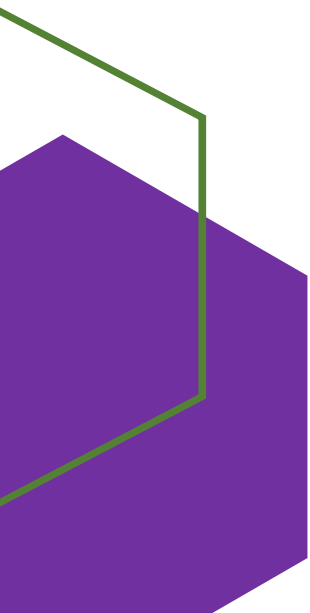


AUDITOR GENERAL

Halifax Regional Municipality



2020-21 Annual Report
and
2021-22 Audit Priorities



About Our Office

- Halifax Regional Municipality Charter establishes Auditor General's role
- Auditor General is appointed by Regional Council
- Audit programs and accounts of municipality and municipal bodies
- Assist Halifax Regional Council in holding itself and administration accountable for the use of public funds
- Establish annual audit priorities based on our assessment of risks in various program areas
- Current Auditor General, Evangeline Colman-Sadd, began seven-year-term in October 2016

What's New

Reports Released	Reports In Progress
<ul style="list-style-type: none">◆ Building Permits and Inspections Audit◆ Halifax Regional Police Information Technology Audit◆ Follow-up Reviews:<ul style="list-style-type: none">◆ Procurement◆ Management of Development Approvals◆ Halifax Transit Bus Maintenance◆ Property Tax Management	<ul style="list-style-type: none">◆ Management of Fire Inspection Program Audit◆ Follow-up Reviews:<ul style="list-style-type: none">◆ Payroll Management◆ Purchasing Card Program◆ Road and Sidewalk Asset Management

Our Values

Integrity

We value honesty and accountability, holding ourselves to high professional and ethical standards.

Objectivity

We are independent from management of the entities we audit and impartial in our assessments.

Collaboration

We work together to focus on the significant issues and make practical recommendations for improvement.

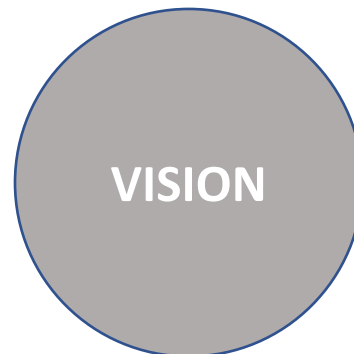
Excellence

We develop our knowledge and work to improve our processes.



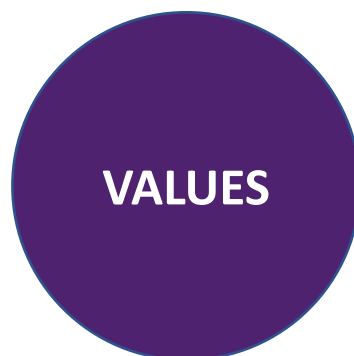
Our Mission

To deliver independent audits that strengthen accountability and encourage improved efficiency and effectiveness of programs



Our Vision

A relevant, valued, independent audit office, known for professional excellence



Strategic Goals 2019 – 2021

Continue to increase our relevance	
	Progress to Date
<p>Action taken as a result of our work</p> <ul style="list-style-type: none"> Review and continuously improve our processes, including how we write recommendations Engage Audit and Finance Standing Committee in how it can help increase the number of recommendations implemented Follow up 18 months after an audit has been completed and report results of follow-up annually 	<p>Discuss recommendations with management on each audit to help ensure they can be implemented</p> <p>Held Canadian Audit and Accountability Foundation training session with councillors spring of 2019</p> <p>Implemented, will continue to follow-up after 18 months</p>
<p>Improve understanding of our work</p> <ul style="list-style-type: none"> Create audit information booklet Engage management Engage Regional Council 	<p>Completed</p> <p>Met with management on long-term audit planning</p> <p>Presentation to newly-elected 2020 elected councillors on the role of the Auditor General – Fall 2020</p> <p>Met with newly-elected councillors after 2020 election</p> <p>Met with councillors on long-term audit planning</p> <p>Held Canadian Audit and Accountability Foundation training session with councillors spring of 2019</p>

Continue to increase our relevance

	Progress to Date
Enhance readability of our audit reports <ul style="list-style-type: none"> • Where possible, present information with infographics and charts, instead of long narratives • Develop ability to drill into detailed information from summary pages on reports 	Implemented Implemented April 2021

Consider opportunities for audit efficiencies

	Progress to Date
Expand our use of data analytics <ul style="list-style-type: none"> • IDEA • Continuous auditing 	Implemented Reviewed, decided not to implement
Use TeamMate to assist with follow-up work	Implemented

In 2021-22, we will refresh our strategic goals and plan related initiatives through 2024-25.

Performance Information

Performance Measures	Target	2020-21
% staff hours on audit versus non-audit activities	85%	90%
% recommendations accepted and plan to implement	100%	100%
% recommendations implemented after 18 months	80%	89%

2021-22 Audit Priorities and Follow-up Reviews

The audits and follow-up work noted below will begin in 2021-22; however, some reports may not be issued until 2022-23.

2021-22 Audit Priorities	
Subject	Business Unit
Halifax Water Information Technology	Halifax Water
Real Estate	Corporate and Customer Service
HRM Information Technology	Finance, Asset Management & ICT
Solid Waste	Transportation and Public Works
Managing Workplace Behaviour Complaints	Human Resources

2021-22 Follow-up Reviews

Our annual work includes following up recommendations from past audits. During 2021-22, we will follow-up the following audits:

- LED Streetlight Conversion Project – Transportation & Public Works
- HRM's New Website Project – Finance, Asset Management & ICT
- Fleet Vehicle Use, Car Allowances and Mileage Audit – Corporate and Customer Services

Contact Us

Telephone: 902.490.8407

Twitter: Follow us [@HalifaxAG](#)

Email: auditorgeneral@halifax.ca

Website: <https://hrmauditorgeneral.ca>

Fax: 902.490.8421

Mailing Address: 33 Alderney Drive, Suite 620
Dartmouth, NS B2Y 2N4