

3rd Quarter 2024 Report July 1, 2024 – September 30, 2024

October 17, 2024

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AC2024-1148 Attachment 1

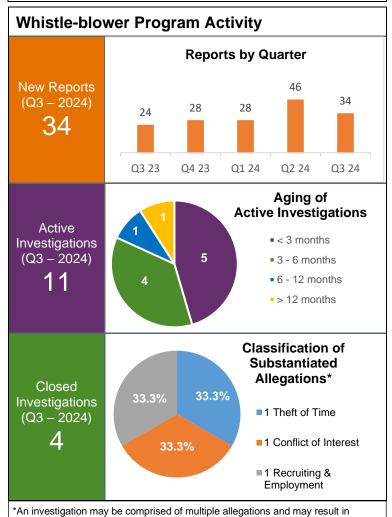
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1. Status Update

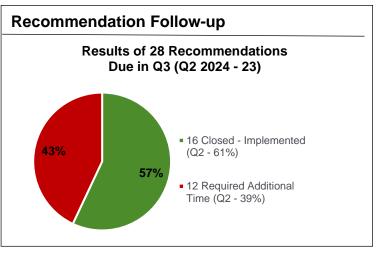
Key Performance Indicators					
Measure Area	Performance Indicator	Target	Q2 2024	Q3 2024	
Efficiency	On Track to Annual Plan	Q1-25% Q2-56% Q3-81% Q4-95%	47%	66%	
Effectiveness	Timely Implementation of Audit Rec.	65%	50%	52%	
Quality	Client Satisfaction	85%	98%	96%	
Staff	Training Plan Achieved	90%	100%	100%	

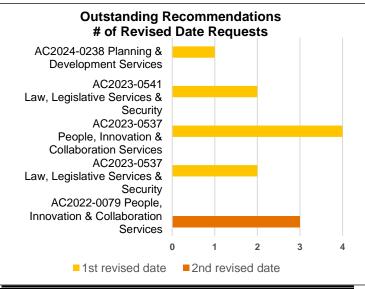
Budget (\$'000's)				
Category	2024 Annual Budget	Q3 Cumulative Budget	Actual to Date	Variance
Salary	3,210	2,397	2,258	139
Tools & Technology	166	125	137	-12
Training	68	51	44	7
Professional Memberships	20	15	17	-2
Contracted Services	150	113	30	83
Employee Recognition	3	2	1	1
Operating Costs	38	37	44	-8
Total	3,655	2,739	2,532	208



multiple recommendations/corrective actions. Substantiated allegations and matters

resulting in corrective action are summarized at www.calgary.ca/whistle





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CITY AUDITOR'S OFFICE TECHNOLOGY ROADMAP

Guiding Principles – Aligns to Institute of Internal Auditors' Global Internal Audit Standards

Annual Evaluations

The City Auditor, along with the Deputy City Auditors and Audit Manager IT, evaluates audit technology needs, risks, and opportunities annually. Results flow into future goals and initiatives.

Communicating Limitations

If technology limitations impact audit delivery, these are communicated to the Audit Committee.

No limitations currently identified.

Procurement & Training

Technology procurement follows City of Calgary policies and processes, and training is provided for new technologies and new auditors.

Audit Roadmap

TeamMate+ audit software: Growth opportunity: supports current audit efficiency; further opportunity to explore current unused features balanced with time needed to implement.

Microsoft Copilot and Microsoft Copilot for Office 365: Microsoft Copilot is The City's Al tools that uses data from the public web to respond. Copilot for Office 365 includes City data such as a users' e-mail to respond to questions and integrates with Office applications. Growth opportunity: supports efficiency in audit/analytics projects. Opportunity to expand usage, balanced with risks of data leakage, unverified information and subsuming of professional judgement.

Office 365: Core technology item: maintain existing usage.

2025 Initiatives

- Negotiate renewal of <u>TeamMate+</u> audit software contract, incorporating price increase caps and Agile Addon trial licenses.
- Directly connect business intelligence tools (PowerBI / Excel) to TeamMate+ for recommendation tracking dashboards.
- Create a team Al framework, and further rollout Copilot for Microsoft 365 if more licenses become available. Entire team already has access to Microsoft Copilot product.
- Negotiate renewal of Arbutus data analytics software contract, and demo new functionality.
- Evaluate ongoing usage of Power BI and AI Builder.
 Track new functionality.
- Continue Python training with a focus on growing data analytics team skillset with the Pandas data manipulation and analysis library.

