



Halifax Regional Municipality

Business Systems & Control Group

FOIPOP reviewed July 2007

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April 1, 2005 to March 31, 2006

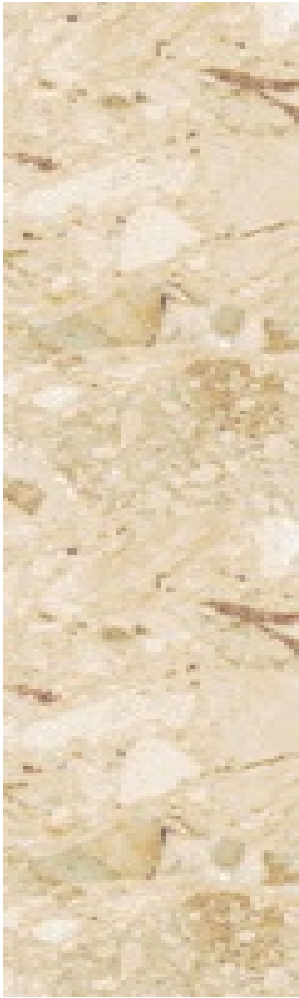
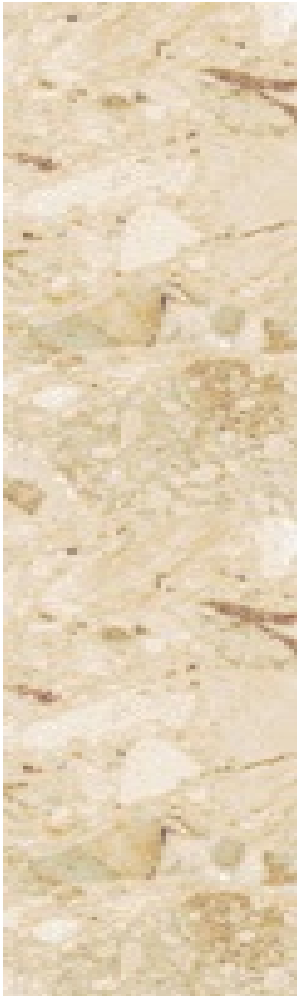


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Executive Summary

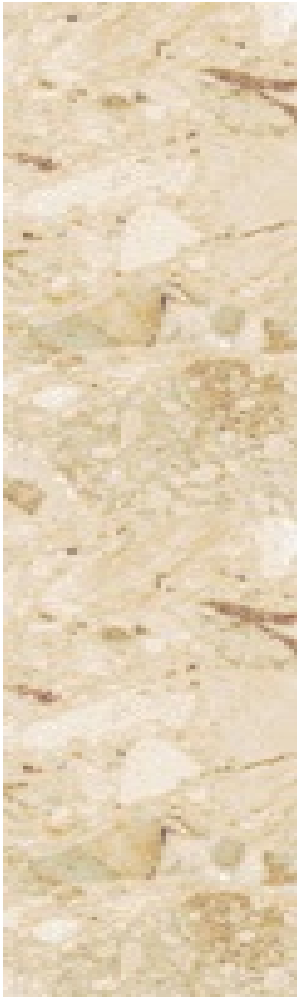
April 1, 2005 marked the second year of work completed under the three year Audit Plan rolled out during the 04/05 business planning cycle.

A significant portion of resources focussed on the follow up or provision of advice on past reviews, but a number of other major reviews were undertaken. Appendix 1 to this report provides a summary of all work undertaken by Business Systems and Control between April 1, 2005 and March 31, 2006.

The audit work of 2004/05 identified significant risk potential in the implementation and use of a number of corporate computer systems. The Administration has accepted the findings of BSC, but limited improvement has occurred to improve these situations. The management of HRM assets was another area of risk identified in prior years work. The Administration has begun to address this particular area. Work is progressing in the development of processes and systems to overcome noted shortcomings.

Business Systems and Control continued to provide support to the Audit Committee of Council. This included the drafting of the Illegal and Irregular Conduct Policy and amendments to the Ethical Code of Conduct Policy. The Audit Committee considered the two documents and recommended to Council that these policies be applicable to all staff and Council. In March 2006, the CAO approved these as policies as applicable to staff within HRM and its agencies, boards and commissions. The Audit Committee of Council will be forwarding a recommendation to Council to adopt the two policies, early in the new fiscal year.

