City of London
Audit Committee Meeting
February 15, 2023
Internal Audit Follow Up Activities Dashboard

Internal Audit Follow Up Activities as of February 3, 2023

A strong indicator of an effective internal control environment is the timeliness with which Management addresses reported control deficiencies. On a quarterly basis, MNP will conduct an audit follow-up process to ensure internal audit findings have been effectively remediated through the implementation of related Management action plans on a timely basis.

There are eight (8) recommendations from issued audit reports that were followed up on during this quarter. Two (2) Management action items were closed, five (5) were retargeted and one (1) action item is on track to be completed by its respective due date.

- Fire Process Assessment – Three (3) Medium Risk Observations
- Fleet Allocation & Utilization Management Assessment – Two (2) Medium Risk Observations
- Advanced Traffic Management System (ATMS) Project Review – One (1) Medium Risk Observation
- Dearness Home Process Assessment – Two (2) Medium Risk Observations

Remediation Status Legend

On Track For Completion	Delayed	Critical Delay/Deviation

Open Management Action Plans

#	Management Action Plan	Risk Rating	Due Date	Remediation Status	Quarterly Update
	Fire Process Assessment				
1	**Key Performance Indicators ("KPI")** The ICO implementation team has the KPIs that should be utilized. These data capturing requirements will be built into the ICO processes. This will provide the ability to run reports as needed. This enhancement is contingent on the completion of the ICO system and the ability of personnel to log data appropriately. Please note, if this recommendation requires updates or enhancements to the current ICO system, from either an ITS perspective and/or service area perspective, Civic Administration will take this project through the next multi-year ITS and budget approval processes.	Medium	**Original Due Date:** December 2022 **Revised Due Date:** September 2023	Delayed	Management continues to work with ICO to ensure that the KPIs noted can be captured within the Records Management System and a revised targeted date has been established.
2	**Condition Based Vehicle Assessments** This initiative is twofold. Firstly, there is the need to align policies and procedures to the actions that will be undertaken within the current ICO Records Management system. Secondly, the ICO implementation team has the KPIs that should be utilized. These data capturing requirements will be built into the current ICO processes. This will provide the ability to run reports as needed. This enhancement is contingent on the completion of the current ICO system and the ability of personnel to log data appropriately. Please note, if this recommendation requires updates or enhancements to the current ICO system, from either an ITS perspective and/or service area perspective, Civic Administration will take this project through the next multi-year ITS and budget approval processes.	Medium	**Original Due Date:** December 2022 **Revised Due Date:** September 2023	Delayed	Fire staff continue to work with ICO as well as the City's Finance staff. While ICO was targeting all components of the system to be delivered by the end of 2022 this was not realized. Staff are working to finalize a completion date in 2023 and a revised targeted date has been established.

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3	**Preventative Maintenance, Productivity, and Inventory** This initiative is twofold. Firstly, there is the need to align policies and procedures to the actions that will be undertaken within the ICO Records Management system. Secondly, the ICO implementation team has the KPIs that should be utilized. These data capturing requirements will be built into the ICO processes. This will provide the ability to run reports as needed. This enhancement is contingent on the completion of the ICO system and the ability of personnel to log data appropriately. The implementation of this recommendation is also contingent on the additional resources requested through the 2022 annual budget approval process.	Medium	**Original Due Date:** December 2022 **Revised Due Date:** September 2024	**Delayed**	Expected implementation completion of ICO system is September 2023. The physical location changes will require funding to complete, therefore completion is estimated in September 2024 and a revised targeted date has been established.
	Fleet Allocation & Utilization Management Assessment				
1	**Confirm Delegated Authority** Develop an administrative policy for delegated authority and escalation protocols that defines a procedure and approval process for Service Area vehicles and replacement decisions, rental/owned balance, and additional vehicles and equipment added to the fleet.	Medium	Consultations with Service areas to be completed **Original Due Date:** September 2022 **Revised Due Date:** March 2023 Administrative Policy draft prepared by **Original Due Date:** December 2022 **Revised Due Date:** March 2023 Approval targeted **Original Due Date:** March 2023 **Revised Due Date:** May 2023	**Delayed**	Management has experienced some delays due to the extra time needed to incorporate policy guidelines shared from other municipalities and the inclusion of low emissions governance in support of CEAP objectives.
2	**Improve Productivity/Reduce Costs** **Automation of Work Orders/General Productivity and Operator Damage** Develop a submission to the Technology Investment Strategy Committee through the designated process. A work order automation business case request will be submitted for	Medium	Driver Safety Task Team to be developed and in place by **April 2022 (Completed)**.	**On Track for Completion**	Management is on track to complete their action plan by the documented due date.

