

## Emergency Management Audit

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### EXECUTIVE SUMMARY

The City Auditor's Office issued the Emergency Management Audit Report to Administration on June 18, 2019. The report includes Administration's response to five recommendations raised by the City Auditor's Office to the Calgary Emergency Management Agency (CEMA) on two processes which facilitate emergency preparedness: disaster risk assessment and business continuity planning. Our recommendations focused on effective escalation on non-compliance issues to the Administrative Leadership Team, engagement of business units to support adherence to the Business Continuity Planning Policy, and oversight and monitoring to ensure that business continuity plans are revised, validated, and updated as required. Administration accepted all recommendations and has committed to the implementation of action plans no later than June 30, 2020. The City Auditor's Office will track the implementation of these commitments as part of our ongoing follow-up process.

### RECOMMENDATIONS

1. That Audit Committee receive this report for information; and
2. That Audit Committee recommend that Council receive this report for information.

### PREVIOUS COUNCIL DIRECTION / POLICY

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties and functions of the position. Under the City Auditor's Office Charter, the City Auditor presents an annual risk-based audit plan to Audit Committee for approval. The City Auditor's Office 2017-2018 Audit Plan was approved on November 10, 2016. The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 48M2012 (as amended).

### BACKGROUND

This audit was undertaken as part of the approved City Auditor's Office 2018 Audit Plan. Calgary is vulnerable to several disaster-related risks due to the range of natural, biological, technological, industrial, and other human-caused hazards and threats. The identification of disaster risks allows business units to develop risk treatment plans and continuity strategies that seek to mitigate potential consequences and impacts to essential services. There were two objectives for this audit, the first being to determine if The City has an effective process to prepare, review and communicate a disaster/hazard identification and risk assessment which in turn identifies emergency management priorities for mitigation and preparedness activities. The second objective was to determine if The City's business continuity plans are designed and operating as an effective control to mitigate the risk that The City is unprepared to effectively provide services during an emergency event.

### INVESTIGATION: ALTERNATIVES AND ANALYSIS

CEMA has established an effective disaster risk assessment process that supports The City's emergency mitigation and preparedness activities through the preparation, review and communication of the assessment.

CEMA has designed a business continuity planning process that, when followed by business units, effectively supports the Business Continuity Planning Policy's purpose of ensuring that City services are delivered in the event of a disruption caused by emergencies. However, the

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business continuity planning process has not been effectively implemented by all tested business units. We raised recommendations focused on compliance with the business continuity planning process to increase The City's effectiveness in reducing risks related to the inability to deliver essential services to citizens during disruptions and the loss of citizen trust.

### **Stakeholder Engagement, Research and Communication**

This audit was conducted with CEMA acting as the principal audit contact within Administration.

### **Strategic Alignment**

Audit reports assist Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement on value for money in City operations.

### **Social, Environmental, Economic (External)**

N/A

### **Financial Capacity**

#### **Current and Future Operating Budget**

N/A

#### **Current and Future Capital Budget**

N/A

### **Risk Assessment**

The activities of the City Auditor's Office serve to promote accountability, mitigate risk, and support an effective governance structure. This audit was undertaken as part of the approved City Auditor's Office 2017-2018 Audit Plan since emergency management contributes to reducing risks, limiting the impact of events, and ensuring timely response in recovering as quickly as possible after an emergency event.

#### **REASON FOR RECOMMENDATIONS**

Bylaw 48M2012 (as amended) states: "Audit Committee receives directly from the City Auditor any individual audit report and forwards these to Council for information".

### **ATTACHMENT**

Emergency Management Audit – AC2019-0678 ATT