

Halifax Regional Municipality

Business Systems & Control Group

Annual Report 2008/09

April 1, 2008 to March 31, 2009

October 15, 2009

Cathie Osborne CGA
Manager

(902) 490 - 4093
osbornc@halifax.ca

Table of Contents

Highlights.....	1
Administrative Order 40 - Policy Oversight.	2
Disposition of Corrective Action Taken.....	2
Sign-off and Annual Review of Personnel Files.	3
Audit Committee Support.....	3
Consulting Work.	4
Audit Work.....	4
Audit Report Follow up.....	5
Status of Audit Work Recommendations.....	5
Future Opportunities and Challenges.	6
Appendices.	7
Appendix A:	
Illegal and Irregular Conduct Policy Examinations Carried Forward (cfwd) from March 31, 2008 and opened to March 31, 2009.	8
Appendix B:	
Status Report on Outstanding Audit Recommendations - Information Report to Audit Committee.....	12

Highlights

A significant portion of time was spent in following up with management and assisting them in updating the status of prior audit work to report to the Audit Committee of Council on the 20 audit reports filed since 2002. A final report to the Audit Committee is being prepared for the new fiscal period, 2009/10.

During the period of April 1, 2008 and March 31, 2009, staff also completed the following major projects:

1. Operational Review of Procurement
2. Operational Review of Accounts Payable
3. Compliance Review of the Employee Expense Reimbursement Policy
4. Reconciliation of Salt Inventories

Consulting and Non-planned Audit Work

On the consulting side, BSC staff continued to provide technical advice on internal controls and risk assessment for projects such as the Information, Communication, and Technology Committee (ICT) and Audit Committee of Council. Staff also facilitated discussions on ethical considerations and conducted examinations or oversaw allegations of illegal or irregular activity on behalf of or upon request of business units, agencies, boards, and commissions.

By the close of the FY 2008/09, Business Systems and Control had utilized 83% of its budget, primarily due to the vacancies of two (2) positions later transferred to the Auditor General function.

Administrative Order 40 - Policy Oversight

The coordination and examination of allegations made under Administrative Order 40 - Illegal and Irregular Conduct (IIC) and Administrative Order 41 - Ethical Code of Conduct are vested in Business Systems and Control. During FY 2008/09, 26 files were opened and examined, of which six (6) had been carried over from the previous year. Of the 20 new files, two (2) files were carried over beyond March 31, 2009.

Table 1, below, provides the cumulative history of files opened and closed since the inception of Administrative Order 40 and the findings disposition.

Table 1: Files Opened and Closed since 2005

Files Opened	Illegal Activities			Irregular Activities				
Fiscal Yr	Opened	Closed	Cfwd	Opened	Closed	Cfwd	Total Files	
2005	4	3	1	3	3	0	7	
2006	8	6	2	10	4	6	18	
2007	12	11	1	12	9	3	24	
2008	9	8	1	11	10	1	20	
Cum Total	33	28	5	36	26	10	69	**
Disposition	Illegal Conduct			Irregular Conduct				
Fiscal Yr	Upheld	Not Upheld		Upheld	Not Upheld		Total Files	
2005/2006	3	6		5	2		16	
2007	9	4		8	6		27	
2008	4	1		15	4		24	
Cum Total	16	11		28	12		67	**
Note **- two files cfwd to Fiscal 2009								

Description of Corrective Action Taken:

Building a strong ethical culture in an organization is an on-going, dynamic process through education, enforcement and, where necessary, through corrective action. All complaints examined and upheld under Administrative Order 40 for FY 2008/09, resulted in some form of corrective action ranging from verbal warning, resignation, dismissal and/or referral to Police Services. In comparison, during the last reporting period corrective action was taken 71% of the time an allegation was upheld.

Table 2 highlights the nature of the allegations and the corrective action management has taken in response to those complaints upheld by examination, during FY 2008/09.

