



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No.
Audit and Finance Standing Committee
October 18, 2017

TO: Chair and Members of the Audit and Finance Standing Committee

Original Signed

SUBMITTED BY: _____
Jerry Blackwood, Acting Director of Finance and Asset Management/CFO

DATE: September 15, 2017

SUBJECT: Status Update on 2013 Auditor General's Report on ABCs

INFORMATION REPORT

ORIGIN

At the May 17, 2017 meeting of the Audit and Finance Standing Committee, a motion was put and passed that: "The Audit and Finance Standing Committee request a staff report providing an update on actions taken in response to the May 2013 Auditor General Report entitled, "Review of the Administrative Functions within HRM's Entities which are Governed by an Agency, Board or Commission," including any outstanding recommendations not yet addressed.

LEGISLATIVE AUTHORITY

This report relates to the HRM Charter Sections 49 to 54 regarding the appointment of a Municipal Auditor General.

BACKGROUND

The Office of the Auditor General (OAG) issued a report in May 2013 entitled *Review of the Administrative Functions within HRM's Entities which are Governed by an Agency, Board or Commission* (ABC Report). The report covered Halifax Regional Police, Fire and Emergency Services, Halifax Public Libraries, the Halifax Regional Water Commission, as well as eight Multi-District Recreational and Cultural Facilities operated through management agreements with the Halifax Regional Municipality. The following functions were examined in the OAG report: Finance, Human Resources, Payroll, Information Technology, Procurement, and Corporate Communications.

The OAG report included 19 recommendations to improve the delivery of administrative services, as well as the following overarching recommendation which proposed a shared services model:

The OAG recommends HRM and its entities investigate re-aligning the reporting relationships for the administrative functions positions (particularly at senior levels) so they potentially report functionally

through HRM and operationally through the specific entities. Such an alignment should produce a number of operational and economic advantages, including:

- *Making the varied skills and talents resident in the ABCs available to HRM business units or other ABCs as needed*
- *Creating a far greater ability to leverage the full range of skills and abilities available within the HRM 'family' of entities. This should have the overall effect of more of the 'right' inputs (at the best cost) and 'best use economies' for the outputs (skills at highest use).*

Also, the OAG wonders if this type of structure might contribute to succession planning development for senior individuals in the HRM 'family'. Through assisting their 'own' organization with high level matters, as well as being exposed and contributing to solutions for significant matters in other entities, individuals would gain a much broader experience in the entire HRM group and be better prepared to assume more senior leadership roles as HRM's needs arise.

DISCUSSION

In response to the ABC report, HRM Administration indicated general agreement with the recommendations but noted that moving toward a full shared services model would be complex due to the variety of governance models in place for the relevant entities. Accordingly, Administration committed to pursuing the underlying objective put forward by the OAG of improving administrative services across HRM, using the shared services framework as a model while exploring other options that may address the issue.

In its response, the Administration noted some initiatives that were underway at that time, or scheduled to begin, that would either address the recommendations in the ABC report or were required to enable an effective analysis of HRM's administrative functions. These included:

- Phase II of a review of Multi-District Recreation Facilities (MDFs);
- Governance review of the Halifax Regional Water Commission (HRWC); and
- Response to a previous OAG report on Ticket Atlantic (specifically those recommendations related to the Halifax Metro Centre in relation to the development of the new Halifax Convention Centre).

In addition to the above-noted initiatives, an internal administrative service review was launched to gather information and coordinate a response to the OAG report. To avoid duplication, the review did not include MDFs or the HRWC, but instead was focused on Halifax Regional Police (HRP), Halifax Public Libraries (HPL), and Halifax Fire and Emergency Services (Fire). During the early stages of the review, it was determined that there were no significant findings in the OAG report related to procurement or corporate communications. Therefore, the scope of the review included Finance support, Human Resources, Payroll, and Information Technology in HRP, HPL, and Fire.

Progress related to each of the above-noted initiatives / reviews is as follows:

Multi-District Recreation Facilities Review

In 2014, Parks and Recreation (P&R) presented an initial report to the Community Planning and Economic Development Standing Committee (CPED) regarding the future governance and administration of HRM's Multi-District Recreation Facilities. The committee requested a supplementary report which was returned to CPED on September 17, 2015 with recommendations in relation to the MDFs, and forwarded to Regional Council's October 6 meeting.