A draft Terms of Reference, researched and drafted by Business Systems and Control, was tabled and is scheduled for review by the Audit Committee. The CAO and Audit Committee also



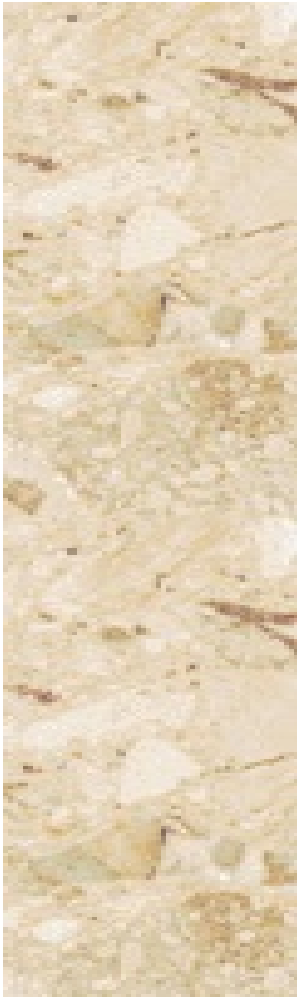
approved the "Release of Reports Guideline" to address need to pro-actively release completed work of Business Systems and Control and enhance transparency.

Highlights of the year include:

1. **Review of Non-inventoried Assets & Materials**
Provided guidance and support on the development of an action plan to address deficiencies in the management of non-inventoried assets and materials.
2. **Corporate Compliance Database**
Continuous research and updating of database to ensure new or amended policies, practices, standards, studies, reports are identified and documented.
3. **Compensation and Benefits Phase 1 and 2.**
Provided advice and consultation for outstanding issues resulting from past reviews, including WCB and LTD premiums.

Reviews completed during the year:

1. **Street Cuts Restoration Review Completed**
Findings identified a lack of a coordinated, consistent and systematic approach to the re-inspection of street excavations within the one year time frame and the identification of different methods for external parties, HRM and the HRWC to obtain and comply with permits.
2. **Cash Controls - Phase 1 - Risk Analysis**
Financial, process and internal control analysis identified specific revenue streams, processes and accounts that warranted further examination. This work formed the basis for finalizing the scope of work undertaken in subsequent phases.
 - Phase 1 - Risk Analysis
 - Phase 2 - Property Related Revenues & Receivables - Control Testing, Verification of Account Balances
 - Phase 3 - Other Revenue & Receivables -



Control Testing, Verification of Account Balances

- Phase 4 - Cash Handling, at Source
 - A) Physical Security of Assets
 - B) Electronic Portals & Computer Security.

3. Cash Control - Phase 4b

IT Threat and Security Testing was completed in early 2006. Significant Findings have not yet been formally reported in terms of cash control. However, the report filed by the external provider indicated a need to tighten vulnerabilities in some software applications and improve documentation, overall. These findings will be considered in the development of findings specific to cash control practices.

4. Civic Code Enforcement - Risk Analysis

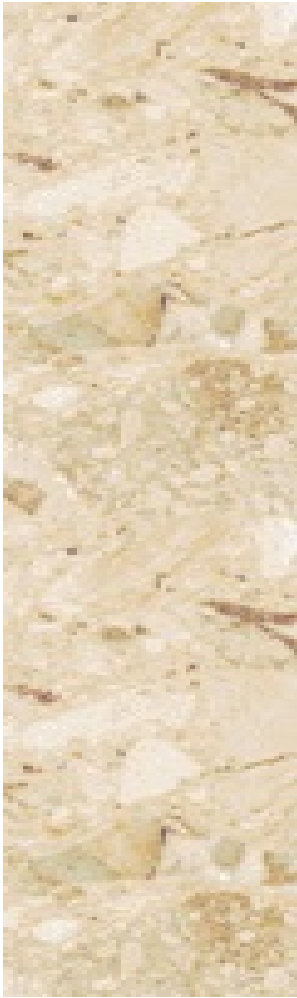
Preliminary risk analysis was undertaken to determine which areas in the organization should receive more attention in examining processes, practices, standards and outcomes. Although this review has begun, it will not be completed until the 06/07 fiscal period.