Table 2: Description of Case Files Upheld by Examination - Apr 1, 2008 to March 31, 2009

Nature of Activity	Disposition of Corrective Action	Number of Occurrences
Conflict of Interest - employment and outside interests	Outside work stopped; Employee resigned	4
Breach of confidentiality, Copy right infringement	Employee resigns	1
Theft - Procurement Card	Letter of Reprimand, reassignment, dismissal	2
Theft - Cash or Payroll	Dismissal, restitution, warning	2
Misuse of HRM Assets - Equipment	Employee resigns; Suspension with last chance agreement, Letter of Reprimand	4
Misuse of HRM Assets - Internet	Letter of Reprimand, counselling	5
Breach of HRM Policy	Warning	1
Total Case Files		19

Sign-off and Annual Review of Personnel Files:

No formal review was undertaken of employee files during year three (2008/09.) However, the policy continued to be rolled out to Metro Transit employees in conjunction with the security badging project. Part of the new hire management process also requires that each employee receive and acknowledge their awareness of the Administrative Orders 40 and 41. BSC noted that in all 26 cases of examination under Administrative Orders 40 and 41, personnel files, records or admissions by interviewees confirmed awareness of the policies.

Audit Committee Support

Timely and open communication with the Audit Committee is critical to the functioning of Business Systems and Control. Over the past year, staff provided support to the Audit Committee of Council in the following areas:

- Various presentations on the status of prior audit work
- Presentations on the results of audit work completed
- Status of on-going examinations under Administrative Order 40 and 41
- Attended all meetings of the Audit Committee

Consulting Work

Consulting work ranged from requests for advice on internal controls, process improvements, questions of ethics, research support, or risk assessments. At all times, BSC staff maintained independence from the operation and did not participate in the decision-making process. Management retained responsibility and accountability for all operational processes.

Audit Work

As noted earlier, staff examined a number of corporate and business unit processes for efficiency, effectiveness, compliance, and organizational risk.

- **Compliance and Operational Review of Procurement**

- Final report filed**

- Overall, procurement processes appeared to work as intended. The report recommended modifying the Procurement Policy to reduce the number of “in compliance tendered reports” requiring formal Council approval and replacing these with a regular reporting process.

- The review team identified minor compliance issues at the business unit level and recommended an electronic solution for approval and authorization.

- **Compliance and Operational Review of Accounts Payable**

- Final Report filed**

- The findings of the Accounts Payable process highlighted the need to improve the timeliness of approval for payment at the business unit level for both operating and capital invoices and the development of ad hoc work-around solutions to meet stakeholder expectations. Recommendations included an electronic solution to track issues of timeliness and completeness of documentation in the process stream.

- In both reviews, the lack of formal documentation of processes and practices was highlighted as an issue.

- **Reconciliation of the Salt Inventory**

- Draft report filed September 18, 2009 for Management feedback**

- BSC was asked to reconcile the salt inventory at year-end and determine the accuracy of the information used in the reconciliation process.

- **Employment Expense Reimbursements**

- Field work completed March 2009**

- Final draft circulated on September 23, 2009 for Management feedback.**

- The audit focussed on validating whether the implementation of the amended policy of August 2007 had achieved the anticipated outcomes and identifying and reporting on any areas of concern relating to employment expense reimbursements or employee taxable benefits.

Audit Report Follow up

Auditing standards require the internal audit function to maintain an up-to-date record of the status of outstanding audit recommendations. Following the filing of the final report, a request for a status update is made on the anniversary date of the report to the business unit to report on the work completed on the recommendations made in the report. This occurs annually for four (4) years, at which time the function/activity is re-assessed and placed into the audit planning cycle.

Status of Audit Work Recommendations:

As of March 31, 2009, HRM Management reported a 59% completion rate for the audit recommendations contained in the various reports filed by Business Systems and Control between February 2002 and March 31, 2009. Each recommendation of a report is placed into one (1) of 14 categories, based on the intent of the recommendation.

