# The Corporation of the City of Windsor
## Internal Audit Risk Assessment and Plan 2019/20

*Prepared as of April 12, 2019*

**Limitations and responsibilities**

This report was developed in accordance with our engagement letter dated June 9, 2016 and is subject to the terms and conditions included therein.

Our work was limited to the specific procedures and analysis described herein and was based only on the information made available at the time we prepared the report. Accordingly, changes in circumstances after the date of this Report could affect the findings outlined herein. We are providing no opinion, attestation or other form of assurance with respect to our work and we did not verify or audit any information provided to us. This information has been prepared solely for the use and benefit of and pursuant to a client relationship exclusively with the Corporation of the City of Windsor. PwC disclaims any responsibility to others based on its use and accordingly this information may not be relied upon by anyone other than the Corporation of the City of Windsor

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# *Contents*

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# *Executive summary*

Under our current contract we provide a three-year rotational risk based internal audit plan; in this document we provide that proposed plan. Please note that the tenure of our contract will end in the year 2020 (first year of this plan). Therefore, the second and third year plan will be beyond the scope of our current contract with the City. The level of agreed resources for the internal audit service for a three-year period of April 1, 2019 to March 31, 2022 is an average of 2,080 hours and $300,000 per year. While we attempt to cover as many key risk areas as possible, based on the deployment of the available resources, this plan does not purport to address all key risks identified across the audit universe as part of the risk assessment process. Accordingly, when approving the risk assessment, Internal Audit Plan and related level of internal audit activity, the Corporate Services Standing Committee (CSSC) should recognize this limitation.

As per the Institute of Internal Auditors defines the mission of internal audit as a function to help enhance and protect organizational value by providing risk based and objective assurance, advice and insight. This mission is aligned to the PwC value protection and value enhancement continuum which is described below.

This year we have plotted inherent risks on a PwC Risk Radar which is an interactive tool used by Internal Audit to facilitate the documentation of industry specific risks the City is facing. We held high-level discussions with the City's Corporate Leadership Team (CLT) and placed the risks on the radar under eight risk categories and within three centric bands. The Radar tool enables us to present risk attributes in different ways and the below image depicts the 41% of risks expected to have some coverage within the first-year (2019/20) Internal Audit plan. This can be noted in the following image by the count of darker dots (27 of 64) on the PwC Risk Radar indicating a risk IA is covering in first year.
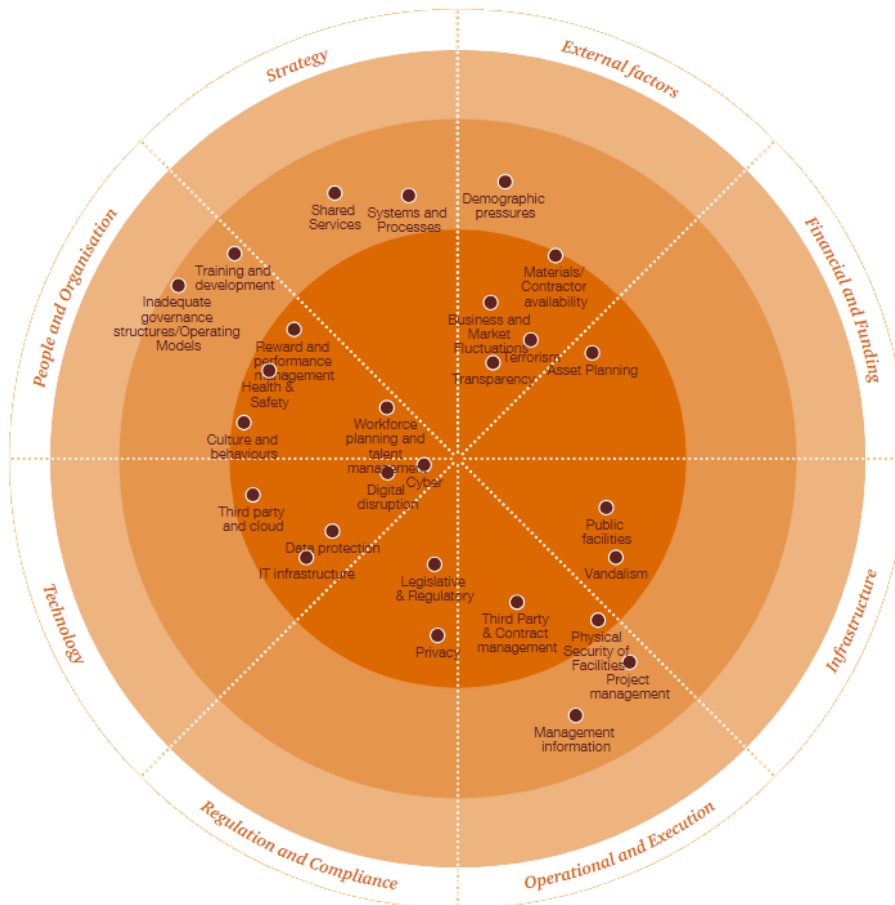
For the upcoming three-year proposed internal audits, the majority of projects which we have selected are related to City departments. No Agency, Board & Commission (ABC) reviews are being recommended in this upcoming year.

Below is a summary of the proposed projects for the coming year. In addition, we have provided an overview of the coverage of the audit universe from 2019-2023 (please refer to page 5). Consistent with prior years, the allocated effort and fees per annum is based on the allocated budget by Council. To increase risk coverage in the three-year cycle would require increased effort and funding allocation.

## Overview of 2019-20 proposed internal audit projects

| # | Ref | Internal Audit Project | Effort Estimate (hours) | Estimated Timing to CSSC |
|---|-----|------------------------|-------------------------|--------------------------|
| **Internal Audit Involvement Type: Process** | | | | |
| 1 | 20-P1 | Planning and Development | 225 | Jun 2019 |
| 2 | 20-P2 | Electronic Record Management | 225 | Sep 2019 |
| **Internal Audit Involvement Type: Business Monitoring** | | | | |
| 3 | 20-BM3 | Security Programs & Safety Incident Management | 200 | Aug 2019 |
| **Internal Audit Involvement Type: Customized** | | | | |
| 4 | 20-C4 | HR Recruiting Process and Retention Strategy | 250 | May 2019 |
| 5 | 20-C5 | VFM Audit - Purchased Services - Road Clearing/Maintenance | 400 | Oct 2019 |
| **Internal Audit Involvement Type: Monitoring** | | | | |
| 6 | 20-M6 | Cyber Response Strategy | 225 | Jun 2019 |
| **Internal Audit Management/Operations** | | | | |
| 7 | 20-IA7 | Risk Assessment and Planning | 60 | Annual |
| 8 | 20-IA8 | Management Action Plan Validation | 135 | Annual |
| 9 | 20-IA9 | Internal Audit Oversight & Attendance at Meetings, Oversight and Corporate Services Standing Committee Reporting | 120 | N/A |
| 10 | 20-IA10 | Concerned Citizen & Employee Hotline | 110 | Mar 31, 2020 |
| 11 | 20-IA11 | Seven (7) Years Summary | 75 | Mar 2020 |
| 12 | 20-IA12 | Unallocated | 55 | N/A |
| | | **Total 2019-20 Effort (Hours)** | **2080** | |

Descriptions for type of projects are provided in Appendix 1 Step 6. Please refer to Section 1 for a summary of changes to this audit plan.
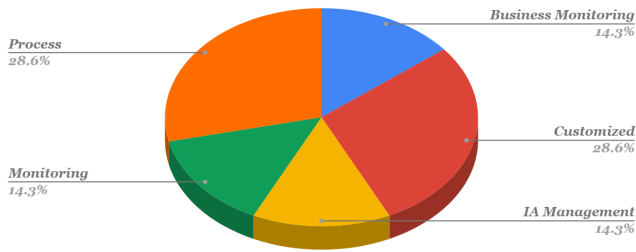
# Five-year view of internal audit projects by Corporate domain