5. Expenditures Heritage Incentive Program and Heritage Reserve

Findings of the review of grant funding transactions indicated that the defined process had adequate controls. However, there was a lack of adherence to the established controls and recommendations in the report focussed on tightening current controls and improving the monitoring and reporting of program opportunities and the yearly results.

Year-end Summary

A comprehensive financial risk analysis was undertaken in the order to develop the terms of reference and audit scope for the review of internal controls in Accounts Payable, Accounts Receivable and Cash Flow processes. External resources were then acquired to complete control testing for the Cash Controls,



Phase 2 and the IT Threat and Security Review (Phase 4b) relating to electronic fund transactions.

Staff continued to monitor the financial health of a number of HRM benefit plans and outstanding human resource issues were monitored and subsequently finalized. Assistance was provided to staff on a number of internal control issues in the area of Visa Procurement Cards.

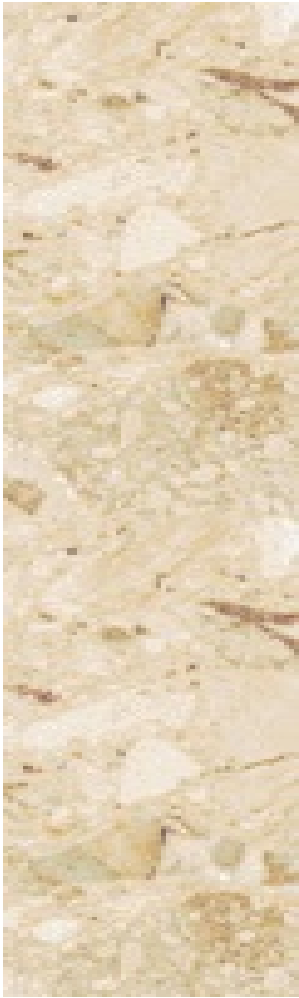
Staff represented the CAO on the Bylaw Rationalization Committee and Business Continuity Planning Committee. A draft listing of programs and services offered by the HRM was compiled and circulated to members of the Audit Committee. Staff continued to provide information on findings and risk assessments to the external auditors, as well as assist financial and human resource consultants in areas of subject matter expertise or knowledge.

Staff changes occurring late in February 2006 reduced the auditing capacity for the remainder of the period.

Historical Background

Business Systems and Control was established under the authority of the Chief Administrative Officer in February 2002 to:

- 1) Assist the Audit Committee in their oversight role by providing objective analyses, appraisals, recommendations, counsel and information concerning the activities reviewed.
- 2) Assist Administration by providing business advice and policy compliance reviews, using a collaborative and consultative approach with available in-house resources.



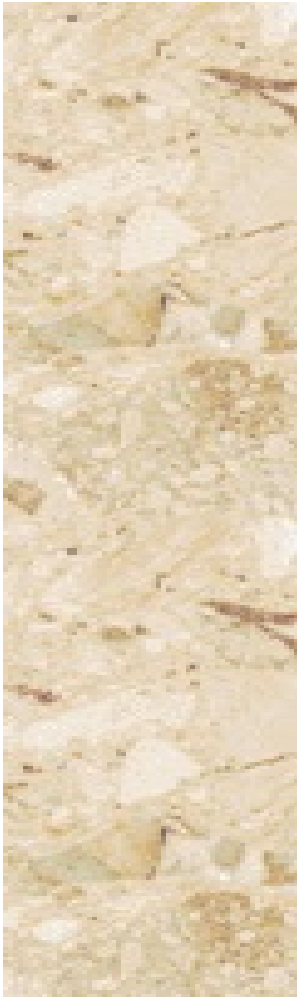
In January 2006, staff of Business Systems and Control began reporting directly to the Chief Administrative Officer for personnel issues, while retaining the reporting relationship for audit work and significant findings with the Audit Committee of Council.

Staff is physically located on the 3rd floor of Duke Tower in newly constructed office space, designed to ensure the privacy of visitors and the security and confidentiality of information and documentation. The type and length of time needed to complete an assignment, may require staff to relocate into the work place under review.

At the end of each assignment, a report is filed with the Audit Committee of Council detailing the significant findings and recommendations and, where appropriate, a suggested action plan is issued suggesting how the business unit may achieve the accepted recommendations. The Chief Administrator Officer and Business Unit Directors are active participants in this process and provide a management response to each report. The Audit Committee may also be apprised of significant issues throughout a review, as necessary.