Fifty percent (50%) of the recommendations filed by Business Systems and Control fell within two (2) categories: Process Efficiency which evaluates the amount of work expended to complete a particular task and Accountability/Internal Control which evaluates accountability for the outcomes of the task and the existence and effectiveness of the internal controls imbedded within the task. The top 5 categories are listed in Table 3.

A detailed report titled, "Status Report on Outstanding Audit Recommendations - Information Report", was filed with the Audit Committee on June 23, 2009. This report provided aggregate information on the status of the work completed, as reported by management. This report is attached as Appendix B.

Table 3: Update status on Recommendations filed February 2002 to March 31, 2009

Category of Recommendations	Number	Percentage
Process Efficiencies	218	27%
Accountability/Internal Control	184	23%
Business Processing	81	10%
Financial Analysis	62	8%
Asset and/or Information Management	62	8%
Other - Monitoring, performance measurements, regulatory, policy compliance, organizational/functional structure.	195	24%
Average completion rate for all recommendations	802	59%

Future Opportunities and Challenges

Enabling legislation included in the Halifax Charter established the new position of Halifax Auditor General, effective April 1, 2009. The direct impact to the Business Systems and Control (BSC) budget was a transfer of funds equating to two (2) full time positions (\$150,000) as of fiscal year 2009/10. Effective September 28, 2009, Business Systems and Control was realigned within the Finance Business Unit, with a refocus, primarily in a consulting role to support Finance. However, the unit retains responsibility for Administrative Order 40 and 41 complaints, pending the full establishment of the Auditor General function.

The new section of Finance, Business Process and Quality Assurance, will provide coordination and support to Finance in the areas of business policy and process documentation, internal controls testing, information technology solution improvements, and advice.

Respectfully submitted,

A handwritten signature in cursive script that reads "Cathie Osborne CGA". The signature is written in dark ink and is positioned above the printed name and title.

Cathie Osborne, CGA, CMM
Manager, Business Systems & Control

Appendices

Appendix A: Illegal and Irregular Conduct Policy Examinations Carried Forward (cfwd) from March 31, 2008 and opened to March 31, 2009

Table A2	Particulars	Date Opened	Date Closed	Disposition
	Allegations of an Illegal nature.			
01 cfwd	Employee alleged to have taken HRM vehicle without permission, DUI potential.	February 6, 2007	June 2, 2008	No action taken against supervisor due to insufficient policy direction from management. Written instructions to be circulated to all supervisors and staff. <i>Alcohol and Substance Abuse Support Policy in final draft, recommended to form part of Administrative Order 40, was rolled out to Management and Supervisors May 2009. Full roll out to employees to continue throughout 2009.</i> File closed.
02	Employee caught on tape stealing from cash drawer.	March 31, 2008	April 14, 2008	Allegation is upheld, employee terminated and makes full restitution. Follow-up report provided on improving internal controls around cash management. File closed.
03	Employee knowingly submitted false time sheet	March 31, 2008	May 27, 2008	Employee claims misunderstanding. Warning letter issued. File closed.
04	Inappropriate use of Internet - pornography	May 29, 2008	August 13, 2008	No illegal material or computer usage pattern found. Irregular usage results in letter of warning. File closed.

Table A2	Particulars	Date Opened	Date Closed	Disposition
05	Inappropriate use of Internet - pornography	January 7, 2009	February 27, 2009	No illegal material or usage of computer found. Irregular usage results in letter of reprimand. File closed.
06	Employee function may inadvertently support illegal activity - pirated software	January 28, 2009	cfwd 0910	Commitment from business unit to conduct software audit at conclusion of new equipment rollout. No evidence software audit has commenced.
07	Conflict of interest, breach of confidentiality, misappropriation of HRM assets.	February 16, 2009	March 3, 2009	Examination finds reasonable grounds to uphold all allegations. Employee voluntarily resigns from organization. File closed.
08	Inappropriate use of HRM vehicle.	March 11, 2009	June 30, 2009	Examination finds reasonable grounds to uphold allegation. Employee retires. File closed.
09	Inappropriate use of HRM Purchasing Card and process.	March 13, 2009	April 16, 2009	Examination finds reasonable grounds to uphold allegation. Employee terminated. Grievance pending. File referred to Police, charges pending. File closed.
	Allegations of an Irregular nature			