Data Analytics Roadmap

Arbutus: Core data analytics tool: maintain existing usage. Additional opportunities to evaluate new Al functionality for anomaly detection and expand use of workflows to visually document data analysis steps.

Power BI / Power Platform: Core data analytics tool used across City of Calgary. Utilizing Power BI supports transition of analytics to Administration. Opportunities to expand use of AI Builder capabilities within Power Platform. Also, new functionality with expected City wide migration from on premise report server to cloud service.

Python: Flexible tool with large number of libraries (pre-written code) for different tasks. Growth opportunities for new analysis and improve efficiency by taking advantage of these ready-made solutions.

City core data sets: PeopleSoft/GIS/Active Directory: Core technology item: Maintain direct connectivity for core data analysis team members.

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2024 Audit Plan - Status as at September 30, 2024

	2024 Audit Plan							
#	Title	Description	Report Target	Status				
		2023 Audit Plan Carry Forward						
1	Downtown Calgary Development Incentive Program	An operational audit of the Downtown Calgary Development Incentive Program's grant administration.	Q1	Complete/ Reported 2/15/2024				
2	Financial Reserves	An operational audit of the effectiveness of the management of City of Calgary financial reserves.	Q2	Complete/ Reported 5/23/2024				
3	Cloud Vendor and Solution Management	An IT audit to review processes for identifying, assessing, and monitoring cloud software solutions and vendors.	Q1	Complete/ Reported 1/18/2024				
4	Safety Management	An operational audit of the effectiveness of the Occupational Health & Safety Business Unit's monitoring and mitigation of safety incidents.	Q2	Complete/ Reported 4/18/2024				
5	Streetlights	An operational audit of streetlights maintenance and repair.	Q2	Complete/ Reported 5/23/2024				
6	Project and Portfolio Management Tool (P2M)	An operational audit of the Utilities Delivery Business Unit's utilization of P2M.	Q2	Complete/ Reported 6/13/2024				
	2024 Audit Plan							
1	Climate & Environment - Clean Energy Improvement	An operational audit of the Clean Energy Improvement Program. Principal Corporate Risk: Sustainable City	Q3	Complete/ Reported 9/19/2024				
	Program		00	Commists /				
2	Water Services - Water Metering	An operational audit of the effectiveness of The City's water metering processes and policies.	Q3	Complete/ Reported 9/19/2024				
		Principal Corporate Risk: Service Delivery						

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	2024 Audit Plan						
#	Title	Description	Report Target	Status			
3	Parks & Open Spaces – Contracted Mowing Services	An operational audit to assess the effectiveness and efficiency of Parks & Open Spaces' contracted mowing services. Principal Corporate Risk: Financial Sustainability	Q3	Complete/ Reported 7/25/2024			
4	Partnerships - Neighbourhood Partnership	An operational audit of the Neighbourhood Partnership Coordinator Team's Community Association support. Principal Corporate Risk: Service Delivery	Q1 2025	Fieldwork			
5	Event Centre	An operational audit of The City's governance of the Event Centre project. Principal Corporate Risk: Capital Infrastructure	Q4	Reporting			
6	IT - Disaster Recovery	An IT audit of disaster recovery processes to provide assurance essential systems are identified and appropriate recovery procedures and infrastructure are in place. Principal Corporate Risk: Service Delivery	Q4	Reporting			
7	Corporate Security – Cyber Security	An IT audit to assess the effectiveness of activities to detect the occurrence of cyber security events within The City's IT environment. Principal Corporate Risk: Technological Disruption	Q1 2025	Planning			
8	Community Planning -Local Area Plan Process	An operational audit to assess the effectiveness of engagement in the Local Area Plan Process. Principal Corporate Risk: Reputation	Q1 2025	Planning			

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	2024 Audit Plan					
#	Title	Description	Report Target	Status		
9	Utilities Delivery - Project Management	An operational audit assessing the effectiveness of the project management of the Deer Run Sanitary Lift Station Upgrade project. Principal Corporate Risk: Capital Infrastructure	Q1 2025	Planning		
10	Supply Management - Corporate Supply Chain Resilience Strategy	An operational audit of Supply Management's processes that support the Corporate Supply Chain Resilience Strategy. Principal Corporate Risk: Capital Infrastructure	Q2 2025	Not Started		

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Q3 2024 Recommendation Follow-up – In-Progress Action Plans

