the identification of any deviations from the expected as part of the project lifecycle and upon completion/closure of the project.

**Business Impact:**
Without assessing if the project is on track or actually attains the overall benefits expected, the City may not take appropriate remedial actions as part of future project benefits definitions, as part of ongoing project adaptations prior to completion, and there is a significant likelihood that expected/desired benefits are never attained.  This often results in overstated project benefits statements, lost opportunities to attain the desired benefits and inappropriate information in future project acceptance decisions. In addition, accountability for the original reasons for undertaking the initiative is lost and therefore actual benefits expected or cost reductions expected are never realized or understood.

**Action Plan:**
The project governance framework should be updated to include the requirements for measuring project performance against key project performance criteria such as schedule, quality, cost, benefits/value attainment and risk as well as the identification of any deviations from the expected as part of the project lifecycle and upon completion/closure of the project.

**Action Plan Lead:**
Division Manager-Governance, Risk & Compliance

**Timing:**
July 2014

**#4: Definition of investment mix and ROI**

**Observation:**
While individual projects are considered and approved and a view in to the master plan schedule is available at the ITSC level, the overall definition of an appropriate investment mix based on cost, alignment with strategy, and financial measures such as cost and expected return on investment (ROI) over the full economic life cycle, degree of risk, and type of benefit for the programmes in the portfolio is not readily apparent at the ITSC level.  In addition, ROI was not consistently and clearly indicated for all projects sampled.

**Business Impact:**
Funding allocation may not align with overall strategic priorities, optimized fund deployment and required ROI during and throughout the project lifecycle.
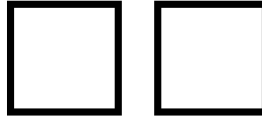
**Action Plan:**
Management should define an appropriate investment mix based on cost, alignment with strategy, and financial measures such as cost and expected ROI over the full economic life cycle, degree of risk, and type of benefit for the programmes in the portfolio. ROI should be evaluated for all projects and revisited as project scope, cost, or time change. ROI, capacity, strategic alignment, funding availability, dependencies, and project categorization should be explicitly defined/presented to the ITSC for review/approval and updated and validated as changes occur. As part of this practice all projects should be aligned with the City Strategy.

**Action Plan Lead:**
Division Manager-Governance, Risk & Compliance

**Timing:**
July 2014

**#5: Update and monitoring of ROI & investment performance**

**Observation:**
While it was noted that ITSC approvals and prioritization include consideration of specific projects in the context of the Master Plan, overall capacity and remaining funding, there is no evidence of an associated review/validation of the monitoring and performance of the investment portfolio and individual programmes throughout the entire investment life cycle.

**Business Impact:**
Without assessing if the project is on track or actually attains the overall benefits expected, the City may not take appropriate remedial actions as part of future project benefits definitions, or as part of ongoing project adaptations prior to completion, and there is a significant likelihood that expected/desired benefits are never attained.  This often results in overstated project benefits statements, lost opportunities to attain the desired benefits and inappropriate information in future project acceptance decisions. In addition, accountability for the original reasons for undertaking the initiative is lost and therefore actual benefits expected or cost reductions expected are never realized or understood.

**Action Plan:**
The project governance framework and ITSC meetings should be updated to include a review/validation of the monitoring and performance of the investment portfolio and individual programmes throughout the entire investment life cycle.

**Action Plan Lead:**
Division Manager-Governance, Risk & Compliance

**Timing:**
July 2014

**#6: Portfolio/programme governance**

**Observation:**
While it was noted that IT project management practices have been designed and implemented, overall project portfolio management practices have yet to be defined and implemented (given the recent advancement to a level 3 maturity, this observation is not unusual as it is predicated on an effective and stable level 3).  Portfolio management is a centralized management of processes, methods, and technologies used to analyze and collectively manage a group of current and proposed projects.  Portfolio management is designed to manage and monitor the optimal resource and investment mix for project delivery and to schedule activities to best achieve the organization's operational and financial goals.