During the Regional Council discussion, it was agreed that staff would establish a funding model, initiate the absorption of debts of the facilities, better align budgets of the facilities with HRM's budget process, provide for the provision of HRM delivered ICT technology and software, restore appropriate and legally defined employer relationships for the operation of the facilities, support completion of safety reviews, and outline community access requirements before returning to Council.

Based on this direction, Phase II of the MDF review was presented to Regional Council on December 13, 2016. Council's direction at that meeting included retention of community boards and the negotiation of new management agreements that mitigate risk of potential financial, occupational health and safety, and/or legal concerns along with increased accountability and oversight. Staff are currently working on the implementation of the new management agreements, which will include better alignment of administrative services where possible in each individual facility.

Governance Review of the Halifax Regional Water Commission

After an extensive review of Halifax Water Governance, a report was provided to Regional Council on September 9, 2014. Two governance-related recommendations were referred to the Executive Standing Committee for further discussion, while a third recommendation to explore potential areas for a shared services model was approved. The wording of the shared services motion was as follows:

- *Moved that Halifax Regional Council direct the CAO to establish a joint team to explore and implement shared services where practical and request that the Halifax Water Board direct their General Manager to participate in this initiative.*

Based on that direction, HRWC and the Municipality have signed off on an approach to develop a shared service model. The Service Level Agreement includes a Services and Fees section which documents each area of interaction between HRM and HRWC, the agreed service standards, and fees as appropriate. Among other areas, this section includes legal, insurance, finance management, and ICT.

Halifax Metro Centre

Two recommendations in the ABC report are specific to the Halifax Metro Centre (HMC), and two further recommendations reference the HMC among other entities.

An independent review of the Metro Centre was initiated from a previous Auditor General report on Ticket Atlantic and brought forward to Regional Council. In general, Trade Centre Limited (TCL) manages the Metro Centre on HRM's behalf, and HRM can make suggestions but cannot impose conditions on a provincial crown corporation. In addition, the Council-approved interim Management Agreement for the operation of the Metro Centre includes provisions for annual approval for the municipality's share of administrative costs. The legislation creating the Halifax Convention Centre (HCC) was passed in the Fall 2014 session and the new competency-based HCC Board has been appointed. As the new convention centre is developed, HRM will work to transfer the service level agreement from TCL to HCC. In addition, the Integrated Services Department of the province is in discussions with TCL regarding use of the Province's shared service model.

Internal Administrative Service Review

As noted above, an internal consultant was assigned to conduct an extensive review of administrative services in Halifax Regional Library, Police and Fire. The recommendations have been reviewed by Management and an implementation plan is well underway.

Work in this area has been ongoing, including the centralization of all communications and marketing resources and re-structuring of Information, Communications and Technology services. Fire Services has implemented their portion of this recommendation resulting from a previous structural review and HRP has been reviewed. For the remaining Business Units, an analysis on support positions within the structure has been completed and issues are being addressed. In general, some positions are remaining within HRP due to security issues, but all other positions in the organization have been centralized, or will be centralized over time.

It should be noted that aligning some areas of administrative service, especially Human Resources, is difficult to address due to different collective agreements, legislation and legal interpretations of the nature of HRM's relationship with individual ABCs. Where appropriate, these issues are being mitigated in the

work to address and implement recommendations from the OAG report, but it is not always possible to take comprehensive action.

Overall, internal tracking of the nineteen recommendations from the report indicates that twelve have been addressed, and seven are partially addressed and/or in progress. The recommendations that remain in progress are primarily those that involve complex project work, or require longer term effort to effectively address. Examples of these initiatives include the Multi-District Facility review and ongoing work toward the transition to the new Halifax Convention Centre. For further information, a tracking table consisting of responses and updates to each individual recommendation from the ABC report is attached to this report.

FINANCIAL IMPLICATIONS

There are no financial implications directly related to the content of this report.

COMMUNITY ENGAGEMENT

N/A

ATTACHMENTS

Status Update for the Auditor General's review of Agencies, Boards and Commissions

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Paul Johnston / Coordinator of Corporate Affairs, GREA / 902.490.6616

Attachment A – Status of Review of Administrative Functions in Agencies, Boards, and Commissions