Table A2	Particulars	Date Opened	Date Closed	Disposition
10 cfwd	Unfunded liability relating to pension earnings unreported to Council.	November 30, 2006	June 23, 2008	Acquired independent advice on appropriate action in October 2007 which confirmed on-going liability. Accounting treatment referred to Finance for 2008/09 budget year. Included in FS for 2008/09. Final report to AC for September 2008 in-camera. File closed.
11 cfwd	Employee is being favoured and allowed to use HRM assets for personal purposes.	August 27, 2007	January 9, 2009	Supervisor fails to obtain HRM equipment from terminated employees. Unable to substantiate personal use of HRM assets. Letter of warning provided. File closed.
12 cfwd	Employee took piece of vendor's equipment.	October 19, 2007	October 16, 2008	Allegation upheld on reasonable grounds. Matter discussed with employee. File Closed.
13	Employee exceeds positional authority and access.	May 20, 2008	June 17, 2008	Examination confirms inappropriate actions. Supervisor accepts employee explanation and no further action taken. File closed.
14	Employee used HRM vehicle for personal and illegal purposes.	May 27, 2008	May 30, 2008	Examination inconclusive. Employee retires early. File closed.
15	Employee touches and speaks inappropriately to another employee.	May 28, 2008	June 13, 2008	Examination does not uphold allegation. File closed.
16	Improper Internet usage and password sharing.	May 30, 2008	June 30, 2008	Examination does not uphold allegation. File closed.

Table A2	Particulars	Date Opened	Date Closed	Disposition
17	Off-sheet recording of sponsored revenues.	June 9, 2008	December 30, 2008	Examination does not uphold allegation. File closed.
18	Inappropriate use of computer/internet - pornography.	July 25, 2008	August 1, 2008	Allegation upheld of irregular usage. Temporary employee - employer advised. File closed.
19	Misappropriation of HRM vehicle and time.	September 4 2008	October 16, 2008	Allegation upheld. Suspension with last chance agreement.
20	Miss-appropriation of HRM vehicle, tools and time.	October 4, 2008	February 19, 2009	Examination does not uphold allegation as employees were given permission from supervisor. Supervisor receives letter of reprimand. File closed.
21	Circumvention of purchasing policy to acquire services for HRM from another HRM employee.	November 2008	December 3, 2008	Allegation upheld - non-compliance with Procurement Policy and perceived conflict of interest existed. File closed.
22	Conflict of interest between employment and private business interest.	December 4, 2008	January 7, 2009	Examination does not find real or perceived conflict of interest. Identifies potential for conflict. Employee(s) receive letter of advice of potential for conflict. File closed.
23	Conflict of interest between employment and family interests.	December 17, 2008	cfwd 0910	Examination on-going.

Table A2	Particulars	Date Opened	Date Closed	Disposition
24	Conflict of interest between employment and private business interests.	January 31, 2009	February 16, 2009	Allegation upheld, real conflict of interest exists. Employee advised to remove self from conflict. (Check)
25	Copyright infringement alleged against HRM.	February 16, 2009	March 6, 2009	Examination identifies inappropriate behaviour on part of employee making claim. Employee voluntarily resigns before disciplinary meeting. File closed.
26	Supervisor participation in inappropriate use of Procurement Card of subordinate.	March 27, 2009	April 27, 2009	Examination does not support allegation. Related matter referred to HRP and awaiting findings from that investigation. File closed.

Appendix B: Status Report on Outstanding Audit Recommendations - Information Report to Audit Committee



PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No.