Below we provide a view as to the internal audit coverage with a five year horizon. We indicate the projects from the two years and the plans for the coming three years.
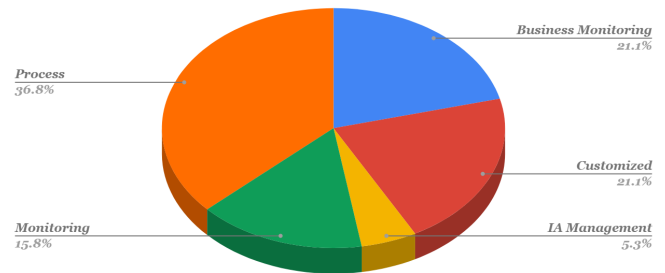
| Corporate Areas | 2017 18 | 2018 19 | 2019 20 | 2020 21 | 2021 22 |
|---|---|---|---|---|---|
| **A. Corporate Wide** | • Managing the Transition of Significant Projects Into Operations | • **N/A** | • N/A | • Workforce Management System - Post Implementation Review | • Risk Culture Audit<br>• ERM Strategy, Policy, Monitoring and Reporting |
| **B. Finance and IT** | • Property Billing and Tax Collection Services | • Pursuit of Grant Funding<br>• Asset Planning | • Cyber Response Strategy | • Financial Planning/ Modelling<br>• Business Continuity Planning | • IT Service and Application Rationalization<br>• Travel Expenses<br>• Data Analytics Exploration |
| **C. City Engineer** | • Preventive Maintenance | • N/A | • Planning & Development<br>• Purchased Services - Winter Road Clearing | • Transit Windsor - Service Delivery Review | • N/A |
| **D. City Clerk** | • Windsor Essex County Economic Development Corporation<br>• Privacy Diagnostic | • Social Media Strategy | • Electronic Record Management<br>• HR Recruiting Process | • Digitization and Archiving Strategy: Windsor Public Library | • Employee Wellness |
| **E. City Solicitor** | • Fire Rescue Compliance | • Legislative Emergency Management | • Planning & Development | • N/A | • N/A |
| **F. Health Commissioner** | • N/A | • WECHC Asset Management | • N/A | • N/A | • N/A |
| **G. Parks, Facilities, Recreation and Culture** | • N/A | • Facilities Operations | • Security Programs & Safety Incident Management | • N/A | • N/A |
| **H. Transportation Services** | • YQG-Managing Inventory, Repairs and Maintenance | • N/A | • N/A | • Windsor Detroit Border Link Limited - Operational Review | • N/A |
| **I. Agencies, Boards and Commissions (ABCs)** | • YQG-Managing Inventory, Repairs and Maintenance<br>• Windsor Essex County Economic Development Corporation | • WECHC - Asset Management - Housing Portfolio | • N/A | • Transit - Service Delivery Review<br>• Windsor Detroit Border Link Limited - Operational Review<br>• WPL: Digitization and Archiving Strategy: Windsor Public Library | • N/A |

The following charts provide various views of the plan coverage by period, domain and type:

**Planned Project Mix for 2019-20**



- Business Monitoring 14.3%
- Process 28.6%
- Customized 28.6%
- Monitoring 14.3%
- IA Management 14.3%

**Planned Mix of Projects by Type in 3 Year Plan**



- Business Monitoring 21.1%
- Process 36.8%
- Customized 21.1%
- Monitoring 15.8%
- IA Management 5.3%

## Risk coverage in 3 year plan by domain (2019/20)



| Domain | Risks Covered in Year 1 | Additional Risks Covered in Year 2 & 3 | Risks Not Covered |
|---|---|---|---|
| Operational & Execution | 44% | 11% | 44% |
| Technology | 83% | 17% | 0% |
| Regulation & Compliance | 33% | 17% | 50% |
| Financial & Funding | 13% | 38% | 50% |
| Strategy | 14% | 71% | 14% |
| Infrastructure | 29% | 14% | 57% |
| People & Organization | 60% | 10% | 30% |
| External Factors | 45% | 27% | 27% |

Legend: Risks Not Covered | Additional Risks Covered in Year 2 & 3 | Risks Covered in Year 1

### Coverage of risk areas

Of the 64 identified risks on the PwC Risk Radar, Internal Audit plans to attain direct/indirect coverage over 66% (42 risks) across all eight risk categories/slices in the 3 years of the proposed plan.



- Risks not covered in the next 3 years plan, 34%
- Risk Covered in the next 3 years plan, 66%

- Operational & Execution, 7.86%
- Technology, 9.43%
- Regulation & Compliance, 4.71%
- Financial & Funding, 6.29%
- Strategy, 9.43%
- Infrastructure, 4.71%
- People & Organization, 11.00%
- External Factors, 12.57%
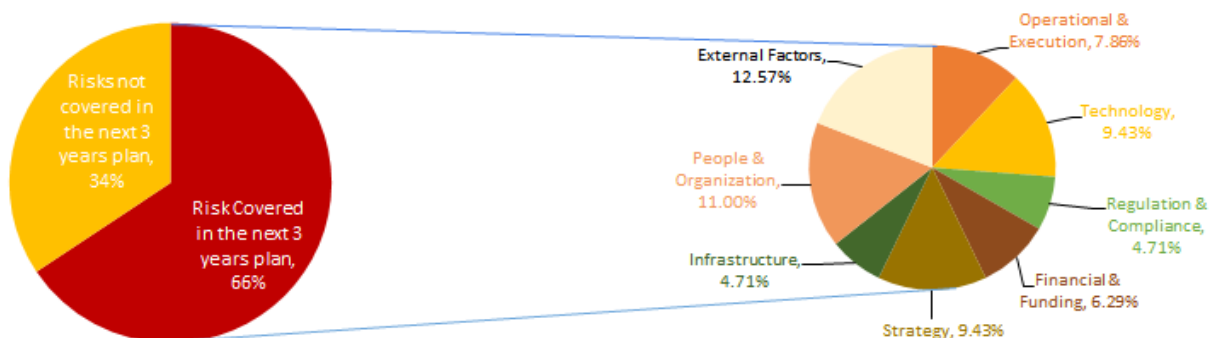
# *Coverage by "Types of Audit Focus" on the Value Continuum*

Internal audit's involvement in providing assurance or advisory support for business processes or management activities is translated into value by applying a focus on one or more of the following statements/outcomes when carrying out internal audit procedures:

1.  Ensure management actions are in compliance with Council direction and regulations.

2.  Management's adherence to and effectives or policies, process and controls.

3.  Appropriate mitigation of risk to an acceptable level.

4.  Identify cost savings in high risk areas

5.  Identify cost savings of significant despite the risk area

6.  Identify areas for increased revenue.

7.  Assess if management activities are delivering the value for money that they were expected to.

When undertaking audit fieldwork tailored to stakeholders' needs and expectations, we group our work into two main categories: value enhancement audits and value protection audits.

☑   **Value enhancement:** These audits focus on efficiency gains, process and operational performance improvement, and monetary savings. These audits are more advisory in nature, with reporting providing insight and recommendations.

☑   **Value protection:** The fundamental role of an internal audit function is to enhance the enterprise's processes of governance, risk management and control over core business processes and systems. Targeted audit efforts in these areas are critical to protecting the value of the enterprise. These audits follow time-tested steps that lead to the thorough examination of processes and controls.
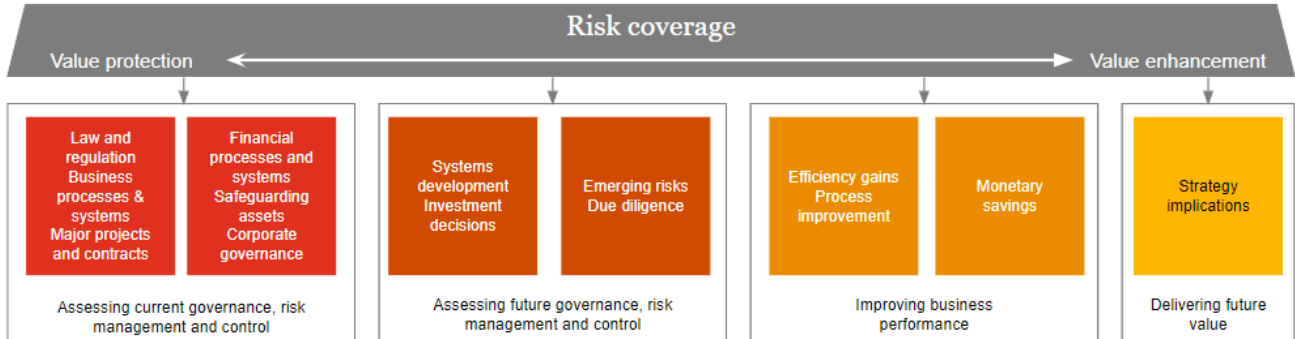


