



# City of London

Internal Audit Plan – Presentation for Audit Committee

June 15, 2022



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# Meeting Objective & Agenda

## Meeting Objective

- ✓ Present final iterations of the Internal Audit Plan and Internal Audit Charter.
- ✓ Present the Quarterly Internal Audit Follow Up Activities Update Dashboard.

## Meeting Agenda

- ✓ Presentation of Internal Audit Plan
- ✓ Presentation of Internal Audit Charter
- ✓ Presentation of Internal Audit Follow Up Activities Update Dashboard

# Internal Audit Plan FY 2022

Audit	Type	Risk	Scope	Timing
Talent Management	Compliance	The City may experience challenges retaining high performing and/or experienced staff possessing important corporate history and/or knowledge are temporarily inaccessible or permanently unavailable resulting in diminished or delayed productivity and service delivery. In addition, the organization may fail to attract, select or match qualified individuals for jobs within the organization.	To evaluate the City's succession planning framework and related processes for maintaining the necessary skills to ensure operational resilience and minimal disruption during turnover of personnel in key roles, including the identification of key roles, comprehensiveness and adequacy of succession and back-up plans, workforce planning, procedural documentation, knowledge management and programs to develop expertise.	Q3 2022
Neighbourhood Decision Making Program	VfM	The Neighbourhood Decision Making Program is not delivering value to the citizens of the City of London as intended.	A review of the design and operating effectiveness of key controls pertaining to the Neighbourhood Decision Making Program, including submission, evaluation and approvals, as well as return on investment (measuring outputs and outcomes) and identify opportunities to optimize and expand the scope of the program where practical.	Q3 2022
Asset Retirement	Compliance	The City is not compliant with section PS 3280 – Asset Retirement Obligations.	Assessment of the processes and controls in place related to the identification, monitoring and reporting of environmental and financial asset retirement obligations, specifically considering compliance with requirements under Section PS 3280 – Asset Retirement Obligations.	Q4 2022



# Internal Audit Plan FY 2023

Audit	Type	Risk	Scope	Timing
Vendor Management	Compliance	Ineffective vendor management resulting in violations of laws, regulations, and internal processes, loss or disclosure of customer information due to negligence or data breach, fiscal performance requirements not being met and operational service interruption.	Evaluate the mechanisms and processes in place to manage vendor risk (third party), with a focus on governance, compliance and risk management including assessment of materiality and due diligence performed prior to commencement of services and the monitoring and reporting of performance with SLA's and contractual terms.	Q1 2023
Grant Facilitation Review – London Arts Council & London Heritage Council	VfM	The Community Arts Investment and Heritage Funding Programs are not delivering value to the citizens of the City of London as intended.	A review to understand if City funds have been/are being spent with due regard for economy and efficiency and help ascertain if there are satisfactory procedures for measuring and reporting on the effectiveness of the Community Arts Investment Program as administered by London Arts Council Program and the Heritage Funding Program as administered by the London Heritage Council.	Q2 2023
Cybersecurity	Compliance	The City is insufficiently prepared to manage cyber threats that could cause operational disruption and reputational harm.	A review of the City's cybersecurity program and policies and standards, its ability to respond to cyber threats, vulnerabilities, risk reporting, risk awareness and culture.	Q2 2023
HRIS Implementation	Compliance	HRIS implementation does not achieve desired objectives and outcomes, resulting in operational inefficiencies.	Post-implementation review of the HRIS, focusing on evaluating whether project objectives were met, desired outcomes accomplished, how effectively the project was run and identify any lessons learned.	Q3 2023
Records Management & Retention	Compliance	The possibility of direct or indirect impacts to operations, resulting from inadequate or failed internal processes and systems, lack of appropriate safeguards related to the management of records.	An evaluation of the processes and controls for records management, as well as processes followed to ensure compliance to internal records retention and management policies and applicable records management legislative requirements.	Q2 2022
Project Management	Compliance	Inconsistent and ineffective use of project management processes for the delivery and management of projects, resulting in undesired outcomes (e.g., delays, overtures, project outcomes not being delivered).	An assessment to determine the efficiency and effectiveness of the project management processes across the City, including methodologies, tools, controls and training in place for project planning, execution and reporting.	Q4 2023