**Audit Committee of Council
September 16, 2009**

TO: Councillor McCluskey, Chair
Members of the Audit Committee

SUBMITTED BY:

A handwritten signature in cursive script, appearing to read "Cathie Osborne", written over a horizontal line.

Cathie Osborne, Manager Business Systems and Control

DATE: May 29, 2009

SUBJECT: **Status Report on Outstanding Audit Recommendations**

INFORMATION REPORT

ORIGIN

Business Systems and Control

BACKGROUND

This report provides status information on outstanding audit recommendations contained in various reports issued by Business Systems and Control. The report is the first to be issued related to follow-up of management efforts to implement recommendations. This report does not reflect any audit work undertaken to validate the submissions made by management on the completeness of implementation.

The time frame covered by this report is for work completed and filed between January 8, 2002 and March 31, 2009.

DISCUSSION

As part of the auditing process, on an annual basis, business units are asked to provide an update on the work they have completed on recommendations made by Business Systems and Control. Our role is to seek clarity and confirmation and to report on that progress. Management has made significant progress in implementing outstanding audit recommendations and the continued effort to implement these recommendations will provide additional benefit to HRM through cost savings, enhanced service, and reduced risk.

A total of 802 recommendations in 14 categories have been made by Business Systems and Control under 20 separate reports. Nine (9) reports indicate a 75% or greater completion rate, nine (9) are rated at between 26% to 75% and two (2) are reported at less than 25% complete. Overall, the completion rate is 59.2%. The details for each report are attached as Appendix A.

Figure 1 below, illustrates that the majority of recommendations made by Business Systems and Control related to process efficiencies (218 recommendations) and accountability and internal controls (184 recommendations.) As depicted in Figure 2, staff report that they have addressed 56% and 71% of these recommendations, respectively. Detailed information on results in those nine (9) categories grouped as 'Other' (e.g. Monitoring/Reporting Performance, Regulatory/Policy Compliance, Organizational/Functional Structure, etc.) are presented as Appendix B.