The following charts show the relative split of effort for 2019/20 and for the three year cycle in terms of the value focus (value enhancement and value protection)



**Planned Mix of Audits on the Value Continuum for 2019-20**

Value Protection
14.3%

Value Enhancement
85.7%
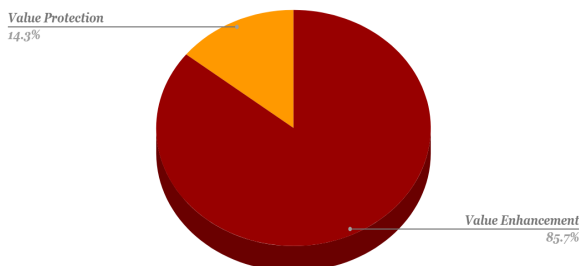
**Planned Mix of Audits on the Value Continuum in 3 Year Plan**

Value Protection
26.3%

Value Enhancement
73.7%

Below we provide a view as to the internal audit coverage with a five year history of the audits covered by outcome or value focus type:

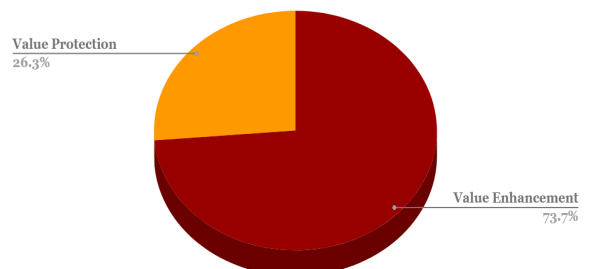| Outcome Type | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 (Planned) |
|---|---|---|---|---|---|
| **Delivering future value** | • Fraud Risk Management | • Information Security Diagnostic (Cyber) | • Privacy Diagnostic | • Social Media Strategy Assessment | • Purchased Services for Winter Control - VFM Audit |
| **Improving business performance** | • Enwin Utilities: Workforce and Workflow Management<br>• Windsor Utilities Commission: Workflow Management | • Service Provider and Outsourced Services Governance and Management | • Managing Transition of Projects into operations | • Pursuit of Grant Funding | • HR Recruiting Process and Retention Strategy<br>• Cyber Response Strategy |
| **Assessing future governance, risk management and control** | • Governance of IT to support the business objectives and strategies<br>• Succession Planning | • Inventory Control & Lifecycle Management | • YQG Managing Inventory, Repairs and Maintenance | • Asset Planning Methodology | • Security Programs & Safety Incident Management |
| **Assessing current governance, risk management and control** | • User Fees review<br>• Manage service delivery<br>• Enwin Energy<br>• P Card | • Review of Nine (9) Business Improvement Areas<br>• Cash Control<br>• Windsor Police Service<br>• Tourism Windsor Essex Pelee Island<br>• Roseland Golf & Curling Club | • Windsor Essex County Economic Development Corporation<br>• Property Billing and Tax Collection Services<br>• Fire Rescue Compliance<br>• Preventive Maintenance Compliance (Fleet and Pollution Control) | • Legislative Emergency Management / Planning<br>• Facilities Operations<br>• WECHC: Asset Management Housing Portfolio<br>• Fair Procurement Practices (Hotline Investigation) | • Electronic Record Management<br>• Planning & Development |

# 1. *Introduction and approach*

## Introduction

This document sets out the approach used to perform the risk assessment and develop our internal audit plan for the City of Windsor.

## Approach

The internal audit service will be delivered in accordance with the Contract. A summary of our approach to undertaking the risk assessment and preparing the internal audit plan is set out below. The internal audit plan is driven by the City of Windsor's organizational objectives and priorities, and the risks which may prevent the City of Windsor from meeting those objectives. A more detailed description of our approach can be found in Appendix 1.

Please refer to page 14 for details regarding the first year of the IA plan. For second and third year IA Plan details, please refer to Appendix 2.

## 2019 - 20 Proposed timeline:



Please note that reporting to CSSC occurs quarterly and specific IA reports which are complete in the prior quarter are presented and discussed at scheduled CSSC meetings.

## Basis of our plan

Consistent with prior years, based on our risk assessment and the allocated effort and fees per annum, Internal Audit would plan to carry out key auditable risk area coverage of no greater than 42% in year 1 and 66% in a three-year cycle. To increase coverage in the three-year cycle would require increased effort and allocation. The level of agreed resources for the internal audit service for a three-year period of April 1, 2019 to March 31, 2022 is an average of 2,080 hours and $300,000 per year. While we attempt to cover as many key risk areas as possible, based on the deployment of the available resources, this plan does not purport to address all key risks identified across the audit universe as part of the risk assessment process. Accordingly, when approving the risk assessment, Internal Audit Plan and related level of internal audit activity, the CSSC should recognize this limitation.

## Basis of our annual internal audit conclusion

Internal audit work will be performed in accordance with PwC's Internal Audit methodology which is aligned to the International Standards for the Professional Practice of Internal Auditing. As a result, our work and deliverables are not designed or intended to comply with the Canadian Auditing Standards (CAS), International Auditing and Assurance Standards Board (IAASB), the International Framework for Assurance Engagements (IFAE), the Generally Accepted Government Auditing Standards (GAGAS), and International Standard on Assurance Engagements (ISAE) 3000.

## Other sources of assurance

In developing our internal audit risk assessment and plan we have taken into account other sources of assurance and have considered the extent to which reliance can be placed upon these other sources. Other sources of assurance for each auditable unit are noted in our Risk Assessment in section 3 of this document, and a summary is given below.

The other sources of assurance for the City of Windsor are as follows:

- Annual external audit of the City's financial statements; and

- Program reviews carried out by various Ministries of the Provincial Government for compliance purposes.

We do not intend to place reliance upon these other sources of assurance.

## Key contacts

Meetings have been held with the following key personnel during the planning process:

| | | |
|---|---|---|
| **Onorio Colucci**<br>Chief Administrative Officer | | |
| **Joe Mancina**<br>CFO & City Treasurer | **Mark Winterton**<br>City Engineer | **Valerie Critchley**<br>City Clerk |
| **Shelby Askin Hager**<br>City Solicitor | **Jan Wilson**<br>Corporate Leader - Parks,<br>Recreation & Culture and Facilities | **Jelena Payne**<br>Commissioner Community<br>Development & Health |
| **Carolyn Brown**<br>Corporate Leader –<br>Transportation Services | **Harry Turnbull**<br>Chief Information Officer | |

In addition, PwC also met the external auditors of City of Windsor, KPMG, on January 31, 2019 and briefly discussed and reviewed the risk register maintained at City.

# 2. *Corporate objectives and risks*

## PwC risk radar

The below image is of the risk radar which broadly covers eight key risks categories (slices), where the proximity to the centre of the radar depicts internal audit's inherent risks perspective which factors into our annual IA Planning. **Important:** Placement of risks are Internal Audit's viewpoint informed by observing management's ERM risk discussion and awareness of the City operations.

The following slices of the PwC Risk Radar (see image below) aim to categorize risks into key themes. The definitions of risks for each respective category (slice) is presented in Appendix 3.