Recommendations	Management Responses	Update	Status
<p>The OAG recommends HRM and its entities investigate re-aligning the reporting relationships for the administrative functions positions (particularly at senior levels) so they potentially report functionally through HRM and operationally through the specific entities. Such an alignment should produce a number of operational and economic advantages, including:</p> <ul style="list-style-type: none"> • Making the varied skills and talents resident in the ABCs available to HRM business units or other ABCs as needed • Creating a far greater ability to leverage the full range of skills and abilities available within the HRM 'family' of entities. This should have the overall effect of more of the 'right' inputs (at the best cost) and 'best use economies' for the outputs (skills at highest use). <p>Also, the OAG wonders if this type of structure might contribute to succession planning development for senior individuals in the HRM 'family'. Through assisting their 'own' organization with high level matters, as well as being exposed and contributing to solutions for significant matters in other entities, individuals would gain a much broader experience in the entire HRM group and be better prepared to assume more senior leadership roles as HRM's needs arise.</p>	<p>HRM Administration agrees with the direction and desired outcomes but will consider other models as well, such as staff having both functional and operational reporting centrally, but remaining embedded within a specific ABC.</p>	<p>HRM has investigated this issue in conjunction with its ABCs and has taken the following actions: (1) A consultant has reviewed internal Business Units and Halifax Regional Libraries and a work plan is being implemented to examine and adjust administrative positions where appropriate; (2) the Board of the Halifax Regional Water Commission has signed off on a shared services plan; (3) work on recreational facilities has been rolled into the review of Multi-District Facilities governance, which will address this issue. Shared services with internal partners (HRP and Fire payroll) have been addressed.</p>	<p>Partially Addressed</p>
<p>1.2.1 The OAG recommends Regional Council (through HRM Administration) and its ABCs collaborate to create an overarching policy specifying one 'job evaluation' process to be used within all ABCs. Ideally, this process would be managed by HRM's Human</p>	<p>Agree, but allowances may have to be made for differences across different collective bargaining units.</p>	<p>This issue will be difficult to fully address due to different collective agreements, legislation and legal interpretations of the nature of HRM's relationship with individual ABCs until a consistent approach to managing ABC's is developed. Some action</p>	<p>In progress</p>

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Resources business unit. This would allow all positions to be evaluated (and hopefully compensated) on a consistent basis. (page 24)		may be taken through alternate means.	
1.2.2 The OAG recommends Regional Council (through HRM Administration) and its ABCs create an implementation plan and time line to review all existing administrative functions positions using the agreed job evaluation process resulting from Recommendation 1.2.1 and implement any suggested changes identified (on a go-forward basis) in job requirements and/or salary ranges. HRM's Human Resources business unit should be tasked with monitoring all positions on an on-going basis to ensure the established 'job evaluation' processes are being followed. (page 24)	Agree, but allowances may have to be made for differences across different collective bargaining units.	This issue will be difficult to fully address due to different collective agreements, legislation and legal interpretations of the nature of HRM's relationship with individual ABCs until a consistent approach to managing ABC's is developed. Some action may be taken through alternate means.	In progress
1.3.1 The OAG recommends Regional Council (through HRM Administration) request Halifax Public Libraries, Halifax Metro Centre and Halifax Regional Water Commission review the requirements which resulted in the layers of management found in each organization, with a view to streamlining organizational structures and reducing management layers, thus demonstrating greater efficiencies and economies within their administrative functions. The results of these reviews should be reported through HRM Administration to Regional Council when completed. (page 27)	Agree with the direction of the recommendation, but approaches other than the requested reviews may be employed. For example, recommendations related to the Metro Centre are being dealt with in response to the AG report on Ticket Atlantic, staff are reviewing the governance model for Halifax Water in response to direction from Council, and a review of Halifax Regional Libraries is being initiated in 2013/14.	HRM has investigated this issue in conjunction with its ABCs and has taken the following actions: (1) A consultant has reviewed Halifax Regional Libraries and internal Business Units and a work plan has been developed to examine and adjust positions where possible or appropriate; (2) the Halifax Regional Water Commission and the Municipality have signed off on a shared services plan; (3) the structure of the Halifax Metro Centre has been reviewed and will be reorganized as possible upon the opening of the new Halifax Convention Centre.	Addressed
1.4.1 The OAG recommends HRM develop a strategy and policy supporting the development of a consistent delivery model(s) to be used for the provision of administrative functions for all HRM's ABCs. The OAG envisions this would provide options based on the individual circumstances of the ABCs but	This recommendation will be incorporated into, or are already a part of, the approaches noted in the response to 1.3.1 above, as well as Phase II of an ongoing review of multi-district recreational facilities.	HRM has investigated this issue in conjunction with its ABCs and has taken the following actions: (1) A consultant has reviewed Halifax Regional Libraries and internal Business Units and a work plan has been developed to examine and adjust positions where possible or appropriate; (2)	Addressed