**Business Impact:**
The absence of portfolio management directly impacts the effectiveness of overall project prioritization, contingency planning, flexibility/responsiveness, cost reduction, investment optimization, and capacity planning.

**Action Plan:**
A centralized portfolio management process, methods and technologies should be defined and implemented to manage the aggregated projects through strategic, governance, performance, communication and risk management capabilities at an enterprise level.

**Action Plan Lead:**
Division Manager-Governance, Risk & Compliance

**Timing:**
September 2014

# Appendix B - Quarterly Results on Internal Audit Results

# *The Corporation of the City of London*

# Quarterly Report on Internal Audit Results

- Corporate Services - IT: Project Management and System Prioritization

February 13, 2014

**pwc**

# *Agenda*

# *Rating Scale – Opportunities for Improvement*

- Satisfactory

  Controls are present to mitigate process/business risk, however an opportunity exists for improvement.

  Satisfactory ⬤

- Needs Improvement

  Existing controls may not mitigate process/business risk and management should consider implementing a stronger control structure.

  Needs Improvement △

- Unsatisfactory

  Control weaknesses are significant and the overall exposure to risk is unacceptable. Immediate attention and oversight from management is required.

  Unsatisfactory ✕

# Corporate Services - IT: Project Management and System Prioritization

# *Summary of Risks & Scope*
## *Corporate Services - IT: Project Management and System Prioritization*

## Scope

Assess the design of the internal controls related to IT project management and project prioritization considering:
- a standard approach to project management
- a project management framework/governance
- project investment mix and availability
- project evaluation/selection
- project investment portfolio performance monitoring

## Potential Risks

- Project management governance/approach may not be defined or known resulting in excessive costs, project failure or inefficiencies.
- Project selection/approval may not be aligned with available funding, strategy, ROI needs and capacity.
- Expected and final ROI, results/value and benefits attainment and project performance may not be achieved or known.
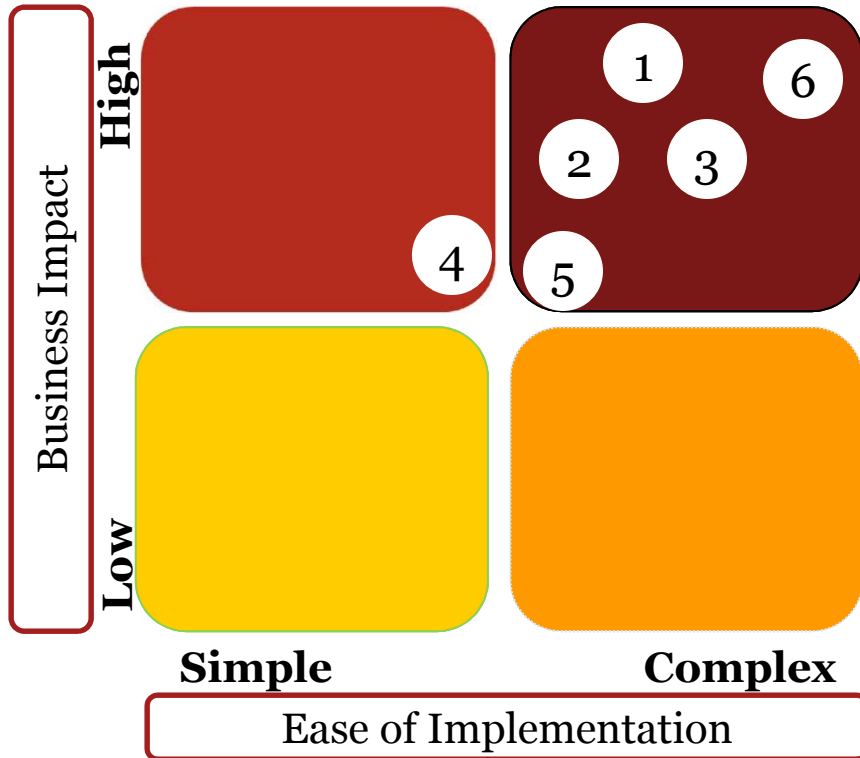
## Controls Designed Effectively

- Progress has been made in moving project management maturity from a level 2 (managed) to level 3 (defined). There has been a focus on designing controls which enable process repeatability, verification of process/control adherence and a focus on risk management.
- A project governance process has been defined, communicated and implemented for use.
- Project approval and prioritization involves business representatives.
- Project management process/control enabling tools and templates have been deployed to improve compliance and efficiency.
- Projects are categorized based on established criteria and alignment with IT strategy is identified.