Subsequent to the discussions with the CLT members in March 2019, 2 news risks were added namely: Community Partnerships in Service Delivery and Asset Planning. The arrows indicate movement since prior year.
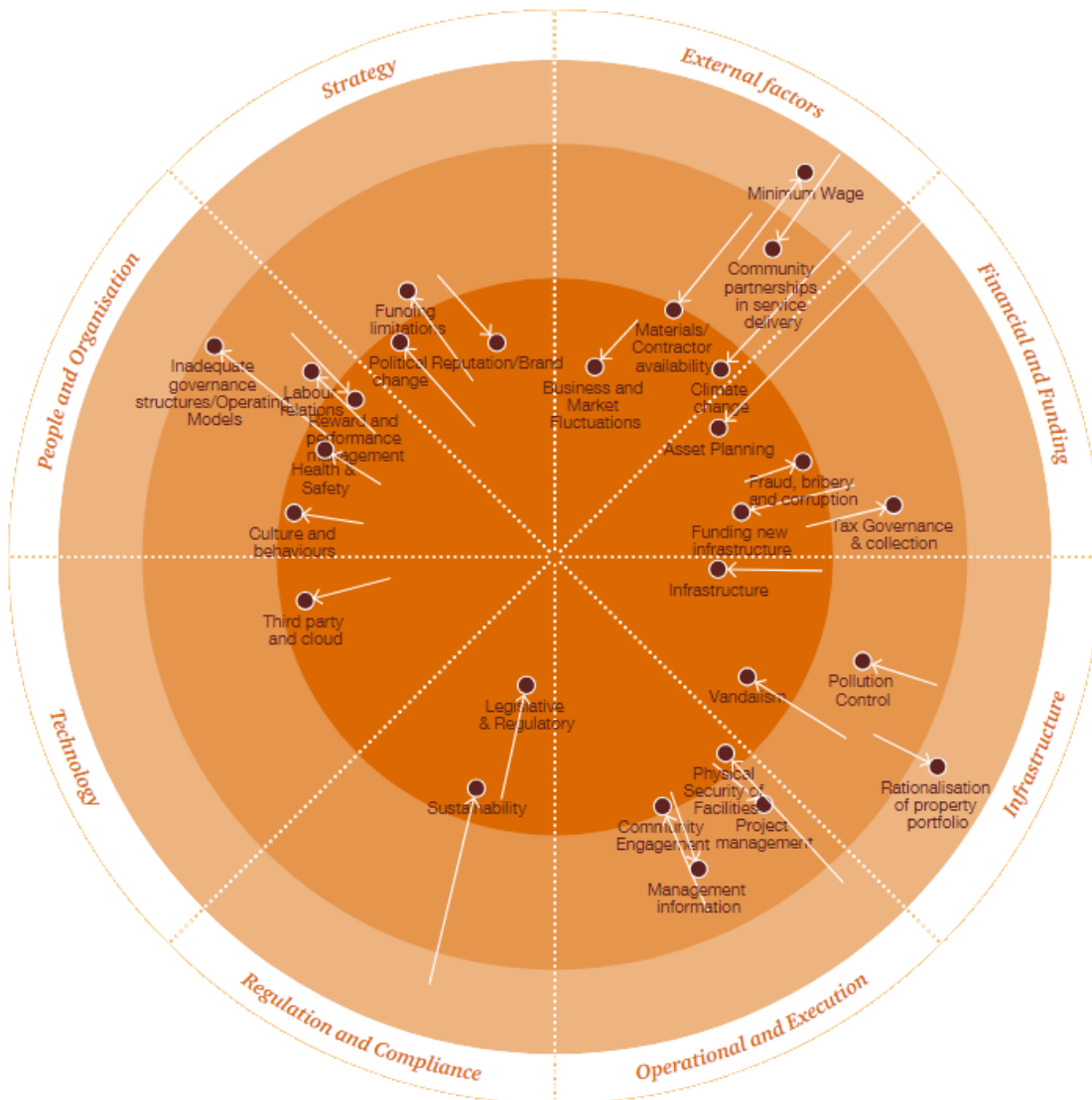
# 3. Annual plan and internal audit involvement

## Risk assessment results

Each auditable unit has been assessed for inherent risk and the strength of the control environment, in accordance with the methodology.

Based on the risk assessment for each auditable unit the audit requirement rating has been determined in accordance with the methodology set out in Appendix 1. Given the risk assessment and the hours available to internal audit to conduct internal audit work, full coverage of the auditable universe cannot be provided over the course of three years. Given this approach, management and the Executive Committee of Council should recognize this limitation when approving this risk assessment and internal audit plan.

Within the plan, each year is an allocation of ad hoc or unallocated hours which have been assigned to use. For unallocated/ad hoc hours, the Acting Chief Internal Auditor will be able to allocate the effort to support approved projects where additional testing or issue investigation is required or to support other City internal control matters. The deployment of these hours will be reported to CSSC. The levels of intensity, the definition of audit type and its respective color code are defined as follows:

| Rating | Intensity    PwC standard approach | Type |
|--------|--------------------------------------|------|
| 6 | Process scope: An assessment of the design and operating effectiveness of monitoring controls, in-scope environmental controls and **key** processing controls. | 🔴 |
| 5 | | 🟠 |
| 4 | | 🟠 |
| 3 | Monitoring controls: An assessment of the design and operating effectiveness of monitoring controls and in-scope environmental controls or key compliance monitoring controls. | 🟠 |
| 2 | Business monitoring: An assessment of the design and implementation (no testing of operating effectiveness) of monitoring /strategic controls and in-scope environmental controls. | 🟡 |
| 1 | No further work recommended due to risk assessment. | 🟢 |
| 2-6 | Customized: A customized approach to focus on the key risk areas or approaches to coverage. over Selected Review of High Risk Areas for example key mitigating strategies in 2-3 selected high risks areas for a review of processes, controls or performance/value. | 🔵 |

In some cases it may be possible to isolate the sub-process(es) within an auditable unit which are driving the audit requirement. For example, an auditable unit has been given an audit requirement rating of 5 because of inherent risks with one particular sub-process, but the rest of the sub-processes are lower risk. In these cases it may be appropriate for the less risky sub-processes to have a lower audit requirement rating and be subject to lower intensity of audit work. The sub-processes driving the audit requirement areas are highlighted in the plan as key sub-process audits.

# Internal audit involvement

## City Departments

The below table provides an overview of the five-year IA coverage (2018-2022) with proposed projects for the next three years presented in black font and prior year projects presented in grey font. The next section of this plan provides additional details on the scope for the planned internal audit projects.

| Ref | Auditable unit | Inherent risk | Control rating | Audit rating[1] | IA Type[1] | Related projects |
|---|---|---|---|---|---|---|
| **A** | **Corporate wide** | | | | | |
| A.1 | Corporate Governance | 5 | 4 | 3 | 🟠 | 18-Managing Transition of Projects into operations |
| A.2 | Strategic Planning | 5 | 4 | 3 | 🟠 | 20-Business Continuity Planning<br>21-Long Term Financial Planning/Modelling<br>22 - Risk Culture Audit |
| A.3 | City Council | 5 | 4 | 3 | 🟠 | |
| A.4 | Committees of Council | 3 | 4 | n/a | 🟢 | |
| **B** | **Finance and Information Technology** | | | | | |
| B.1 | Asset Planning | 4 | 3 | 3 | 🟠 | 19-Life Cycle Costing & Asset Planning Methodology |
| B.2 | Financial Accounting | 5 | 4 | 3 | 🟠 | 22 - Travel/Entertainment expenses |
| B.3 | Financial Planning | 6 | 5 | 4 | 🟠 | 19-Pursuit of Grant Funding<br><br>21-Long Term Financial Planning/Modelling |
| B.4 | Taxation & Financial Projects | 5 | 3 | 4 | 🟠 | 18-Property Billing and Tax Collection Services |
| B.5 | Information Technology | 5 | 2 | 4 | 🟠 | 18- Privacy Diagnostic<br><br>20-Workforce Management System - Post Implementation Review<br><br>20-Cyber Response Strategy<br><br>22 - IT Service and Application Rationalization<br><br>22 - Data Analytics Exploration |
| **C** | **City Engineer** | | | | | |
| C.1 | Development, Projects & Right of Way | 5 | 4 | 3 | 🟠 | 20-Planning & Development |
| C.2 | Infrastructure & Geomatics | 5 | 2 | 4 | 🟠 | 19-Life Cycle Costing & Asset Planning Methodology |
| C.3 | Pollution Control | 4 | 4 | 2 | 🟡 | 18-Preventive Maintenance Compliance & Accountability |
| C.4 | Transit Windsor | 4 | 3 | 3 | 🟠 | 21-Transit Windsor- Service Delivery Review |
| C.5 | Public Works Operations | 5 | 3 | 4 | 🟠 | |

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[1] For the Audit Rating and suggested IA involvement type Legend, refer to step 5 and 6 of Appendix 1.