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	consideration as part of the next intake of the Technology Investment Strategy as ITS support will be required. Should this project be prioritized to proceed with technology support, it will be submitted as a business case for consideration as part of the next Multi-Year Budget process. Continue to work closely with Driver Safety and Compliance. Establish a task team of key service area reps to meet regularly to discuss driver safety, trends, training, programming, and compliance issues. Develop a full telematic strategy that includes the required human resource support required to analyze data. Make recommendation on telematics strategy to Director of Fleet and Facilities and subsequently bring forward to CWC committee. Explore a PM maintenance program that utilizes telematics data to support the planned maintenance and service schedules. **Asset Pool Program** Develop and implement a gradual vehicle pool program in certain vehicle classes utilizing learned experiences from other municipalities.		Work order automation and telematics – Feasibility and Recommendations to Director of Fleet and Facilities **December 2022 (Completed).** Telematic Strategy – Meet with stakeholders and Driver Safety and Compliance and continue expansion of the telematics program in the interim. Full telematics strategy and policy developed for **December 2023**.		
	Advanced Traffic Management System (ATMS) Project Review				
4	**No Process for Benefits Realization Management Including Baselining and Quantification of Benefits** Quantification of benefits realization are an ongoing challenge of the ATMS project both due to ever-changing, dynamic nature of transportation systems and, most recently, the impacts of COVID which show increased positive benefits due to decreased travel demands. However, opportunities will be sought to demonstrate the ATMS benefits through specific improvement initiatives including the Adaptive Corridor Pilot, corridor timing improvements, and transit priority through typical metrics such as travel time and reliability indexes and transit schedule adherence. The ATMS is a nexus point of many tools that will be realized under the overall TIMMS program.	Medium	Corridor timing improvements metric to be implemented by **June 2023** Adaptive corridor pilot metric and transit priority metric to be implemented by **Original Due Date:** June 2023 **Revised Due Date:** December 2023	Delayed	Management is on track to complete components of their action plan by the documented due date with some delays on other components due to system implementation and integration challenges.

#	Management Action Plan	Risk Rating	Due Date	Remediation Status	Quarterly Update
	Dearness Home Process Assessment				
1	**Organizational Design and Culture** Management will meet with HR to discuss the report and to seek the necessary support to realize the action plan. The outcome for Q1 2020 is for HR to understand the action plan and be engaged in supporting and enabling improvements. In Q1 2020, management will also meet with clerical staff and their union to discuss this report and future actions. Management will communicate core values and strategic objectives to Clerical staff and work to achieve improved engagement, equitable work distribution, more efficient processes, and enhanced employee experience. To seek practical, actionable improvements, management will engage external consultants with long-term care experience to conduct an activity study, identify possible process enhancements, suggest metrics to track progress, and to recommend optimization strategies and implementation plans. Following the steps above, analysis will be conducted by senior Home and City leadership, HR, and Finance to ensure that organizational systems enable clerical staff to fully support business objectives and the values and beliefs of the Dearness Home.	**Medium**	**December 2022** (**Complete**)	**Closed**	Management action item has been completed.
4	**Digitization of Manual Processes and Documents** Building on recent success in using continuous improvement methodology to deploy text-based scheduling, Dearness Home will continue to increase the use of technology. Opportunities to use technology to enhance efficiency and optimize service will be identified through stakeholder input, data collection, and recommendations from the consultants. Management will ensure these process improvements are aligned with the goals of Dearness Home and the City.	**Medium**	**October 2022** (**Complete**)	**Closed**	Management action item has been completed.