# Internal Audit Plan FY 2024

Audit	Type	Risk	Scope	Timing
Privacy	Compliance	The possibility of direct or indirect impacts to operations, resulting from inadequate or failed internal processes and systems, lack of appropriate safeguards, issues related to staff and/or external events relating to privacy around the collection, storage, adaptation, alteration, disclosure and dissemination of data.	Review of processes for the collection, use and disposal of personal identifiable information and an evaluation of the design and operating effectiveness of in scope/relevant privacy practices and controls.	Q1 2024
Municipal Affordable Housing Development	VfM	Projects and funding associated with affordable housing through the Municipal Housing Development Program have not delivered value to the citizens of the City of London as intended.	A review to understand if the Municipal Housing Development Program and associated processes and funds were administered with due regard for economy and efficiency and determine if desired outcomes were effectively achieved.	Q1 2024
Anti-Racism Anti- Oppression (ARAO)	Compliance	The City has not made the desired/anticipated progress related to its Anti-Racism Anti- Oppression program.	A review of the City's progress towards implementation of its ARAO framework and policies.	Q2 2024
Performance Measurement	Compliance	Performance metrics are not aligned with corporate goals and the controls around performance measurement and reporting, including information collection, analysis and reporting have not been designed adequately and are not operating effectively, resulting in inaccurate, incomplete and unclear data being reported.	An assessment of the City's performance metrics and frameworks to ensure alignment with corporate strategies and goals. The assessment will support determine whether the City has the data and tools to appropriately evaluate the efficiency and effectiveness of its performance, including a review of the data and tools used, and controls in place to ensure data for performance standards is accurate, valid, reliable and transparent.	Q3 2024
Climate Emergency Action Plan	Compliance	The City has not made the desired/anticipated progress against the action items within the Climate Emergency Action Plan, resulting in operational and reputational impact.	A review of the City's progress against actionable items within the Climate Emergency Action Plan.	Q4 2024

# Internal Audit Plan Audit Pool (1/2)

Additional audits that were identified during the risk assessment process have been placed in an audit pool and can be considered as alternatives to proposed audits and can also be considered for future year audits.

Audit	Type	Risk	Scope
Procurement	Compliance	The City is not compliant in following procurement practices for the purchasing of services, products or resources, resulting in possible fraud, quality, cost and delivery risk.	Review of procurement practices to test compliance to policies and the effectiveness of controls in place to ensure vendors are appropriately approved, authorized, onboarded and terminated.
Emergency Management	Compliance	The City's emergency management program is not appropriately designed, operating and sustained.	Assess the procedures and controls in place related to the City's emergency management process. Elements of business continuity, disaster recovery and cyber incident response will be considered including an evaluation of end-user requirements.
Accessibility	Compliance	The City does not appropriately comply with the requirements of the Accessibility for Ontarians with Disabilities Act ("AODA").	Assess the City's compliance with the AODA and the standards defined in the Integrated Accessibility Standards Regulation ("IASR") in order to provide an overview of gaps in compliance, the associated risks with non-compliance, and recommendations for improvement.
Continuous Improvement	Compliance	The City's Continuous Improvement Program is not aligned with the strategic framework and implementation plan.	An assessment to determine the efficiency and effectiveness of the Continuous Improvement Program, including tools and controls in place to support people, processes and customers such as enterprise-wide training, tools and techniques, standard practices, improvement methodologies, and benefits analysis.
Creating a Safe London for Women and Girls	Compliance	The City has not made the desired/anticipated progress related to its Creating a Safe London for Women and Girls initiative.	A review of the City's progress towards the execution of its Creating a Safe London for Women and Girls initiative.

# Internal Audit Plan Audit Pool (2/2)

Additional audits that were identified during the risk assessment process have been placed in an audit pool and can be considered as alternatives to proposed audits and can also be considered for future year audits.

Audit	Type	Risk	Scope
Fire Vehicles	VfM	The City is not obtaining maximum return of investment from its fire vehicles fleet.	A review to understand if City funds have been/are being spent with due regard for economy and efficiency to help determine if there is an opportunity to change the current fire vehicle model (i.e., electrification).
Service London	VfM	The City is not obtaining maximum return of investment from the Service London service.	A review to understand if key processes of Service London are effective and delivering the appropriate return and value for the City, considering economy and efficiency.
Community Improvement Plans (CIPs)	VfM	The City is not obtaining maximum return of investment from Community Improvement Plans (CIPs).	A review of Community Improvement Plans (CIPs) incentives to assess value for money and determine the effectiveness of the CIPs. Scope would be limited to one/two CIPs (depending on size and complexity).