



The Corporation of the City of London

Revised Internal Audit Plan - FY 2021

Draft for discussion and approval

June 16, 2021

Table of Contents

Internal Audit (IA) Plan Revision Process FY 2021	3
Revised Audit Universe FY 2021	4
Revised IA Plan FY 2021	5
Audits for Consideration for FY 2022 IA Plan Development	6
Appendix A	7-9



Internal Audit (IA) Plan Revision Process | FY 2021

Overview

Using our Agile IA methodology, we reviewed the FY 2021 IA Plan with key stakeholders at the City and made required revisions to keep the IA Plan relevant and aligned with City's key strategic priorities and initiatives. A three step approach was followed to update the 2021 IA Plan.



Revised Audit Universe | FY 2021

The audit universe was updated based on the latest restructuring of City's service areas.

Audit Universe

City Manager's Office	Enterprise Supports	Finance Supports	Legal Services	Planning & Economic Development	Environment & Infrastructure	Neighbourhood & Community-Wide Services	Social & Health Development
<ul style="list-style-type: none"> • Strategy and Innovation • Anti-Racism & Anti-Oppression 	<ul style="list-style-type: none"> • People Services • Information Technology Services (ITS) • Strategic Communications, Government Relations & Community Engagement • Corporate Security & Emergency Management • Service London 	<ul style="list-style-type: none"> • Financial Planning & Business Support • Financial Services • Realty Services • Fleet and Facilities • Capital Assets and Projects 	<ul style="list-style-type: none"> • City Solicitor's Office • City Clerk's Office • Prosecutors' Office • Courts Administration • Risk Management • Top of the Hall 	<ul style="list-style-type: none"> • Planning & Development • Economic Services & Supports • Building • Licensing & Compliance • Municipal Housing Development • Tourism 	<ul style="list-style-type: none"> • Transportation & Mobility • Construction and Infrastructure Services • Climate Change, Environment and Waste Management • Water, Wastewater and Stormwater • Parks and Forestry • Regional Water Supply 	<ul style="list-style-type: none"> • Community Development and Grants • Culture • London Fire Department • Recreation and Sport 	<ul style="list-style-type: none"> • Long Term Care • Life Stabilization • Childcare and Early Years • Housing Stability Services

Revised IA Plan | FY 2021

Jan 1, 2021 to Dec 31, 2021

Audit Area	Sub-area	Audit Title	Audit Description
Enterprise Supports	People Services	Recruitment Process Assessment (Q3 2021)	Assess the effectiveness of recruiting and hiring processes for the City, including Human Resource (HR) planning , recruitment strategies, and staffing process to staff positions in a timely manner.
	Information Technology Services (ITS)	SaaS Application Review (In-progress)	Provide guidance and best practices with respect to tools, policy and procedures with the intent of decreasing the potential use of unapproved and unmanaged SaaS applications.
Environment & Infrastructure	Transportation & Mobility	Traffic Management Project Review (Q2 2021)	Evaluate and assess the proposed scope, user requirements and controls established for the Traffic Management system.
Neighbourhood & Community-Wide Services	London Fire Department	Fire Process Assessment (Q4 2021)	Assess the processes and controls in place for operational and financial processes within fire services. This audit will consider best practices and key performance indicators that the Fire Department can utilize for decision making along with periodic and annual reporting.
Finance Supports	Fleet and Facilities	Fleet Inventory Audit (Q4 2021) <i>Newly added audit to replace the Environment and Asset Retirement Obligation Assessment Audit – see below</i>	Evaluate the use and efficiency of the City’s vehicle fleet. Consider best practices in fleet management.
	Capital Assets & Projects	Environment and Asset Retirement Obligations Assessment <i>(Deferred due to delay in the accounting standards implementation)</i>	Assess the processes and controls in place related to the identification, monitoring and reporting of environmental and financial asset retirement obligations, including compliance with requirements under Section PS 3280.

Audits for Consideration for FY 2022 IA Plan Development*

Jan 1, 2022 to Dec 31, 2022

Audit Area	Sub-area	Audit Title	Audit Description
Enterprise Supports	Information Technology Services (ITS)	IT Risk Identification Process Assessment	Evaluate and assess the IT risk identification and assessment process to understand how risks are mitigated and reported.
	Corporate Security & Emergency Management	Emergency Planning Process Review	Assess the procedures and controls in place related to the City's emergency planning process. Elements of business continuity and disaster recovery will be considered including the evaluation of end-user requirements.
Planning & Economic Development	Economic Services & Supports	Industrial Community Improvement Plan Incentives	Review Industrial Community Improvement Plan incentives to review best practices, assess value for money generated by these incentives and reviewing the potential for reducing or eliminating these incentives.
	Building	Permit of Approved Works Program Review	Assess the permit of approved works process and control framework in place for issuing permits. Including booking grants for eligible development projects in the permit reporting system.
	Planning & Development	Public Works Process Assessment	Assess the effectiveness and efficiency of processes and controls in place for operational and financial processes within public works.
Social & Health Development	Life Stabilization	Social Services Process Assessment	Assess the effectiveness of processes and controls in place for operational and financial processes within social services.

* These audits are solely for consideration for FY 2022 IA Plan development. Only a select few audits will be included in the FY 2022 IA Plan as part of the planning process.

Revised IA Plan Budget for FY 2021

Jan 1, 2021 to Dec 31, 2021

The following table outlines the estimated budget for the potential audit projects for 2021.

Project	Budget
Recruitment Process Assessment	\$45,000
SaaS Application Review	30,000
Traffic Management Process Review	30,000
Fire Process Assessment	40,000
Fleet Inventory Audit	40,000
Project Management, management meetings and Audit Committee reporting and attendance	30,000
Follow-up of outstanding observations *	15,000
Total 2021 Internal Audit Budget	\$230,000

Actual incurred expenses will be billed in accordance with the engagement letter terms

* Internal Audit Follow-ups of previously issued audit comments will be performed in advance of each Audit Committee meeting for outstanding observations that are due and will include verbal updates, validation of status and summary reporting on results of the follow-up.

Appendix A

Top Global Risks and IA Trends | 2021



Jurisdictional Scan - Audits Considered by Other Municipalities

Audit Title	Audit Description
Driver Certification Program Compliance Audit	Assess compliance with Ministry of Transportation's regulatory requirements for commercial fleet operators, specifically for 'signing authorities' approved by the Ministry of Transportation to deliver driver training and testing.
Corporate Governance (incl. Anti-corruption & Money Laundering Policies)	Assess the adequacy and effectiveness of processes and internal controls in place related to corporate governance, including anti-corruption and money laundering polices.
Diversity, Equity and Inclusion Audit	Assess programs, policies, procedures and practices regarding diversity, equity and inclusion.
Workplace Culture Audit	Assess the overall workplace culture (including working environment, employee engagement and internal communications).
Cybersecurity Audit	Assess the adequacy and effectiveness of processes and internal controls in place to prevent or adequately mitigate the risks of cyber attacks.
IT Disaster Recovery/Business Continuity Planning	Evaluate the adequacy of the IT disaster recovery plan/business continuity planning process.



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