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would primarily look to increase consistency among entities. (page 28)		the Halifax Regional Water Commission and the Municipality have signed off on a shared services plan; (3) Work on recreational facilities has been rolled into the review of Multi-District Facilities governance, which will address this issue. Existing shared services with internal partners (HRP and Fire payroll) have been addressed.	
1.4.2 In conjunction with Recommendation 1.4.1 and the other recommendations indirectly, the OAG recommends a cost/benefit analysis be performed for all ABCs to evaluate costs associated with maintaining administrative functions staff directly within each entity, the number of staff required to successfully achieve completion of all required tasks and the potential savings to be realized if ABCs were to leverage services from HRM corporate business units.	This recommendation will be incorporated into, or are already a part of, the approaches noted in the response to 1.3.1 above, as well as Phase II of an ongoing review of multi-district recreational facilities.	HRM has investigated this issue in conjunction with its ABCs and has taken the following actions: (1) A consultant has reviewed Halifax Regional Libraries and internal Business Units and a work plan has been developed to examine and adjust positions where possible or appropriate; (2) the Halifax Regional Water Commission and the Municipality have signed off on a shared services plan; (3) Work on recreational facilities has been rolled into the review of Multi-District Facilities governance, which will address this issue. Existing shared services with internal partners (HRP and Fire payroll) have been addressed.	Addressed
1.4.3 The OAG recommends the policy and strategy developed in Recommendation 1.4.1 and the results of the analysis outlined in Recommendation 1.4.2 be used to assess and modify (where appropriate) the administrative functions structures within HRM's ABCs. (page 29)	This recommendation will be incorporated into, or are already a part of, the approaches noted in the response to 1.3.1 above, as well as Phase II of an ongoing review of multi-district recreational facilities.	HRM has investigated this issue in conjunction with its ABCs and has taken the following actions: (1) A consultant has reviewed Halifax Regional Libraries and internal Business Units and a work plan has been developed to examine and adjust positions where possible or appropriate; (2) the Halifax Regional Water Commission and the Municipality have signed off on a shared services plan; (3) Work on recreational facilities has been rolled into the review of Multi-District Facilities governance, which will address this issue.	In progress

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		Existing shared services with internal partners (HRP and Fire payroll) have been addressed. Work is continuing to implement the results of these actions.	
<p>1.5.1 The OAG recommends HRM Administration meet with those entities identified in Table 1.0 who have advised they have only one position per function to discuss what level of controls and segregation of duties are in place and if some utilization of HRM resources could increase controls and segregation of duties. (page 30)</p>	<p>As these entities all fall into the recreation category, they will be addressed in Phase II of the multi-district facility review noted in the response to 1.4.1 through 1.4.3.</p>	<p>Parks and Recreation have met with and continue to work with the entities identified. Phase II of the multi district recreation facilities review was completed and presented to Regional Council on December 13, 2016. Council's direction included retention of community boards and the negotiation of new management agreements that mitigate risk of potential financial, occupational health and safety, and/or legal concerns along with increased accountability and oversight. Staff are currently working on the implementation of the new management agreements.</p>	<p>Addressed</p>
<p>1.6.1 The OAG recommends Regional Council (through HRM Administration) work with its ABCs, and utilize external assistance if appropriate, to develop consistent and appropriate oversight models which will provide for protection against inappropriate political involvement while balancing the need for financial oversight and accountability. (page 31)</p>	<p>Agree. While many of the recommendations in this report can be implemented without changing governance models – i.e. HRM already provides administrative support for HRP, HRL, HRWC, and some recreational facilities – a governance review is useful. As noted above, HRM is conducting a governance review for HRWC, and governance is part of the HRL review and Phase II review for multi-district recreational facilities.</p>	<p>A review of relevant legislation to determine HRM's ability to respond is being conducted prior to addressing the specific content of this recommendation. This review is being aligned with the MDF governance review, and the governance aspects of the HRWC review, which were provided to Council but not fully pursued. Phase II of the multi district recreation facilities review was completed and presented to Regional Council on December 13, 2016. Council's direction included retention of community boards and the negotiation of new management agreements that mitigate risk of potential financial, occupational health and safety, and/or legal concerns along with increased accountability and oversight. Staff are currently working on the implementation of the new management agreements.</p>	<p>In progress</p>