Report # & Title	# of Revisions	Revised Date	Recommendation ⁱ
AC2022-0079 Hyperion Systems	2	June 30, 2025	Rec 1. Update Terms of Reference
Governance Audit			The IT Manager (ESS):
			i. Coordinate updating the ESS Governance Group and ESS Process Owner Group Terms of Reference to incorporate changes in composition, authority, roles, and responsibilities, once the realignment is complete.
			ii. Obtain approval for the revised documents from the relevant committee.
			iii. Establish a process to periodically review Terms of Reference every four years to align with The City's budget cycle, and additionally whenever significant organizational changes occur.
AC2022-0079 Hyperion Systems Governance Audit	2	June 30, 2025	Rec 3. Update ESS Governance Group TOR (Project Benefit Realization)
			The Manager of IT(ESS) work with the ESS Governance Group to:
			i. Update Terms of Reference for the group to include an explicit responsibility for ensuring project benefit realization.
			ii. Implement a process for project sponsors to report back to the Governance Group on the realization of project benefits.
AC2022-0079 Hyperion Systems	2	June 30, 2025	Rec 4. Reporting on-going KPIs
Governance Audit			The Manager of IT(ESS) facilitate the ESS Governance Group and Process Owner Group to evaluate if there is a benefit to reporting on-going KPIs to measure system effectiveness in meeting business needs.
AC2023-0537 Code of Conduct	1	September 30, 2024	Rec 2a) Review current reporting options
Program Audit			Review all the current reporting options that support the Code of Conduct Program and consider streamlining the number of reporting methods available to employees; determine that only those that pertain to Code of Conduct requirements are included.
			The diverse subject matter of the Code of Conduct policies makes it challenging to have a single method or channel for reporting breaches or violations.
			The current reporting channels for some violations such as privacy breaches and safety hazards are well established in the organization and are designed for swift action where required.

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			Employees are always encouraged to raise concerns and report issues to their leader to ensure escalation to the appropriate channel.
AC2023-0537 Code of Conduct Program Audit	1	September 30, 2024	Rec 2b) Implement a central intake group for violation reporting.
			Consider the implementation of a central intake group to direct reported violations, depending upon their nature, to the appropriate group within the organization.
			The revised list of reporting options or central intake information should then be published and communicated in future communication campaigns and training related to the Code of Conduct Program. In addition, develop appropriate training and escalation protocols established for groups who may receive reported violations outside the central intake group so that they know how to transmit reported violations they receive to the central intake group.
AC2023-0537 Code of Conduct Program Audit	1	September 30, 2024	Rec 6a) Process to review and update the Investigation Matrix
			Establish a process for periodic review and update of the Investigation Matrix to determine that it is aligned with current roles and responsibilities as well as processes for incident triaging, consultation, investigation, and reporting/documentation of the results of investigations.
AC2023-0537 Code of Conduct	1	September 30, 2024	Rec 6c) Appropriate ownership of the Investigation Matrix
Program Audit			Consider the appropriate ownership of the Investigation Matrix given its use as a central Code of Conduct triaging tool (e.g., Human Resources or People, Innovation and Collaboration Services). Once determined, communicate the updated ownership and responsibility of the Investigation Matrix to relevant groups within the organization.
AC2023-0537 Code of Conduct	1	September 30, 2024	Rec 7a) Review and update Corporate Security Investigative Protocols
Program Audit			Review and update the Draft Corporate Security Investigative Protocols to determine inclusion of appropriate consultation processes, alignment with current investigative process, and consistency with other Code of Conduct investigative groups.
AC2023-0537 Code of Conduct	1	September 30, 2024	Rec 7b) Publish finalized Investigative Protocols
Program Audit			Formally publish finalized Investigative Protocols and determine that all individuals responsible for investigations within the Corporate Security team receive appropriate training on its requirements.
AC2023-0541 Building Access Control Continuous Auditing Project	1	October 1, 2024	Details of this recommendation are confidential.
AC2023-0541	1	October 1, 2024	Details of this recommendation are confidential.

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Building Access Control Continuous Auditing Project			
AC2024-0238	1	December	Details of this recommendation are confidential.
Downtown Calgary		31, 2024	
Development Incentive			
Program			

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ⁱ Confidential recommendation details are based on the relevant sections of the Freedom of Information and Protection of Privacy Act, which relates to disclosure that is harmful to business interests of a third party.