Achievements

Over the past year, Business Systems and Control focussed much of its attention on evaluating the effectiveness of internal controls and business processes at the corporate level. We developed an Illegal and Irregular Conduct Policy (IIC) and proposed amendments to the Ethical Code of Conduct Policy. These documents will help establish an appropriate standard of conduct for employees when dealing with each other, HRM citizens and other stakeholders.



In brief, highlights of the IIC Policy are:

- ▶ Requirement to report allegations of wrong doing.
- ▶ Requirement to investigate all reported allegations.
- ▶ Requirement for the organization to act upon findings resulting from each investigation.

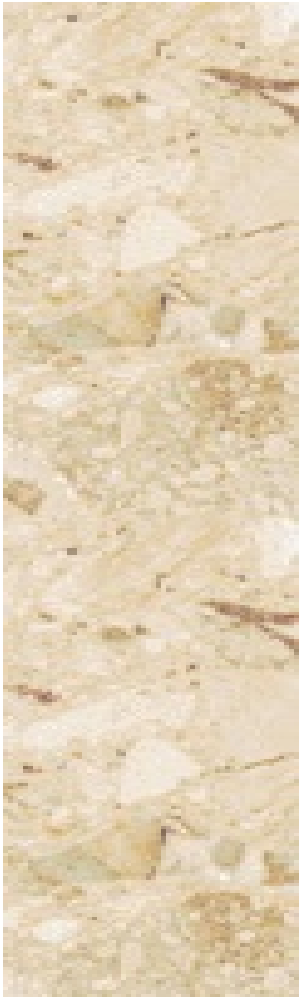
Services Provided

Planned Hours	2,765.00 hours
Recorded Direct Work	544.50 hours
Recorded Administrative Work	158.25 hours
Continuous Education	<u>79.00 hours</u>
Non-recorded Work	1,983.25 hours

Hours of work against direct planned audit work were not fully tracked during the 2005/06 fiscal period. Unrecorded work included the development and implementation of the Illegal and Irregular Conduct and Ethical Code of Conduct Policy; research for and drafting of a Terms of Reference for the Audit Committee; and research and the generation of an HRM service and program listing.

Future Challenges

The focus for 2006/07 will be to complete work carried over from prior year audit plans and assign available resources to review areas in the organization which reflect a higher risk potential due to organizational changes.



Resources will also be required to support the presentation and implementation of the Illegal and Irregular Conduct and Ethical Code of Conduct policies through the organization.

In addition, encouraging a formal, structured risk assessment culture within HRM, commonly referred to as Enterprise Risk Management, will require suitable resources to scope out the project and develop an action plan. The first phase of this project was approved as a Strategic Initiative item during the 05/06 business planning process. Additional attention must be given to ensure growth in this area.

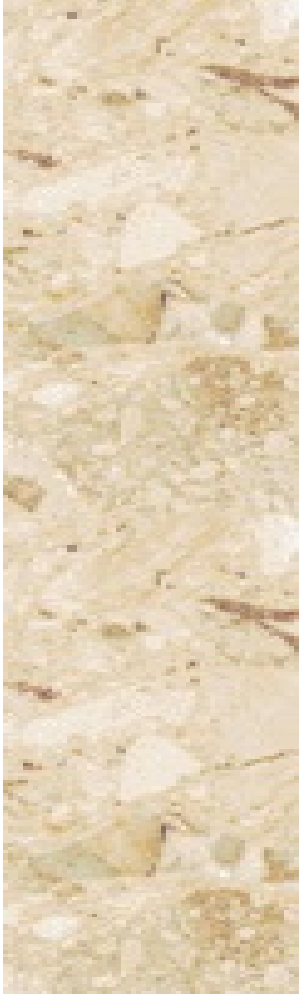
Objectives for 2006/07

The objective for 2006/07 includes completing all planned work on a timely basis. This includes the acquisition of additional resources and filling positions created by vacancies.

Work still to be completed from prior years includes the completion of compliance reviews for cash handling at source, accounts payable and accounts receivable activities and the Civic Code Operational Review. Internal resources will be augmented with external resources as appropriate.

Acknowledgments

We would like to acknowledge the continued recognition and support of the work of Business Systems and Control by individual employees, SMT, EMT and the Audit Committee of Council.