Figure 1: Number of Recommendations per Category

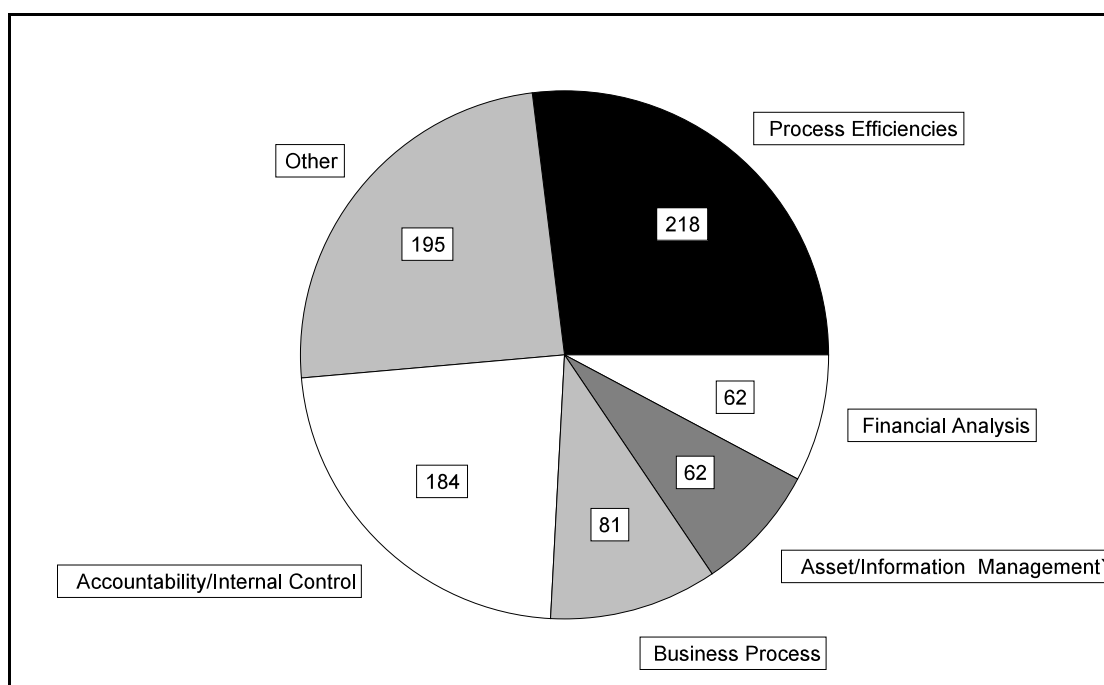
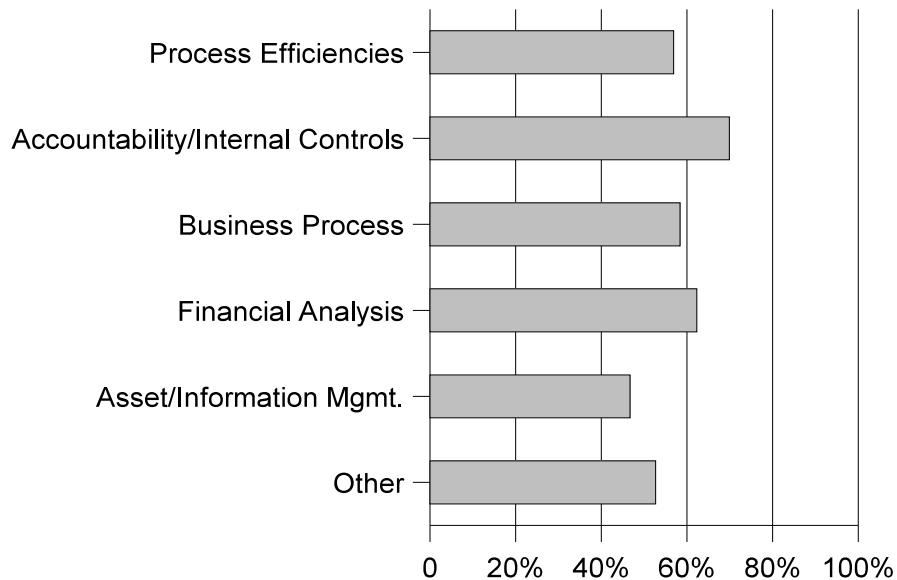


Figure 2: Level of Completion per Category (Average % Complete)



Not all reports have been released to the public. However, a listing of recommendations completed under each report by category can be found in Appendix B.

Noteworthy Recommendations Implemented

1. Compensation and Benefits, Phase 1 and 2 - Transfer Payroll to Finance Service

These audits reviewed both the centralized services of payroll production and the decentralized services in the business units. At the time, three business units were providing a variety of payroll related services - Finance, Shared Services (later BPIM), and Human Resources. Business Systems and Control recommended to consolidate all payroll-related services under one business unit - Finance - to significantly improve internal controls around payroll processing and more timely reconciliation of payroll accounts.

It was also recommended that Human Resources retain responsibility for the management of employment related benefits, including claims management for short- and long-term disability; workers compensation; and health and wellness programs; and establish and maintain compensation related programs.

Internal controls around payroll have reduced the associated risk significantly and improvements to processes continue. Finance has created the position of Quality Assurance Analyst to provide monitoring and reporting on matters of compliance. Human Resources has established a dedicated team of professionals to manage lost time and

sick leave usage has been significantly reduced in a number of employee groups.

2. Employment Expenses Risk Analysis

This review focussed on the risk associated with the approval and payment processing of employment expenses and determined that the policies and practices were disjointed and inconsistently applied. The report recommended a consolidation of the out of town and local travel claim policies, tighter definitions of allowable expense types, and changes to the applicability of monthly travel allowances.