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<p>1.6.2 The OAG recommends once the oversight models referenced in Recommendation 1.6.1 are developed, Regional Council (through HRM Administration) implement changes which are within its control (i.e. Administrative Orders) and work with the Province of Nova Scotia to have any and all applicable legislation updated as required. (page 31)</p>	<p>Agree. While many of the recommendations in this report can be implemented without changing governance models – i.e. HRM already provides administrative support for HRP, HRL, HRWC, and some recreational facilities – a governance review is useful. As noted above, HRM is conducting a governance review for HRWC, and governance is part of the HRL review and Phase II review for multi-district recreational facilities.</p>	<p>As noted above, a review of relevant legislation to determine HRM’s ability to respond to this issue will be conducted prior to addressing the specific content of this recommendation. Phase II of the multi district recreation facilities review was completed and presented to Regional Council on December 13, 2016. Council’s direction included retention of community boards and the negotiation of new management agreements that mitigate risk of potential financial, occupational health and safety, and/or legal concerns along with increased accountability and oversight. Staff are currently working on the implementation of the new management agreements.</p>	<p>In progress</p>
<p>2.0.1 The OAG recommends Regional Council suggest its ABCs within the cultural and recreation grouping work with HRM Administration to review and more fully understand the various models used to provide administrative functions in order to: a) develop a standard which provides greater consistency in terms of leveraging HRM services, and b) determine if there are leading practices which could be shared and implemented to increase the efficiencies within the overall group. (page 35)</p>	<p>This recommendation will be incorporated into, or is already a part of, Phase II of the review of recreational facilities.</p>	<p>Phase II of the multi district recreation facilities review was completed and presented to Regional Council on December 13, 2016. Council’s direction included retention of community boards and the negotiation of new management agreements that mitigate risk of potential financial, occupational health and safety, and/or legal concerns along with increased accountability and oversight. Staff are currently working on the implementation of the new management agreements.</p>	<p>In progress</p>
<p>2.0.2 The OAG recommends Regional Council (through HRM Administration) engage in discussions with the Management of Canada Games Centre and Halifax Metro Centre to understand why there appears to be a high use of administrative functions staff in their facilities, and whether there are efficiencies</p>	<p>This recommendation is being dealt with as a result of the audit report for Ticket Atlantic in the case of Metro Centre, and as part of Phase II of the review of multi-district recreational facilities in the case of the Canada Games Centre.</p>	<p>The independent review of the Metro Centre, initiated from a previous AG report on Ticket Atlantic and brought to Council, addresses the Metro Centre portion of this recommendation. In general, TCL manages the Metro Centre on HRM’s behalf, and HRM can make suggestions but cannot</p>	<p>Addressed</p>

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<p>which can be achieved. (page 35)</p>		<p>impose conditions on a provincial crown corporation. In addition, the approved interim Management Agreement for the operation of the Metro Centre includes provisions for annual approval for HRM's share of administrative costs. The legislation creating the Halifax Convention Centre was passed in the Fall 2014 session and the new Board has been appointed, HRM is working to transfer the SLA from TCL to HCC, and address this issue. In addition, the Integrated Services Department of the province is in discussions with TCL regarding using the Province's shared service model.</p> <p>Parks and Recreation staff have engaged in discussion with management of the Canada Games Centre during the MDF process. Phase II of the multi district recreation facilities review was completed and presented to Regional Council on December 13, 2016. Council's direction included retention of community boards and the negotiation of new management agreements that mitigate risk of potential financial, occupational health and safety, and/or legal concerns along with increased accountability and oversight. Staff are currently working on the implementation of the new management agreements.</p>	
<p>2.0.3 The OAG recommends HRM Administration engage in discussions with the Management of Halifax Metro Centre to discuss the basis for their job requirements and salary ranges, particularly for the management positions noted in Tables 1.1 a & b of Section 1.2, with a view to ensuring the</p>	<p>This recommendation is being addressed as part of HRM's response to the AG's previous report on Ticket Atlantic.</p>	<p>The independent review of the Metro Centre, initiated from a previous AG report on Ticket Atlantic, addressed this issue. In general, Trade Centre Ltd. manages the Metro Centre on HRM's behalf, and HRM can make suggestions but cannot impose conditions on a provincial crown</p>	<p>Addressed</p>