Appendices

Appendix 1: Annual Report for Fiscal Year 2005/06

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
02-01	Herring Cove Volunteer Fire Department	Chief Administrative Officer	May 2002		Previously reported, December 2002
02-02	Marketing Levy Bylaw Process	Tourism	March 2002		Previously reported, December 2002
02-03	Financial Analysis Purchases - Beaverbank/Kinsac, Herring Cove Volunteer Fire Departments	Fire Services	Jun-02	Provided verbal recommendations on improvement in the use of VISA	On-going monitoring process initiated by Procurement who have been in discussions with Fire Services regarding Volunteer Station usage of VISA. Will be scheduled for follow up in the 06/07 business plan as continuation of cash control Compliance Review - 0408 (out-going).
02-04	NSUPE Contract Costing	Human Resources	NA		Previously reported, December 2002
02-05	Film Industry Guidelines	Tourism	NA		Previously reported, December 2002
02-06	Bylaw Rationalization Committee	Community Projects	NA		Previously reported, December 2002
02-07	Traffic Services - Bagging of Parking Meters	Transportation and Public Works	Dec-02	Draft process circulated, never finalized.	No follow up requested or completed. Status unknown. To be verified during Cash Control Review - In-coming. Included in Risk Analysis completed February 2006.
03-01	HR Compensation and Benefits Operational Review	Human Resources	Feb-03	Develop and implement recommendations	Work is ongoing - Employee receivables, Business standards, policies, procedures. WCB claims management business case being prepared. No further information on benefit's overpayment. Was scheduled for implementation Dec 2005. Status on SAP Platinum Consultant recommendations still pending as of March 31, 2006.

Appendix 1: Annual Report for Fiscal Year 2005/06

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
03-02	Electronic Funds Transfer Internal Controls Procedures	Financial Services	Jun-03	Segregation of EFT authorizations and approval required by Mgr.	Partial update provided as per item 03-01. Needs independent validation. Treasurer will be following up as part of review of active bank accounts and signing authorities. BSCG asked to test controls when processes is developed and implemented. As of March 31, 2006, EFT is only occurring between HRM accounts. Risk and control mitigation in place.
03-03	Real Property Sale Disclosure	Real Property Services	June 2002		Previously reported, December 2002
03-04	Animal Control Contract	Community Projects	NA		Previously reported, December 2002
03-05	Transit Fleet Maintenance Operational Review	Real Property & Asset Mgmt	Oct-03	Develop and implement recommendations. Project Manager assigned and recommendations prioritized.	Phase 1 Evaluation and Phase 2 project plan provided by RPAM and reviewed by BSCG. Recommendations relating to training, skills development, rebuilding engines and body implemented. Enhanced opportunities realized in support of BRT. Status on SAP Consultant work unknown. No official update received for 2005/06 from Management Team on report recommendations.
03-06	Application of HR Policies - Retirement Benefits, Claims Settlements	Human Resources	Oct-03	Recommendations included reviewing additional needs and annual reporting through to Council. Evaluate and report on Fire decision to grant extra benefits outside of collective agreement.	BU advised status quo regarding additional program. No confirmation that annual reporting has occurred. One-off approval through in-camera process is occurring. BU identified need to file annual report with Council. Review of additional benefits paid out by Fire Services identified lack of clarity between Fire Services and Human Resources. Specifics involved the determination of what notice constitutes official notice from an employee of their retirement date. Written practice put in place to avoid future issues.

Appendix 1: Annual Report for Fiscal Year 2005/06

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
03-07	Management Reporting and Control Validation of Payroll	Human Resources	Sep-04	Cross bu team reviewing and developing implementation plan to address findings and recommendations.	Financial Services advised that team in place to develop action plan. Some work completed. (<15%) Pending SAP HR specialist report. Some controls revamped. No report provided by BU as to recommendations underway or pending. As of March 31, 2006 - no formal update provided. HR business plan indicates funding and resources to address policy and documentation issues necessary prior to correcting or configuring SAP HR.
03-08	Snow and Ice Control Operational Review	Transportation and Public Works	May-04	Recommendations accepted and used in the development of contract negotiation submissions. Outcome pending.	Verbal update received from Director TPW. Issues raised during negotiations. Shift schedule changes and increased flexibility to move staff have occurred. BSCG has requested an update from the Director of TPW on the status of other recommendations provided. Indications that recommendations in the report were addressed during contract negotiations. Actually cost savings still to be determined.
03-09	Non-inventoried Materials & Supplies	Financial Services	Mar-04	Mgmt has struck cross functional bu team to develop and implement short, med and long term action plan.	Draft reported filed March 2004. Final report filed February 2005. CAO/DCAO instructs Mgt to develop and implement short, med, long term plan. Non-coordinated approach to physical security had been occurring. Cross functional team now established by Director. Funding requested in 06/07 budget. (See also 04-10)