## Background/Context

- Various project management frameworks exists and may be leveraged.  The IT Services Division (ITSD) leverages the Project Management Institute's Body of Knowledge (PMBOK).  As part of this framework a maturity scale (Organizational Project Maturity – "OPM") is used to assess the current state and develop strategies for overall improvement and increased maturity of the function and results delivery.
- In 2010 management determined that the OPM was a level 0 (Not existent).  Plans were developed to migrate through a level 1 (Initial – often described as chaotic or adhoc) and level 2 (Managed – basic project planning and management occur with some quality assurance) to a level 3 (Defined – repeatable processes are not people dependent, are integrated/organization wide and incorporate risk management) by 2013.
- While additional maturity levels exist beyond level 3, the audit was conducted based on management's planned OPM level 3.
- The past 12-18 months has seen a significant definition and deployment of the process and control elements required to attain OPM level 3 and as such at the time of planning the audit it was determined that assessing the design of the new controls was the optimal use of the internal audit effort.

# Action Plan Summary
## Corporate Services - IT: Project Management and System Prioritization

**Business Impact**

**High**

**Low**

**Simple**          **Complex**

**Ease of Implementation**

1  2  3  4  5  6

| | Observations | Timing | Rating |
|---|---|---|---|
| #1: | Ownership of project governance & management | December 2014 | Needs Improvement |
| #2: | Centralized/aggregated project risk management | April 2014 | Needs Improvement |
| #3: | Project benefits realization | July 2014 | Needs Improvement |
| #4: | Definition of investment mix and ROI | July 2014 | Needs Improvement |
| #5: | Update and monitoring of ROI & investment performance | July 2014 | Needs Improvement |
| #6: | Portfolio/programme governance | September 2014 | Needs Improvement |

- High Business Impact, Easy to Implement
- High Business Impact, Difficult to Implement
- Low Business Impact, Easy to Implement
- Low Business Impact, Difficult to Implement

# *Observations & Action Plans -#1*

## *Corporate Services - IT: Project Management and System Prioritization*
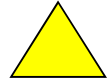
## Observation

**Ownership of project governance & management**

The project management framework (governance, processes and controls) are defined and led through ITSD; however, a significant number of projects are actually business initiatives and span service areas and potentially the entire corporation.

## Business Impact

There is a risk that sponsors, stakeholders and participants do not buy-in, endorse or support the project management framework because it is a new, structured and externally imposed formal process. Support for the framework outside of ITSD is highly dependent on personal and departmental perspectives, culture and context increasing the possibility of non-conformance, circumvention or delay. Overall this can directly result in cost and time overruns, failed projects or investments in initiatives that are not aligned with overall strategy.

## Action Plan

It is recommended that the City should consider creating a corporation wide project governance framework and supporting processes, practices, controls and tools/templates for consistent use by all projects and all personnel. The framework should provide guidance as to minimum adherence, practices/controls and reporting/monitoring. The enabling corporate-wide support group should not manage all project aspects but should facilitate education, awareness, support, implementation/use, compliance, monitoring and reporting of all projects. They should also provide centralized approval, oversight, capacity, risk, performance, value and completion and benefits attainment reporting.  As part of this practice, all projects should be aligned with the City Strategy.
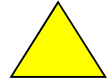
## Action Plan Lead

City Manager or Designate

## Timing

December 2014

# Observations & Action Plans -#2
## Corporate Services - IT: Project Management and System Prioritization

**Needs Improvement** ⚠️

## Observation

**Centralized/aggregated project risk management**

Project governance requires the definition of risks at the PDS stage and ongoing project manager activities include the identification and communication of project risks; however, no evidence of a centralized control log of all project risks, mitigation plans, ownership and impact on other projects was noted.