Monthly travel allowance usage dropped significantly after the roll out of the consolidation and amendments to the policies and has continued to drop with the implementation of other initiatives such as the assignment of HRM-owned vehicles to services where there is a cost benefit to doing so. A follow-up review of the Employment Expenses Reimbursement Program (EERP) is currently underway.

BUDGET IMPLICATIONS

There are not budget implications to this report.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

ATTACHMENTS

Appendix A: Table 2: Recommendations Made by Report by Status

Appendix B: Table 3: Status of Recommendations Made by Category by Report

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by : Cathie Osborne, CGA, Manager, Business Systems and Control

Report Approved by: _____
Dan English, CAO

Appendix A

Table 2: Recommendations Made by Report by Status

	Year	Report Title	Degree of Implementation				Total	
			Completed - 100%	In Progress		Not implemented - 0%		
			# of Rec.	# of Rec.	AVG % Complete	# of Rec.	# of Rec.	AVG % Complete
2002	Totals for 2002		29	10		7	46	71.9%
	1	Transit Fleet Operational Review	29	10	40.5%	7	46	71.9%
2003	Totals for 2003		91	22		13	126	80.3%
	1	Sackville Sports Stadium Financial Analysis	16	8	63.1%	4	28	75.2%
	2	Compensation & Benefits, Phase 1 Operational Review	60	8	65.6%	5	73	89.4%
	3	Artificial Turf Project Review	8	4	72.5%	1	13	83.9%
	4	Payables Under \$1000 Risk Analysis	7	2	85.0%	3	12	72.5%

Status Report on Outstanding Audit Recommendations
Report to Audit Committee

	Year	Report Title	Degree of Implementation				Total	
			Completed - 100%	In Progress		Not implemented - 0%		
			# of Rec.	# of Rec.	AVG % Complete	# of Rec.	# of Rec.	AVG % Complete
2004	Totals for 2004		83	66		58	207	70.7%
	1	Fire Prevention Services Operational Review	33	10	39.5%	48	91	40.6%
	2	Compensation & Benefits, Phase 2 Operational Review	19	21	80.0%	2	42	85.2%
	3	HRM Snow and Ice Operations Review	21	23	72.2%	8	52	72.3%
	4	Status of Non-Inventoried Material and Supplies Risk Analysis	2	7	35.0%	0	9	49.4%
	5	Succession Planning Activities within HRM Risk Analysis	4	0	-	0	4	100.0%
	6	Fuel Depot Management Review	4	5	58	0	9	76.7%
2005	Totals for 2005		45	40		71	156	33.5%
	1	Municipal Fleet Operational Review	41	26	46.2%	63	130	40.8%
	2	Heritage Incentive Program and Heritage Reserve Review	2	0	-	5	7	28.6%
	3	Street Cuts Restoration Operational Review	2	14	27.9%	3	19	31.1%

Status Report on Outstanding Audit Recommendations
Report to Audit Committee

Year	Report Title	Degree of Implementation				Total	
		Completed - 100%	In Progress		Not implemented - 0%		
			# of Rec.	# of Rec.		AVG % Complete	# of Rec.
2006	Totals for 2006	19	0	-	1	20	95.0%
1	Employment Expenses Risk Analysis	19	0	-	1	20	95.0%
2007	Totals for 2007	70	60		38	168	63.5%
1	Safeguarding of HRM Assets Risk Analysis	1	5	6.0%	6	12	10.8%
2	Examination of Posting Irregularities and Cash Balancing Review - Sackville Sports Stadium	2	0	-	0	2	100.0%
3	Parkland Dedication SAP and Hansen Reconciliation Review	2	5	71.0%	0	7	79.3%
4	Cash Controls & Accounts Receivable Operational Review	65	50	47.0%	32	147	64.0%
2008	Totals for 2008	15	26		38	79	34.4%
1	Procurement & Accounts Payable Operational Review	15	26	46.9%	38	79	34.4%
	Grand Total	352	224	54.8%	226	802	59.2%