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Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
04-01	Fire Prevention Services Operational Review	Fire Services	Sep-04	Action Plan development and implemented.	Dec 2004 - Business Unit developed action plan. Restructuring has occurred as of May 2005. Information (data)Management improvements in development stage. IS resources have been assigned to assist (D Pillay) December 2005, Fire Prevention reports progress in implementation of new or modified business practices related to recommendations provided in the report. Changes to inspection practices resulting in quicker response from property owners. Policies are being reviewed and amended as needed or new policies are being developed and rolled out.
04-02	HRM Policies, Operating Standards, Procedures, etc	Corporate Wide	Ongoing	Project 80% complete.	Continuing to gather documentation and update the database. Limited resources available to conduct gap analysis. Database used by BSCG in research stage of project work.
04-03	Bylaw Costing Model	Environmental Mgmt Services	NA	Advised by Financial Consultant that Project put on hold by director based on work completed on topic by Bylaw Integration Team.	Aspects will be covered off in organizational review of civic code enforcement, scheduled to be completed for the 05/06 audit plan. Terms of Reference finalized Nov 15, 2005. Project started Jan 2006 and currently on-going.

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Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
Projects Scheduled and Started.					
04-04	Street Cuts Operational Review	Transportation and Public Works and Planning and Development	Ongoing	Final Report to be filed Sept/Oct 2005. Presentation to EMT to follow.	Draft final report prepared. DCAO has requested BU to provide plan to implement recommendations. Response pending.
04-05	General Fleet Services Operational Review	Real Property & Asset Mgmt	Mar-05	Separation of out of box recommendations provided to director for inclusion in mgmt PDP. Electronic solution pending. Project manager hired to create action plan for implementation of recommendations.	Assisted Management Team with facilitation for staff input. Request for update made but no formal response provided. Project manager is on site and working with management team on recommendations from the report. Systems issues still unresolved at this time.
04-06	Cash Controls Compliance and Internal Controls	Corporate Wide	On-going	Ensure organization has identified and recorded all revenues for HROP, Trusts, Reserve Accounts. Validation of controls to ensure sufficiency and appropriateness of and compliance with policies. Report on findings and recommendations including RCH - CLASS system.	Terms of reference has broken the report down into 4 phases. Phase 1 included the financial and risk analysis used to define the scope of the subsequent phases. External auditing support hired to conduct control testing of property related cash inputs as part of Phase 2. As part of Phase 4, BSCG has partnered with Shared Services to use external resources to conduct an IT Systems Threat and Security Analysis scheduled for January 2006. Compliance and control testing of cash controls - in-coming will commence shortly.

Appendix 1: Annual Report for Fiscal Year 2005/06

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
04-06a	Expenditure Review of Civic Events & Festivals	Recreation, Culture & Heritage	Aug-05	Final report filed with EMT. Finance is developing an action plan for a number of recommendations. HR and BU concluded labour relations issues.	In-camera presentation to Audit Committee delayed until Dec 12, 2005. EMT advised of issues. Recommendation that VISA Purchase Policy and practices be reviewed and amended by management to improve internal control and compliance across the organization. Results pending.
04-07	Succession Planning Activities In HRM	Corporate Wide	Mar-05	Report indicates limited attention directed towards Succession Planning issues. Pending roll out to SMT and the development of an action plan.	Succession planning issues discussed at SMT meeting. No further information provided on status of recommendations.
04-08	Procurement, disbursements, VISA Compliance Review	Corporate Wide	On-going	Final report filed July/Aug 2005. Presented to EMT Sept 2005.	Acting Director requested opportunity to discuss recommendations with DCO. No further update provided by BU. Procurement (Finance) reviewing Visa limits and card usage on a regular basis. Compliance with policies appears to be improving. No quantitative information available.(See also 04-06a)