## Business Impact

Integrated, aggregated and/or interdependencies on risk impact and occurrence have a higher likelihood of not being properly assessed or responded to when the risk management process for project management is not centralized.

## Action Plan

Management should consider developing an ongoing process to collect, assess and report on risks, risk mitigation, risk impact, risk aggregation and interdependencies at a project and portfolio level to the specific project leadership team and to the ITSC at a project and programme/portfolio level. Management should develop a process that includes a Risk Register containing identified risks for individual projects; Impact and probability ratings for each identified risk; a Risk Response for each identified risk; a risk assessment of the full portfolio.

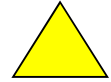## Action Plan Lead

Division Manager-Governance, Risk & Compliance

## Timing

April 2014

# *Observations & Action Plans -#3*

*Corporate Services - IT: Project Management and System Prioritization*

## Observation

**Project benefits realization**

Project governance does not currently include the requirements for measuring project performance against key project performance criteria such as schedule, quality, cost, benefits/value attainment and risk as well as the identification of any deviations from the expected as part of the project lifecycle and upon completion/closure of the project.

## Business Impact

Without assessing if the project is on track or actually attains the overall benefits expected, the City may not take appropriate remedial actions as part of future project benefits definitions, as part of ongoing project adaptations prior to completion, and there is a significant likelihood that expected/desired benefits are never attained. This often results in overstated project benefits statements, lost opportunities to attain the desired benefits and inappropriate information in future project acceptance decisions. In addition, accountability for the original reasons for undertaking the initiative is lost and therefore actual benefits expected or cost reductions expected are never realized or understood.

## Action Plan

The project governance framework should be updated to include the requirements for measuring project performance against key project performance criteria such as schedule, quality, cost, benefits/value attainment and risk as well as the identification of any deviations from the expected as part of the project lifecycle and upon completion/closure of the project.

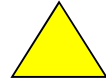## Action Plan Lead

Division Manager-Governance, Risk & Compliance

## Timing

July 2014

# *Observations & Action Plans -#4*

## *Corporate Services - IT: Project Management and System Prioritization*

## Observation

**Definition of investment mix and ROI**

While individual projects are considered and approved and a view in to the master plan schedule is available at the ITSC level, the overall definition of an appropriate investment mix based on cost, alignment with strategy, and financial measures such as cost and expected return on investment (ROI) over the full economic life cycle, degree of risk, and type of benefit for the programmes in the portfolio is not readily apparent at the ITSC level.  In addition, ROI was not consistently and clearly indicated for all projects sampled.

## Business Impact

Funding allocation may not align with overall strategic priorities, optimized fund deployment and required ROI during and throughout the project lifecycle.

## Action Plan

Management should define an appropriate investment mix based on cost, alignment with strategy, and financial measures such as cost and expected ROI over the full economic life cycle, degree of risk, and type of benefit for the programmes in the portfolio. ROI should be evaluated for all projects and revisited as project scope, cost, or time change. ROI, capacity, strategic alignment, funding availability, dependencies, and project categorization should be explicitly defined/presented to the ITSC for review/approval and updated and validated as changes occur. As part of this practice all projects should be aligned with the City Strategy.

## Action Plan Lead
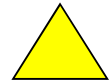
Division Manager-Governance, Risk & Compliance

## Timing

July 2014

# Observations & Action Plans -#5

**Needs Improvement** ⚠️

## Corporate Services - IT: Project Management and System Prioritization

### Observation

**Update and monitoring of ROI & investment performance**
While it was noted that ITSC approvals and prioritization include consideration of specific projects in the context of the Master Plan, overall capacity and remaining funding, there is no evidence of an associated review/validation of the monitoring and performance of the investment portfolio and individual programmes throughout the entire investment life cycle.