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positions are in line with HRM salary ranges for an organization the size and limited complexity of Halifax Metro Centre. (page 35)		corporation. This issue will be further clarified upon opening of the new Halifax Convention Centre.	
2.0.4 The OAG recommends HRM Administration engage in discussions with the Management of Halifax Metro Centre to understand the layers of management currently in place and to determine if there are efficiencies which could be gained by utilizing resources within HRM. If some consolidation of services with HRM is not viable, the OAG recommends the organizational structure currently in place be reviewed and if a position has no staff reporting to it, the organization should consider revising the job description, title and salary range to a level more appropriate for a non-management position. (page 36)	This recommendation is being addressed as part of HRM's response to the AG's previous report on Ticket Atlantic.	The independent review of the Metro Centre, initiated from a previous AG report on Ticket Atlantic, addressed this issue. In general, Trade Centre Ltd. manages the Metro Centre on HRM's behalf, and HRM can make suggestions but cannot impose conditions on a provincial crown corporation. This issue will be further clarified upon opening of the new Halifax Convention Centre.	Addressed
3.0.1 The OAG recommends Regional Council (through HRM Administration) work with Halifax Public Libraries to review their administrative functions structure. Discussions should focus on possibilities for the use of HRM's resources and eliminating or re-deploying duplicate positions in place in Halifax Public Libraries in order to gain as much efficiency and economy as possible. (page 42)	Agree – this will be addressed as part of the review of HRL.	A consultant was retained and completed an extensive review of HRL, Police and Fire. The recommendations have been reviewed by Management and an implementation plan developed.	Addressed
4.0.1 The OAG recommends HRM Administration move to implement one consistent reporting structure for administrative functions positions for all business units in conjunction with the development of a policy defining if and when services can be hired directly by business units. (page 45)	Agree – resulting from a previous structural review, Fire Services is already implementing their portion of this recommendation.	Work in this area (i.e. core HRM Business Units) has been ongoing, including the centralization of all communications and marketing resources. As noted in the management response, Fire Services is already implementing their portion of this recommendation as a result of a previous structural review and HRP has been reviewed. For the remaining Business	Addressed

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		Units, an analysis on where these positions are located within the structure has been completed and issues are being addressed. In general, some positions are remaining within HRP due to security issues, but all other positions in the organization are being centralized over time. In addition, the CAO now signs off on all hiring of positions at the M4 level and above.	
<p>4.0.2 The OAG recommends:</p> <p>a) restructuring the payroll-related positions currently housed within Fire and Emergency Services to report to the Payroll unit within HRM's FICT business unit (although they could continue to be housed within Fire and Emergency Services).</p> <p>b) HRM Administration engage in discussions with the Chief of Police and the Board of Police Commissioners with a view to enabling a similar change in reporting structure as suggested in Recommendation 4.0.2a above, related to the payroll positions for Halifax Regional Police. (page 45)</p>	<p>Agree – Fire Services is already implementing their portion of this recommendation as a result of a previous structural review.</p>	<p>As noted in the update to 4.0.1, Fire and Emergency Services have implemented this recommendation.</p> <p>As noted in the update to 4.0.1, some positions are remaining within HRP due to security issues, but all other positions are being centralized over time.</p>	<p>Addressed</p>
<p>5.0.1 The OAG recommends Halifax Regional Water Commission and HRM Administration investigate the possibility of HRM providing administrative functions support for Halifax Regional Water Commission, potentially resulting in greater efficiencies. (page 48)</p>	<p>Agree – these recommendations will be addressed as part of the HRWC governance review.</p>	<p>After an extensive review of Halifax Water Governance, a report was provided to Regional Council on Sept. 9th, 2014. Governance-related recommendations were deferred, but a recommendation to explore potential areas for a shared services model was approved. As a result, HRWC and HRM have signed off on an approach to develop a shared service model.</p>	<p>Addressed</p>
<p>5.0.2 The OAG recommends Halifax Regional Water Commission review the basis for the administrative functions job requirements and salary ranges, particularly for the positions noted in Tables 1.1 a & b of Section 1.2 with a</p>	<p>Agree – these recommendations will be addressed as part of the HRWC governance review.</p>	<p>After an extensive review of Halifax Water Governance, a report was provided to Regional Council on Sept. 9th, 2014. Governance-related recommendations were deferred, but a recommendation to</p>	<p>Addressed</p>

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view to ensuring the positions are in line with HRM salary ranges, education and experience requirements are as might be expected for an organization the size and complexity of Halifax Regional Water Commission. (page 48)		explore potential areas for a shared services model was approved. As a result, HRWC and HRM have signed off on an approach to develop a shared service model.	

Updated: July 2017