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Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
04-09	Revenue Recognition and Collection Procedures	Corporate Wide	On-going	Ensure organization has identified and recorded all revenues for HROP, Trusts, Reserve Accounts. Validation of controls to ensure sufficiency and appropriateness of and compliance with policies.	Revenue tool data used to complete risk analysis. Controls to be tested and results provided to Project Team as Phase 3 of Cash Controls - Incoming. See also 04-06
04-10	Inventory and Asset Mgmt Compliance Review	Corporate Wide	On-going	See 03-09	Report filed with EMT, SMT October 2005. Some aspects of recommendations have been included in 2006/07 business plan. See also 03-09
05-01	Business Process Integration & use of technology	Corporate Wide	TBD	Provide support, advice and feedback to project team, monitor and report on outcomes ensuring corporate strategy and operational improvements are accomplished.	Provided advice and information to SAP Platinum Consultants hired by Information Technology Section in the areas of SAP Human Resources and SAP Plant Maintenance modules. Reporting substantiated prior findings from BSC. Action plan pending from management.
05-02	Recreation Services & Delivery	Community Development - Permitting & Inspections	May-06	Conduct an operational review of the delivery of recreation and culture activities, ensuring that programs/services are in keeping with corporate, business unit strategies, policies and mandate.	Limited work has been done on this issue as of March 31, 2006. A review of expenditures associated with Heritage Incentives and Reserves is currently underway.

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Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
05-03	Management of Capital Assets and Infrastructure	Corporate Wide	TBD	Provide support, advice and feedback to project team, monitoring and reporting on outcomes that ensure corporate strategy is met and operational improvements are accomplished.	Participating on cross-function team to provide advice on risk and issues arising from other work related to this area. Project manager in place and data identification and information gathering is on-going and appears to be on target.
05-04	Personal Safety - Construction Inspection Services	Community Development - Permitting & Inspections	NA	Follow up with Business Unit on how they have addressed the initial concern with more frequent inspections, on road more often and the age of the work force and any potential safety issues that might arise.	Business Unit advises that they maintain a daily log of inspections for each inspector. Each day the inspector picks up and drops off HRM vehicle. Management has ability to track employee's whereabouts should they not return to work place at end of day. Management is satisfied that this approach is sufficient to mitigate any potential safety issues.
05-05	Transfer of IES (911) to Shared Services	Shared Services, Fire & Emergency Services, Police Services	NA	Review Project Status to determine level and type of continuing risk; barriers to implementation, etc.	No work has been done on this issue as of March 31, 2006.

Appendix 1: Annual Report for Fiscal Year 2005/06

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
05-06	Bylaw Prosecutions	Legal Services	NA	Success in court depends on bylaw enforcement process. Analysis of tickets issued to paid to prosecutions successful may identify factors or barriers to success.	Issue will be looked at under the Operational Review of Civic Code Enforcement commenced in January 2006. Outcome pending as of March 31, 2006
05-07	Insurance Claims and Litigation	Financial Services	NA	A review of action taken by the organization to assess and mitigate risks associated with the high increase in claims and costs.	January 2006 CAO restructuring resulted in the establishment of a new Insurance and Risk Management section under Legal Services. Affected staff were transferred and funding set aside to establish viable claims management office. This occurred in February 2006. No immediate need for review at this time.
05-08	Customer Services Vulnerabilities	Shared Services	NA	There is a need to validate that the HRM image can be maintained and identify any barriers to finalizing service agreements with all business units.	No direct work provided. However, roll out of Customer Service Strategy across organization addresses some areas that were of concern. Additionally, the organization has implemented a "Hanson" customer solution for all business units and work is progressing to establish 490-4000 as primary line for all business inquiries of a general nature.

