

CITY OF HAMILTON OFFICE OF THE AUDITOR GENERAL WORK PLAN 2023 to 2026

PROJECTS COMPLETED

The following audit that Council directed in early 2023 was already reported to the Audit, Finance and Administration Committee in Q2 2023:

- Elections Administration Audit

The following audits from the 2019-2022 Work Plan were recently reported to the Audit, Finance and Administration Committee in Q4 2023:

- Stormwater Asset Management – Investigation of Recent Sewage Leaks
- Equity, Diversity, and Inclusion Audit

PROJECTS IN PROGRESS

The following projects are in progress:

- Real Estate – Leases and Licensing Audit
- Transfer Payments and Grants
- Quality Management of Road Construction in New Development
- Personal Use of City Vehicles

PROPOSED PROJECTS FOR 2024 to 2026

- Asset Management - Bridges
- Employee Benefits Administration
- Housing Services (One harmonized audit planning phase to be completed, and 1-2 audits to be completed on a risk-based approach, based on the audit planning findings, remainder to become part of the “B”-list)
 - Homeless and Shelter Programs (Value for Money Audit)
 - Service Manager Administration of Housing Programs
 - Capital Programs (including Housing Partnerships)
 - Rent Supplement Programs
 - Wait List Management
- CityHousing Hamilton
 - Vacancy Management
 - Property Management

- Freedom of Information Process and Records Management
- By-law Enforcement
- Development Approvals
- Building Permit Approvals and Building Inspections
- Organic Waste Management and Recycling
- Administration of Contract Payments to DARTS
- Storm Water Asset Management
- Drinking Water Supply Compliance/Conformance

ONGOING PROJECTS THROUGHOUT 2023 to 2026

- Follow Up of Recommendations from Previous Audit Reports (Audit)

WORK PLAN DETAILS

Background

The risk-based Office of the Auditor General Work Plan for the current Council Term (2023-2026) was developed using a risk assessment process that combined information from many sources, including:

- Data from the Fraud and Waste Hotline
- Input/insights from Council
- Input from Management
- Current and emerging risks in the Local Government Sector
- High profile issues in other Municipalities
- Themes from previous audits

Types of Work Performed

The Office of the Auditor General performs the following types of work:

Audits (Value for Money and Compliance)

Audits are designed to add value and improve an organization's operations. Audits help an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve risk management, control, governance processes and examine the efficiency, effectiveness and economy of operations to add value and improve the City of Hamilton's service delivery.

Special Investigations (Fraud, Waste and Whistleblower) and Hotline Administration

In addition to these planned activities the OAG is responsible for providing oversight of all special investigations conducted by the City to ensure quality and independence. Special investigations are not planned activities but are responsive to need. They are undertaken by the OAG pursuant to authorities given under the Whistleblower By-law (19-181) and the operation of the City of Hamilton's Fraud and Waste Hotline, pursuant to the Fraud Policy and Protocol. These include reviews or investigations of matters of alleged or suspected wrongdoing, per the Whistleblower By-law or fraud, waste or other similar activities reported by employees or residents through the Fraud and Waste Hotline or other mechanisms.

Follow Up Audits

A random spot-checking approach will be taken to validate a selection of management's progress in implementing audit recommendations. The approach will be based on the OAG's assessment of key organizational risks and themes found in audits. Follow up work may be conducted for individual audits, or may be done on an annual basis, this will be dependent on the volume of hotline reports received and the resultant number of investigations.

Staffing and Available Hours

This plan reflects the current Council-approved funding and assumes no vacant positions on the Office of the Auditor General team. Value for money audits take longer to complete than compliance audits, so fewer projects are included on this work plan compared to previous plans.

The portfolio of work executed includes work plan projects, special investigations, administration of the Fraud and Waste Hotline, emerging issues audit research, maintaining the Office of the Auditor General's work methodology and audit planning.

Experience has shown that throughout the year unanticipated requests for audit resources arise from Council and management, along with spontaneous audits that are launched due to Fraud and Waste Hotline tips and trends. The work plan sets a portion of time aside to meet such requests. Time is also set aside to conduct fraud/waste/whistleblower assessments and investigations, as the same pool of staff that carries out the projects in the work plan carry out such work.

For any audit or investigation, if management does not provide information in a timely manner or does not otherwise fully cooperate, the project will take more effort to complete.