| Ref | Auditable unit | Inherent risk | Control rating | Audit rating | IA Type | Related projects |
|---|---|---|---|---|---|---|
| C.6 | Fleet Management | 4 | 2 | 3 | 🟠 | 18- Preventive Maintenance Compliance & Accountability |
| **D** | **City Clerk** | | | | | |
| D.1 | Communications & Customer Service | 6 | 2 | 5 | 🟡 | 19-Social Media Strategy Assessment |
| D.2 | Council Services | 2 | 4 | n/a | 🟠 | 20-Electronic Record Management |
| D.3 | Policy, Gaming, Licensing & By-Law Enforcement | 4 | 3 | 3 | 🟡 | 22 - ERM Strategy, Policy, Monitoring and Reporting |
| D.4 | Human Resources | 5 | 1 | 5 | 🔵🟠 | 20-HR Recruiting Process and Retention Strategy<br><br>22 - Employee Wellness |
| D.5 | Labour Relations | 6 | 3 | 5 | 🟠 | |
| D.6 | Library Services | 4 | 3 | 3 | 🟡 | 21-Digitization and Archiving Strategy: Windsor Public Library |
| **E** | **City Solicitor** | | | | | |
| E.1 | Fire & Rescue | 6 | 4 | 4 | 🟠 | 18-Fire Rescue Compliance |
| E.2 | Legal Services, Real Estate & Risk Management | 6 | 3 | 5 | 🟠 | 19-Legislative Emergency Management / Planning |
| E.3 | Planning & Building Services | 5 | 4 | 3 | 🟠 | 20-Planning & Development |
| E.4 | Provincial Offences | 2 | 1 | 2 | 🟡 | N/A |
| E.5 | Purchasing | 5 | 4 | 3 | 🟠 | 19-Fair Procurement Practices |
| **F** | **Health Commissioner** | | | | | |
| F.1 | Employment and Social Services | 2 | 3 | n/a | N/A | N/A |
| F.2 | Housing and Children's Services | 6 | 4 | 4 | 🟠 | 19-Windsor Essex Community Housing Corporation: Asset Management - Housing Portfolio |
| F.3 | Huron Lodge | 3 | 2 | 2 | 🟠 | N/A |
| **G** | **Parks, Facilities, Recreation & Culture** | | | | | |
| G.1 | Parks | 3 | 3 | 2 | 🟡 | |
| G.2 | Recreation and Culture | 5 | 3 | 4 | 🟠 | |
| G.3 | Facilities | 5 | 4 | 3 | 🟡 | 19-Facilities Operations<br><br>20-Security Programs & Safety Incident Management [City's Downtown Properties] |
| **H** | **Transportation Services** | | | | | |
| H.1 | Windsor Detroit Tunnel Corporation | 5 | 4 | 3 | 🟠 | |
| H.3 | Windsor Detroit BorderLink Limited | 6 | 1 | 6 | 🟠 | 21-Operational Review - WDBL |
| H.2 | Your Quick Gateway | 4 | 3 | 3 | 🟠 | 18-YQG-Managing Inventory, Repairs and Maintenance |

# *Agencies, Boards and Commissions*

| I | CLT | Auditable unit | IA Type | Related Projects |
|---|---|---|---|---|
| I.1 | City Engineer | Essex Windsor Solid Waste Authority | ● | None planned |
| I.2 | CEO - YQG & WDTC | Windsor Detroit Tunnel Corporation (Office of the CEO of YQG & WDTC) | ● | None planned |
| I.3 | CEO - YQG & WDTC | Windsor Detroit BorderLink Limited (WDBL) | ●● | 21-Operational Review - WDBL |
| I.4 | CEO - YQG & WDTC | Your Quick Gateway (Office of the CEO of YQG & WDTC) | ●● | 18-YQG-Managing Inventory, Repairs and Maintenance |
| I.5 | Commissioner - Community and Social Development and Health | Windsor Essex Community Housing Corporation | ● | |
| I.6 | CFO / City Treasurer | Windsor Utilities Commission | ● | None planned |
| I.7 | CFO / City Treasurer | Enwin Utilities Ltd | ● | None planned |
| I.8 | CFO / City Treasurer | Enwin Energy Ltd | ● | None planned |
| I.9 | CFO / City Treasurer | Windsor Canada Utilities Ltd | ● | None planned |
| I.10 | City Solicitor | Windsor Police Service | ●● | |
| I.11 | CFO / City Treasurer | Roseland Golf & Curling Club | ●● | |
| I.12 | City Clerk | Windsor Essex County Economic Development Corporation | ●● | 18-Windsor Essex County Economic Development Corporation |
| I.13 | City Clerk | Windsor Public Library | ● | 21-Digitization and Archiving Strategy: Windsor Public Library |
| I.14 | City Clerk | Committee of Adjustment | ● | None planned |
| I.15 | City Clerk | Windsor Licensing Commission | ● | None planned |
| I.14 | City Solicitor | Tourism Windsor Essex Pelee Island | ●● | |
| I.15 to I.22 | City Clerk & City Solicitor | 1. Downtown Windsor BIA 2. Wyandotte Towne Centre 3. Erie BIA 4. Ford City BIA 5. Olde Riverside BIA 6. Olde Sandwich Towne BIA 7. Ottawa Street BIA 8. Pillette Village BIA 9. Walkerville BIA | ●● | |
| I.23 | City Engineer | Transit Windsor | ● | 21-Transit Windsor - Service Delivery Review |

# 2019-20 IA plan

| Ref | Internal audit project | Value enhancement/ Value protection |
|---|---|---|
| **Internal audit involvement type: Process reviews** | | |
| 20-P-1 | **Title:** Planning & Development<br><br>**Scope:** The focus of this project will be to evaluate whether management's planning and development policies and procedures are designed in alignment with the City's long term vision, strategic plans and financial soundness. The work will assess whether needs assessments are monitored in a timely manner and updated to incorporate necessary changes. The strategic fit, consistency and integration between planning, developing will also be a part of this internal audit.<br><br>**Related radar risks:** Management information, Inadequate governance structures, shared services | Value enhancement |
| 20-P-2 | **Title:** Electronic Record Management<br><br>**Scope:** As the City focuses on digitizing records, transparency and contributing to open source catalogue, current controls may need to be enhanced to manage potential future risks for records management. The objectives of this internal audit will be to assess management's processes and controls in place associated with the:<br><br>• policies and procedures supporting the governance of records collection, maintenance, usage and dissemination;<br><br>• records liaison roles, responsibilities and accountability for data decision-making, management and security;<br><br>• data element identification and classification; and<br><br>• access to data being appropriately provisioned, managed and based on a business justification; and adherence to data retention legal requirements and removal practices.<br><br>**Related radar risks:** Transparency, Digital disruption, Management information | Value enhancement |
| **Internal audit involvement type: Business monitoring controls assessments** | | |
| 20-BM-3 | **Title:** Security Programs & Safety Incident Management [City's Downtown Properties]<br><br>**Scope:** Due to the recent security masterplan in progress, the objectives of this internal audit will be to assess management's processes and controls in place associated with the:<br><br>• adequacy and sufficiency of security plan;<br><br>• adequacy of policies and procedures in place and contingent plans in case of possible service failure; and<br><br>• capacity/training of staff to respond to safety/security concerns.<br><br>However, tests of operating effectiveness of controls put in place by management are not included in the scope of this project.<br><br>**Related radar risks:** Vandalism, Public Facilities, Terrorism, Training & development, physical security of facilities | Value protection |

| Ref | Internal audit project | Value enhancement/ Value protection |
|---|---|---|
| **Internal audit involvement type: Monitoring controls assessment** | | |
| 20-MC-4 | **Title:** Cyber Response Strategy<br><br>**Scope:** The focus of this internal audit will be to evaluate the City's Cyber Incident Response Strategy. Emphasis will be placed on how incidents are handled, including incident-related data and determining the appropriate response to each incident. Considerations will include the necessary resources, policy, governance, roles and responsibilities.<br><br>**Related radar risks:** Privacy, Cyber, Data protection, Third party & Cloud | Value enhancement |
| **Internal audit involvement type: Customized project** | | |
| 20-C-5 | **Title:** HR Recruiting Process and Retention Strategy<br><br>**Scope:** In the light of recent concerns by management regarding the timely recruitment and high turnover of staff we will use analytics and benchmarking with a comparator organization. The objectives of this internal audit will be to assess management's processes and controls in place associated with:<br><br>• recruiting process and controls to attract, acquire and onboard needed talent in a timely manner;<br><br>• management retention strategies for key positions; and<br><br>• identification of retention information by using data analytics for consideration.<br><br>**Related radar risks:** Workforce planning & Talent management, Reward & Performance Management Strategy, Business & Market Fluctuations, Demographic pressures | Value enhancement |
| 20-C-6 | * **Title:** VFM Audit - Purchased Services - Road Clearing/Maintenance<br><br>**Scope:** Conduct procedures to determine if:<br><br>• management's performance objectives for frequency of service and cost of delivery (per km or per unit) are (1) defined, (2) based on reasonable, researched and approved factors, (3) being monitored by management and (4) if the objectives are being attained.<br><br>• management's target levels for quality and cost of winter control operations (clearing, maintenance) are (1) defined, (2) based on reasonable, researched and approved factors, (3) being monitored by management and (4) if the objectives are being attained.<br><br>**Related radar risks:** Materials/ Contractor availability, Third Party & Contract management, Inadequate governance structures/Operating Models, Project management, Asset Planning | Value enhancement |