### Business Impact

Without assessing if the project is on track or actually attains the overall benefits expected, the City may not take appropriate remedial actions as part of future project benefits definitions, or as part of ongoing project adaptations prior to completion, and there is a significant likelihood that expected/desired benefits are never attained. This often results in overstated project benefits statements, lost opportunities to attain the desired benefits and inappropriate information in future project acceptance decisions. In addition, accountability for the original reasons for undertaking the initiative is lost and therefore actual benefits expected or cost reductions expected are never realized or understood.

### Action Plan

The project governance framework and ITSC meetings should be updated to include a review/validation of the monitoring and performance of the investment portfolio and individual programmes throughout the entire investment life cycle.

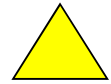### Action Plan Lead

Division Manager-Governance, Risk & Compliance

### Timing

July 2014

# *Observations & Action Plans -#6*
## *Corporate Services - IT: Project Management and System Prioritization*

## Observation

**Portfolio/programme governance**
While it was noted that IT project management practices have been designed and implemented, overall project portfolio management practices have yet to be defined and implemented (given the recent advancement to a level 3 maturity, this observation is not unusual as it is predicated on an effective and stable level 3). Portfolio management is a centralized management of processes, methods, and technologies used to analyze and collectively manage a group of current and proposed projects. Portfolio management is designed to manage and monitor the optimal resource and investment mix for project delivery and to schedule activities to best achieve the organization's operational and financial goals.

## Business Impact

The absence of portfolio management directly impacts the effectiveness of overall project prioritization, contingency planning, flexibility/responsiveness, cost reduction, investment optimization, and capacity planning.

## Action Plan

A centralized portfolio management process, methods and technologies should be defined and implemented to manage the aggregated projects through strategic, governance, performance, communication and risk management capabilities at an enterprise level.

## Action Plan Lead

Division Manager-Governance, Risk & Compliance

## Timing

September 2014

# Internal Audit Scorecard – February 2014

| | | Key Measures | TARGET | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CORPORATE STRATEGY | Audit Committee | Approval of annual risk-based audit plan | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| | | Number of reports presented to the Audit Committee | 4 | 1 | 1 | 1 | 2 | 2 | 2 | 3 | 3 | 3 | 4 | 4 | 5 |
| | | Timely reporting of recommendations | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| | | Estimated quantification of Value-for-Money for current year projects (2013) | | $0 | $0 | $0 | $95K | $186K | $319K | $319K | $319k | $875k | $875k | $875k | $875k |
| | Management/ Auditees | Number of closing meetings held with management | 6 | 0 | 0 | 2 | 2 | 3 | 5 | 5 | 6 | 6 | 6 | 6 | 6 |
| | | Number of concise, value-added recommendations | | 0 | 0 | 0 | 26 | 33 | 52 | 52 | 52 | 51 | 60 | 60 | 66 |
| INTERNAL AUDIT STRATEGY | Innovation/ Capabilities | Number of best practices identified by internal audit | | 0 | 0 | 0 | 26 | 33 | 52 | 52 | 52 | 51 | 60 | 60 | 66 |
| | | Use of internal audit resources and processes | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| | Internal Audit Processes | Percentage of projects completed | 100% | 0% | 0% | 19% | 25% | 38% | 63% | 63% | 63% | 83% | 83% | 95% | 100% |
| | | Completion of annual risk assessment and updates to audit plan | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |

# *Rating Scale – Status of Past Project Action Plans*

## Closed

All action plans have been addressed by the appointed Action Plan Lead.

## On Track

All action plans targeted for completion have been addressed.  Action Plan Leads are progressing well towards future action plan targets.

## Some Delays

Some action plans targeted for completion have not been addressed.  Action Plan Leads have revised some targets.

## Not Addressed

Action plans targeted for completion have not been addressed by the appointed Action Plan Lead.