Appendix B

Table 3: Recommendations Made by Category by Report

Year	Report Title	Accountability/Internal Control		Asset Maintenance		Asset/Information Management		Bench Marking		Budget		Business Process		Financial Analysis		Human Resource Management		Monitoring/Reporting Performance		Organizational/Functional Structure		Process Efficiencies		Regulatory/Policy Compliance		Training		Work Environment		Total		
		# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete			
2002	Transit Fleet			5	100.0	2	50%					6	37.5%	5	65.0%			10	48.0%	10	90.0%			1	75.0%			7	100.0	46	70.7%	
2003	Sackville Sportsplex											7	64.3%	6	90.0%			2	100.0	10	83.5%	2	40.0%	1	0.0%					28	63.0%	
2003	Compensation &	17	89.7%			3	100.0					10	97.5%	9	86.1%					2	100.0	21	85.7%	9	83.3%			2	100.0	73	92.8%	
2003	Artificial Turf													3	100.0					2	87.5%	4	85.0%	4	68.8%					13	85.3%	
2003	Payables Under	5	94.0%																		6	50.0%	1	100.0					12	81.3%		
2004	Fire Prevention	11	59.1%			5	20.0%	2	0.0%											3	0.0%	8	53.1%	61	40.9%	1	25.0%			91	28.3%	
2004	Compensation &	10	87.0%			1	100.0							2	50.0%					15	89.3%			10	84.5%	4	81.3%			42	82.0%	
2004	HRM Snow & Ice	8	68.1%			8	78.1%							5	94.0%					2	92.5%	5	57.0%	19	69.2%	4	58.8%		1	100.0	52	77.2%
2004	Status of	1	100.0			5	29.0%							1	90.0%					1	100.0			1	10.0%					9	65.8%	
2004	Succession Planning																			1	100.0	3	100.0							4	100.0	

Status Report on Outstanding Audit Recommendations
Report to Audit Committee

Year	Report Title	Accountability/Internal Control		Asset Maintenance		Asset/Information Management		Bench Marking		Budget		Business Process		Financial Analysis		Human Resource Management		Monitoring/Reporting Performance		Organizational/Functional Structure		Process Efficiencies		Regulatory/Policy Compliance		Training		Work Environment		Total	
		# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete	# Rec	AVG % complete		
2004	Fuel Depot	2	100.0%			2	77.5%	1	100.0%			2	90.0%					1	50.0%					1	5.0%					9	70.4%
2005	Municipal Fleet	28	61.6%	8	37.5%	19	51.8%					1	0.0%	14	14.6%			9	27.8%	1	0.0%	44	35.8%	3	33.3%			3	53.3%	130	31.6%
2005	Heritage Incentive	4	50.0%			1	0.0%							1	0.0%			1	0.0%										7	12.5%	
2005	Street Cuts	1	55.0%			2	15.0%											2	10.0%			12	26.7%	2	82.5%					19	37.8%
2006	Employee Expenses	3	66.7%																			6	100.0%	11	100.0%					20	88.9%
2007	Safeguarding of	1	5.0%			6	4.2%															3	33.3%							12	10.6%
2007	Examination of	1	100.0%											1	100.0%															2	100.0%
2007	Parkland Dedication											5	71.0%	2	100.0%															7	85.5%
2007	Cash Controls &	69	68.5%			3	60.0%					42	84.6%	13	58.3%					1	0.0%	1	0.0%	14	50.0%	4	47.5%			147	46.1%
2007	Procurement &	23	43.5%			5	22.0%			1	25.0%	8	21.9%	1	0.0%	5	15.0%	3	0.0%	5	50.0%	16	38.1%	5	45.0%	6	41.7%	1	0.0%	79	25.2%
Grand Total		84	69.9%	13	68.8%	62	46.7%	3	50.0%	1	25.0%		58.4%	62	62.3%	6	57.5%	53	44.1%	47	62.1%	218	56.9%	52	54.4%	6	41.7%	14	70.7%	802	57.0%