| Ref | Internal audit project | Value enhancement/ Value protection |
|---|---|---|
| **Internal audit management/Operations** | | |
| 20-IA-7 | **Title:** Management Action Plan Validation<br><br>**Scope:** Internal audit will follow-up on and report back to the City on the status and sufficiency of management's resolution of prior findings in accordance with the Internal Audit mandate. An annual internal audit report on management's resolution of planned findings will be provided to management and the CSSC. Cut off for the activity is scheduled for December 31, 2019. | Value protection |
| 20-IA-8 | **Title:** Development of annual risk assessment and 3 year internal audit plan (2019-20 to 2021-22)<br><br>**Scope:** As part of the annual planning exercise, Internal Audit will conduct, or update, a risk assessment for the City as a basis for identifying areas of internal audit emphasis. The risk assessment and discussion with Management will be the key inputs in developing the annual audit plan. Consideration will be given to areas where assurance and advisory audit could be conducted for the City. | IA management |
| 20-IA-9 | **Title:** Internal Audit Oversight & Attendance at Meetings, Oversight and Corporate Services Standing Committee Reporting<br><br>**Scope:** Ongoing status reporting of the current state of execution against the annual internal audit plan and key performance metrics will be compiled and reported to the City. To maintain awareness of the organisational risks, City strategy and operational execution Internal Audit will attend the required management and committee meetings as well as other key City meetings on an as needed basis. In addition, quarterly reporting to the CLT and CSSC will occur. A Year in Review report will be provided upon completion of the 2019/20 IA plan. | Internal audit management |
| 20-IA-10 | **Title:** Concerned Citizen & Employee Hotline<br><br>**Scope:** Internal Audit monitors the City's Hotline for accusations of fraud or abuse/waste of City assets. Internal Audit will investigate appropriate accusations as per the CCEHN Protocol (last updated July 2015). | Value protection |
| 20-IA-11 | **Title:** Seven Years Summary<br><br>**Scope:** Internal Audit will present a Seven year progress summary which will include risk and projects coverage. | Value Enhancement |
| 20-IA-12 | **Title:** Unallocated<br><br>**Scope:** This allowance in the plan is provided to management in the event that an unforeseen matter should transpire for which they would like Internal Audit to review. | Unallocated |

* To conduct Value For Money projects the performance objectives should have ideally previously been defined by management. Where this has not occurred Internal Audit will have to work with management to come to an agreement as the objective performance measures are required by verbally accepted VFM methodology.

# *Other Project Considerations*

The following projects were not included in the original Internal Audit Plan but were close contenders for consideration along with the estimated effort and information about risk coverage and value/focus type:

| Ref | Internal audit project considered | Effort (hours) |
|---|---|---|
| 1 | **\* Title: Value for money:** Community Use of Facilities (Space Management)<br><br>**Scope**:  Conduct procedures to determine if:<br><br>● the utilization of facilities space has growth targets that are (1) defined, (2) based on reasonable, researched and approved factors, (3) being monitored by management and (4) if the objectives are being attained.<br><br>● the agreements with tenants for use of facilities space provided for cost avoidance/recovery at are (1) defined targets, (2) based on reasonable, researched and approved factors, (3) being monitored by management and (4) if the objectives are being attained (including consideration as to if billing and actual collections are at full rates as per agreements).<br><br>**Related risks:** Community partnerships in service delivery, Public facilities, Management information<br>**Value/Focus**: Improving business performance | 400 |
| 2 | **\* Title: Value for money:** Small, Sole/Single Source, Emergency Purchase Order Analysis<br><br>**Scope**: The processing and approach to purchase orders under $5k is designed to provide rapid procurement and solutions where required when the expenditures are low (<$5k) such that emergencies can be addressed in defined timeline. Our work will evaluate if the current process is designed and operating to meet these objectives and incorporate testing to determine if items are being split or routed through the process threshold that should not be, using data analytics as an investigative approach.<br><br>**Related risks:** Budgeting and realizing savings, Procurement<br>**Value/Focus:** Monetary savings | 300 |
| 3 | **Title:** Huron Lodge - Compliance Management and Quality Inspection Program<br><br>**Scope:** In consideration for the over 900 regulations governing Huron Lodge and compliance is regularly subject to quality, inspections, critical incident reviews and complaint investigations, internal audit will review processes and controls designed and in operation at Huron Lodge to address the following objectives:<br>● periodic assessment of compliance and safety risks is conducted and policies are reviewed periodically for alignment to the LTCHA<br>● internal quality inspection protocols are communicated<br>● oversight and monitoring of external service providers<br>● coordination with other City functions (i.e. Facilities) to manage risks<br>● reporting of compliance (non compliance) occurs in a timely manner<br>● results of internal quality reviews are reviewed by leadership and appropriately inform staff performance management and progression<br><br>**Related risks:**<br>Legislative & Regulatory, Regulatory inspection (H&S, labour), Health & Safety<br><br>**Value/Focus:** Assessing current governance, risk management and control | 300 |

| Ref | Internal audit project considered | Effort (hours) |
|---|---|---|
| 4 | **Title:** Network Attack and Penetration Testing<br><br>Our approach to security assessment, within the scope bounds, would be to identify vulnerabilities and insufficiently configured security controls to determine the likelihood that a user with little or no prior knowledge of the environment (e.g. an uninformed outsider or an insider) could obtain unauthorized access to the City of Windsor application resources. Internal audit will conclude on whether the systems were sufficient to mitigate threats.<br><br>**Related risks:** Terrorism, Cyber, Third party and cloud,<br><br>**Value/Focus**: Assessing future governance, risk management and control | 300 |

* To conduct Value For Money projects the performance objectives should have ideally previously defined by management. Where this has not occurred Internal Audit will have to work with management to come to an agreement as the objective performance measures are required by verbally accepted VFM methodology.

# *Appendix 1: Detailed methodology*

## Step 1 -Understand corporate objectives and risks

In developing our understanding of your corporate objectives and risks, we have:

● drawn on our knowledge of the municipal sector; and

● met with all members of the Corporate Leadership Team

## Step 2 -Define the Audit Universe

In order that the internal audit plan reflects your management and operating structure we have identified the audit universe for the City of Windsor made up of a number of auditable units. Auditable units include functions, processes, systems, products or locations. Any processes or systems which cover multiple locations are separated into their own distinct cross cutting auditable unit.

## Step 3 -Assess the inherent risk

The internal audit plan should focus on the most risky areas of the business. As a result, each auditable unit is allocated an inherent risk rating – i.e. how risky the auditable unit is to the overall organization and how likely the risks are to arise. The inherent risk assessment is determined by:

● our knowledge of your business and its sector; and

● discussions with management.

## Step 4 -Assess the strength of the control environment

In order to effectively allocate internal audit resources, we also need to understand the strength of the control environment within each auditable unit. This is assessed based on:

● our knowledge of your internal control environment; and

● the outcomes of previous internal audits.

## Step 5 -Calculate the audit requirement rating

The inherent risk and the control environment indicator are used to calculate the audit requirement rating. The formula ensures that our audit work is focused on areas with high reliance on controls or a high residual risk.

| Inherent risk rating | Control design indicator | | | | | |
|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 |
| 6 | 6 | 5 | 5 | 4 | 4 | 3 |
| 5 | 5 | 4 | 4 | 3 | 3 | n/a |
| 4 | 4 | 3 | 3 | 2 | n/a | n/a |
| 3 | 3 | 2 | 2 | n/a | n/a | n/a |
| 2 | 2 | 1 | n/a | n/a | n/a | n/a |
| 1 | 1 | n/a | n/a | n/a | n/a | n/a |

## *Step 6 - Other considerations*

In addition to the audit work defined through the risk assessment process described above, we may be requested to undertake a number of other internal audit reviews such as regulatory driven audits, value enhancement or consulting reviews. These have been identified separately in the annual plan.