# Status of Past Project Action Plans

| Project | Status |
|---|---|
| Technology Services - Information Security Governance Assessment - *Corporate Services/Information Technology*  (2011) | **Some Delays** |
| Time Off Provisions - *Corporate Services /Human Resources* (2011) | **Some Delays** |
| Municipal Housing Finance and Monitoring - *Housing and Social Services*  (2011) | **Some Delays** |
| Bid Process and Approved Consultants - *Corporate Services/Finance (2011)* | **Closed** |
| Financial Management - *Housing and Social Services* (2012) | **Some Delays** |
| Expenditure Approval & Payment - *Corporate Services/Finance (2012)* | **Closed** |
| Payroll Administration - *Corporate Services/Finance (2012)* | **Closed** |
| Succession Planning - *Corporate Services/Human Resources (2012)* | **Some Delays** |
| Urban Forestry and Planning Application Processes - *Planning (2013)* | **On Track** |
| Budgeting Process - *Corporate Services/Finance (2013)* | **On Track** |
| Property Tax Assessment and Collection -  *Corporate Services / Finance (2013)* | **Some Delays** |
| Facilities and Property Utilization - *Corporate Services / Finance (2013)* | **Some Delays** |
| Revenue Strategies - *Parks & Recreation* | **On Track** |

# Summary of Past Due Action Plans

| Project | Status |
|---|---|
| **Technology Services** | Management of ITSD provided a separate update to the Audit Committee relating to the status of action plans for IT governance and strategy in the December meeting and there is no significant change to update since then. |
| **Time-Off Provisions** | Some of the Time-off Provisions action plans have been delayed as successful completion is dependent upon upcoming labour negotiations scheduled for 2014 as well as the Kronos system upgrade which has been delayed into 2014. All other recommendations have been addressed. |
| **Municipal Housing Finance and Monitoring** | One action plan relating to the investigation of opportunities to revise the RGI waitlist process and participate in a pilot program for a choice-based letting system has been postponed. Changes in the Housing Services Act, 2011, which came into effect in 2012, have delayed the review of the City's waitlist system, as the Housing Division has first had to establish the prescribed local rules and standards as required under the Act. The Housing Division's 2014 objectives have been established, which includes a review of the waitlist system to improve customer service and more effectively match applicants with available units. Consideration is also being given to the design of a new Information Technology for Social Housing Administration to accommodate choice-based letting, however, the new system is not anticipated to be fully developed and implemented until 2016. |
| **Financial Management** | All action plans have been addressed and closed except for one action plan regarding the implementation of a Business Recovery Plan (BRP) for the Ontario Works payment process. Management has worked with Information Technology Services (ITS) to complete a full vision and scope document outlining the requirements needed in the event of an emergency. ITS has initiated a project which includes the BRP and the security cheque printers. ITS is currently contacting vendors to implement new set of printers with contingency and security requirements. |

# *Summary of Past Due Action Plans....continued*

| Project | Status |
|---|---|
| **Succession Planning** | Delays encountered during the initial identification and documentation of critical positions and members of the talent pool have deferred the implementation of individual learning and development plans relating to members of the talent pool by approximately three to nine months. Additionally, the target dates for two action plans relating to updates to the Corporate Retirement Forecast Report and monitoring of forecasting assumptions have been pushed forward from December 31, 2013 to June 30, 2014 as the OMERS year-end data required to complete these action plans will not be made available to HR until after the 119 OMERS reporting process is completed in April - May 2014. |
| **Property Tax Assessment and Collection** | As a result of the IT project prioritization review, IT resources are currently unavailable to assist the Division Manager of Taxation and Revenue with the preparation of a business case for implementation of e-billing. This action plan is expected to be revisited by September 30, 2014. |
| **Facilities and Property Utilization** | Initial investigations have found that the existing Facilities Contractor Review form is outdated and not in line with changes that have been made to the Procurement Policy over the past 3 years. As such, this document is in the process of being revised to reflect the updated Procurement Policy and is expected to be completed by April 30, 2014. The Facilities division anticipates the document to include a checklist covering off key points regarding Contractor performance. The appropriate training of staff will follow upon completion of the revised form. |