Appendix 1: Annual Report for Fiscal Year 2005/06

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
05-09	Fiscal Accountability and Sustain ability - Fraud Policy	Corporate Wide	Jan-06	HRM does not have a policy. Develop and obtain approval for a corporate fraud policy.	Illegal and Irregular Conduct Policy and amendments to Ethical Code of Conduct Policy reviewed by Audit Committee and recommended for Council consideration, January 2006. Policies were approved for staff by CAO, February 2006, applicable to all HRM, ABC as of March 1, 2006. Roll out to business units started.
05-10	Audit Committee mandate and structure.	Corporate Wide	Sep-05	Roles and Responsibilities of Audit Committee need to be reviewed/amended to reflect changes in audit culture resulting from significant changes in auditing requirements and committee due diligence.	Report outlining principles to be considered filed with Audit Committee. On-going review and discussion of draft Terms of Reference development by BSC is occurring at the Audit Committee.
05-11	Enterprise Risk Management	Corporate Wide	NA	Enterprise risk management is not fully understood or used in decision making. Pockets of RM occurring without coordinated effort. Develop scope and action plan to implement ERM throughout HRM.	Scope and Action plan developed and circulated to Business Planning and Risk and Insurance Management sections for feedback. Still pending. See also 05-07.

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Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
05-12	Financial Accountability - Validation that incremental budget increases are used for purposes approved.	Corporate Wide	TBD	Work with Business Planning Coordinator to confirm the existence of a process that monitors and reports on the use of incremental funding.	No work has been done on this issue as of March 31, 2006.
05-13	External Relationships - Management Agreements	Transportation and Public Works - Real Property. Community Development - Recreation	TBD	Management agreements are inconsistent, not well-developed. Management of assets unclear, funding demands exceed resources. BU are reviewing and redrafting management agreements to ensure best fit for all stakeholders.	Act as resource, as needed, on issues of auditability and risk management. Work in progress. Advice provided and facilitation of session with key staff to identify critical issues, reach agreement on terms and establish an action plan. Final document draft pending.
Non-Planned Work					
1	Compensation and Benefits Phase 1	Corporate Wide	Jun-03	HR developing business case to obtain funding for WCB case manager. BSCG acquiring professional opinion on calculation of WCB premiums and short term disability leave.	Opinion to be available Dec 30, 2005. Incomplete information providing by external party. Internal research indicates possible opportunity. Business Case developed to help fund two cash management positions in HR to assist with DTA, early return to work for WCB and LTD. Funding tied to budget approval.

Appendix 1: Annual Report for Fiscal Year 2005/06

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
				Financial analysis of potential savings being calculated.	
2	Releasing Reports Guidelines	Corporate Wide	Sep-05	Policy drafted and waiting to be presented to Audit Committee. Awaiting FOIPOP/Legal feedback on individual reports.	Release of Reports Guideline approved for use by CAO and Audit Committee, January 2006. Request made to FOIPOP Administrator to review and comment on content of past work. Response pending.
3	Development of Internet/Intranet Web page	BSCG	Jan-06	On-going. Draft pages ready pending presentation and discussion with Audit Committee. Developed Vision and Mission Statement for BSCG.	Web pages for Internet and Intranet in place and updated monthly or as needed. http://www.halifax.ca/business_systems/index.html . Vision and mission statement posted to Intranet. http://insidehrm/BusinessUnits/BusinessSystemsAndControl/index.html
4	EMO Administrative Support Structure	Corporate Wide	Jan-06	B Manuel to present concept and document to EMO Steering Committee for approval.	Draft listing of all services/programs offered by HRM created as part of Business Continuity Planning, Business Planning and the development of next three year Audit Plan for BSC.
5	AMA Regional Representative and Rep on AMA Education Committee	Corporate Wide	On-going to Oct 2006	Developing and nurturing municipal relationship. Sharing/access to HRM Training Calendar.	On-going discussions with Human Resources and the AMA Education Committee on communicating access to the HRM training calendar progressing well.
6	Bylaw Rationalization Committee	Finance	On-going	Advice on proposed Shopping Cart Bylaw administration of abandoned carts.	Committee meetings reduced to on an "as needed" basis.

Status Report on Completed Items for Business Systems & Control as of March 31, 2006					
Project #	Project Name	Primary Business Unit	Date Final Report	BU Action Plan	Comments
7	Examination, investigation of complaints under the IIC policy	Corporate Wide	On-going	Response is timely, accurate and appropriate to complaints.	Staff responded to three allegations. Conflict of Interest - employment and home business; Employee favouritism to vendor; Improper signing of overtime sheets. All issues were reported to the Audit Committee.
8	Department of Justice, Province of NS	External	On-going	Provide analysis and advice for the development of legal case.	Work completed. Invoice Paid in Full