# *Appendix 2: Proposed Y2 & Y3*

## *Year 2 - 2020 - 2021 (6 Projects)*

| # | Internal audit project |
|---|---|
| **Internal audit involvement type: Process** | |
| 21-P-1 | **Title:** Transit Windsor - Service Delivery Review<br><br>**Scope:** The focus of this project will be to assess management's process controls related to Transit Windsor - Service Delivery and measures taken to improve the customer service such as consideration for implementing Regional Transit System, adding/modifying routes and/or introducing new buses versus aging buses. Example of metrics to be considered for benchmarking purposes may include but are not limited to: Cost per rider, Cost per service hour, Ridership per service hour.<br><br>**Related radar risks:** Digital disruptions, Shared services, Transport system |
| 21-P-2 | **Title:** Workforce Management System - Post Implementation Review<br><br>**Scope:** The focus of this project will be to evaluate whether management's implementation of the Workforce software has met the business objectives. The internal audit will also assess the usefulness and reliance of the system post implementation and whether system has met the requirements and expectations of the identified stakeholders.<br><br>**Related radar risks:** Budgeting & realizing saving, Shared services |
| 21-P-3 | **Title:** Operational Review - Windsor Detroit Border Link (WDBL)<br><br>**Scope:** The objectives of this internal audit will be to assess management's processes and controls in place associated with the:<br><br>• adequacy of policies and procedures in place which governs the internal functioning of WDBL. processes and information sharing to ensure there are no bottlenecks which may impact the processing and service delivery; and<br><br>• risk management and continuous monitoring of all risks.<br><br>**Related radar risks:** Governance, Systems & Processes, Shared Services |
| **Internal audit involvement type: Business monitoring** | |
| 21-BM-4 | **Title:** Business Continuity Planning<br><br>**Scope:** The focus of this project will be to evaluate the City's preparedness in the event of a major business disruption. The review will identify issues which may limit interim business processing and restoration of same. Management will be provided with an assessment of the control design effectiveness of the business continuity plan.<br><br>Tests of operating effectiveness (including recovery programs) are not included in the scope of this project.<br><br>**Related radar risks:** Natural disaster, Business resilience, Data protection |
| 21-BM-5 | **Title:** Digitization and Archiving Strategy: Windsor Public Library<br><br>**Scope:** The focus of this internal audit will be to consider the effectiveness of management's process and controls in place to achieve the following objectives:<br><br>• determining how the Library allocates its online resources including e-books, encyclopedies, magazines, newspapers, and other digitized resource<br><br>• the Library's' review of its current collection and replacement cycle; and<br><br>• the tracking and security of its assets and collections. |

| # | Internal Audit Project |
|---|---|
| **Internal audit involvement type: Monitoring controls** | |
| 21-MC-6 | **Title:** Long Term Financial Planning/Modelling<br><br>**Scope:** The objectives of this internal audit will be to assess management's processes and controls in place associated with the:<br><br>• adequacy of the City's financial planning and management framework and its effective relevant and timely support over financial planning, budgeting and monitoring activities.<br><br>• adequacy of the processes used to develop annual budgets which appropriately reflects the City's strategic and business priorities and financial requirements.<br><br>• adequacy of the financial monitoring process including analysis conducted, reallocation of resources and corrective analysis based on external factors and models.<br><br>**Related radar risks:** Infrastructure, Government funding & Grants, Funding Limitations. |
| 21-IA-7 to 21-IA-11 | **Internal audit recurring activities**<br>• Risk Assessment & Planning<br>• Management Action Plan Validation<br>• Internal Audit Oversight & Attendance at Meetings, Oversight and CSSC Reporting (incl. Year in Review)<br>• Concerned Citizen & Employee Hotline |

## Year 3 - 2021 - 2022 (6 Projects)

| # | Project title | Brief summary of project |
|---|---|---|
| **Internal audit involvement type: Process review** | | |
| 22-P-1 | IT Service and Application Rationalization | We will assess management's process controls related to IT Service and Application Rationalization to address key risks such as IT infrastructure, Third party and cloud, Business Resilience. |
| 22-P-2 | Travel/Entertainment expenses | We will assess management's process controls related to Travel/Entertainment Expenses to address key risks such as Fraud, bribery and corruption, Transparency, Reward and performance management. |
| **Internal audit involvement type: Business monitoring** | | |
| 22-BM-3 | ERM Strategy, Policy, Monitoring and Reporting | We will assess management's process controls related to ERM Strategy, Policy, Monitoring and Reporting to address key risks such as Governance, Political change, Risk management, Systems and Processes. |
| **Internal audit involvement type: Monitoring controls** | | |
| 22-MC-4 | Employee Wellness | We will assess management's process controls related to Employee Wellness considering key risks such as Culture and behaviours, Health & Safety, Health epidemic, and Demographic pressures. |
| **Internal audit involvement type: Customized** | | |
| 22-C-5 | Risk Culture Audit | We will assess management's process and controls related to Risk Culture to address key risks such as Provincial culture Impact, Community partnerships in service delivery, Community Engagement, Risk management. |
| 22-C-6 | Data Analytics Exploration (eg Payment Processing) | We will assess the process controls related to Data Analytics Exploration (eg Vendor Payment Processing) to address key risks such as conflict of interest, segregation of duties, Third Party & Contract management, Procurement. |

| 22-IA-7 to 22-IA-11 | • Risk Assessment & Planning<br>• Management Action Plan Validation<br>• Internal Audit Oversight & Attendance at Meetings, Oversight and CSSC Reporting<br>• Concerned Citizen & Employee Hotline |
|---|---|

# *Appendix 3: PwC Risk definitions*
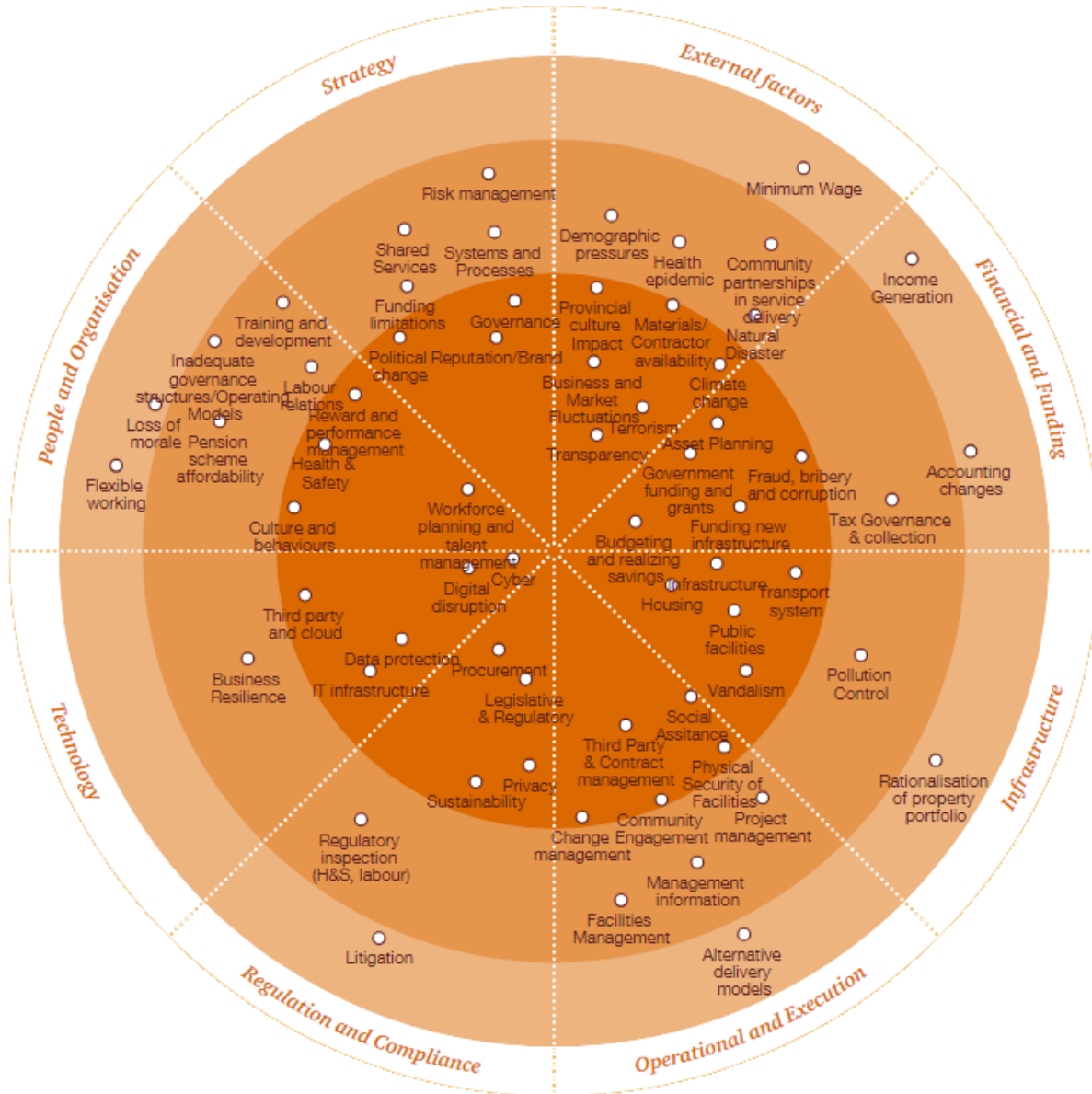
Definitions to the risks within the risk radar are documented below:

| External factors | |
|---|---|
| **Centre Band** | |
| Business and Market Fluctuations | Unanticipated changes in market interest, foreign interest, employment, business startups and business departures. |
| Provincial culture Impact | Impact and shift in corporate culture driven by external regulators driving modifications in working practices and processes. |
| Terrorism | Significant acts of violence or terrorism occur. |
| Transparency | Legislative and/or citizen/stakeholder transparency expectations are not met. |
| Materials/ Contractor availability | Material resources or contractors are not available when required. |
| Climate change | Climatic changes should be considered to effectively plan ahead in terms of resource allocation and services like road and sewage maintenance. |
| **Middle Band** | |
| Demographic pressures | Changes in demography affecting growth assumptions and resource management. |
| Health epidemic | Health epidemic occurs. |
| Natural Disaster | Absence of a Disaster Recovery / contingency plan in case of a natural disaster can cause complete shut down, isolation and loss of data. |
| Community partnerships in service delivery | Partnerships with major institutions, business community or the county fail to attain to expected objectives, needs or service demands of residents or fail to adequately respond to social and community changes. |
| **Outer Band** | |
| Minimum Wage | Impact of increase to National/Provincial Minimum Wage on services e.g. social care. |

| Financial and funding | |
|---|---|
| **Centre Band** | |
| Asset Planning | Inconsistent approach to planning and decision-making to properly manage municipal infrastructure including but not limited to physical assets, IT systems. |
| Budgeting and realizing savings | Budget reductions and challenges on resources to meet medium term financial strategy and realise other savings. Misallocation of resources. |
| Government funding and grants | Reductions in funding available or lack of awareness. |
| Funding new infrastructure | Affordability of infrastructure to cope up with the housing (and other) demands. |
| Fraud, bribery and corruption | Failure to prevent and detect fraud, bribery and corruption. |
| **Middle Band** | |
| Tax Governance & collection | Ineffective reporting and tax governance frameworks. |
| **Outer Band** | |
| Accounting changes | Accounting changes not addressed and incorporated properly can prohibit the City to reflect True and Fair view in its Financial statements which can hamper the decision making as well. |
| Income Generation | Identifying new ways of generating income and finding alternative funding meet targets. |

| Infrastructure | |
|---|---|
| **Centre Band** | |
| Housing | Lack of affordable housing and improving the quality of existing housing stock. |
| Infrastructure | Saturated road network and ageing, deteriorating road/ bridge infrastructure. A need to build infrastructure to support new development. |
| Public facilities | Adequate maintenance of public facilities or deterioration of assets. |
| Transport system | Ongoing resilience of the transport system and encouraging public transport use. |
| Vandalism | Damage to property or assets impacting image or requiring repair. |
| **Middle Band** | |
| Pollution control | Failure to enforce environmental protection through monitoring of industrial waste and compliance with the sewer use by-law, and or failure to respond to odour complaints and spills to sewers or waterways, and failure to inspect closed landfills and properly disposing of biosolids. |
| **Outer Band** | |
| Rationalisation of property portfolio | Old, unsuitable and high maintenance property portfolio (Community Centres/libraries, heritage sites etc). |

| Operational and execution | |
|---|---|
| **Centre Band** | |
| Change management | To ensure operational effectiveness is achieved. |
| Social Assistance | Ensuring there is capacity and resources to deliver social assistance programs. |
| Third Party & Contract management | Ensuring contractors deliver value for money. |
| Community Engagement | Lack of engagement and associated lack of public confidence. |
| Physical Security of Facilities | Lack of security measures that are designed to deny unauthorized access to facilities, equipment and resources and to protect personnel and property from damage or harm (such as espionage, theft, or terrorist attacks). |
| **Middle Band** | |
| Facilities Management | Ensuring suitability of facilities portfolio for service delivery. |
| Management information | Inadequate management information and data quality to enable effective decision making. |
| Project management | Ensuring projects are managed effectively to deliver on objectives. |
| **Outer Band** | |
| Alternative delivery models | To ensure operational effectiveness is achieved. |

| Regulations and compliance | |
|---|---|
| **Centre Band** | |
| Legislative & Regulatory | Noncompliance with legal obligations. Changes in legislative, regulatory and/or policy occur and are not known or not actively managed as it relates to City operations. |
| Privacy | Noncompliance with data protection and privacy regulations (MFIPPA & IPC guidance). |
| Procurement | Noncompliance with procurement legislation |
| Sustainability | Sustainability targets e.g. people, safety, environment, society are not met |
| **Middle Band** | |
| Regulatory inspection (H&S, labour) | Preparation for and compliance with regulation including implementation of regulations. |
| **Outer Band** | |
| Litigation | City involved in uninsured litigation. |

| Technology | |
|---|---|
| **Centre Band** | |
| Cyber | Inadequate controls to prevent and detect cyber attacks |
| Data protection | Noncompliance with data protection and privacy regulations |
| Digital disruption | Digital technology and channel shift for customers are not exploited |
| IT infrastructure | Out of date IT infrastructure which is not fit for purpose and enabling IT effectively to increase operational efficiency |
| Third party and cloud | Impact of the loss or breach of Council data |
| **Middle Band** | |
| Business Resilience | Inadequate business continuity and disaster recovery planning |
| **Outer Band** | |
| No risks in this band | |

| People and Organisation | |
|---|---|
| **Centre Band** | |
| Culture and behaviours | Culture and behaviour of staff and contractors – not operating in line with policies and resistance to change and the impact of on-boarded personnel on culture |
| Health & safety | Health and safety incident occurs leading to injury, illness or death |
| Workforce planning and talent management | Recruitment and retention of high performing staff is not achieved. |
| Reward and performance management | Inadequate reward and performance management arrangements |
| **Middle Band** | |
| Pension scheme affordability | Affordability of pension schemes |
| Training and development | Lack of investment in training |
| Inadequate governance structures/Operating models | Ineffective decision making due to inadequate governance structures or inability to resolve conflicting priorities/ demands. Inadequate operating model resulting in inefficiencies and lack of accountability or impairing communication or creating conflicting priorities. |

| Labour relations | Ineffective management of labour relations and union relationships. |
|---|---|

| People and organisation | |
|---|---|
| **Outer Band** | |
| Flexible working | Poor adoption of flexible working leading to increased risk around employment practices and a weakening of management controls. |
| Loss of morale | Loss of morale within teams due to change and shrinking workforce. |

| Strategy | |
|---|---|
| **Centre Band** | |
| Governance | Ensuring there is effective oversight from senior officers and elected members. |
| Political change | Changes in direction or strategy are not aligned to needs of residents or City Council significantly changes plan direction. |
| Reputation/Brand | Harm to reputation and brand. |
| **Middle Band** | |
| Risk management | Inadequate risk management impacts service delivery. |
| Shared Services | Multi tier municipal services are not well coordinated. |
| Systems and processes | Impact on working relationships, implementation of systems and processes to generate greater powers and enable decision making. |
| Funding limitations | Reduction in funding available to help meet strategic objectives. |
| **Outer Band** | |
| No risks in this band | |