



8.

Accountability – 2019–2023 Strategic Plan

2019 Annual Report

Auditor General of the Ville de Montréal



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8. ACCOUNTABILITY – 2019–2023 STRATEGIC PLAN

8.1. Introduction

The first year in the implementation of our strategic plan, 2019, is the year in which the objectives that will guide our actions over the next five years are defined.

The *2019–2023 Strategic Plan* is structured around the following three major guidelines:

OBJECTIVES	1	Increase the added value of interventions Over the next few years, the Bureau du vérificateur général will take various steps to reassure elected officials and citizens that public funds are being managed economically, efficiently and effectively.
	2	Introduce innovative practices to produce high-quality work The Bureau du vérificateur général will implement best practices to ensure audit quality and to incorporate sustainable management principles.
	3	Ensure the sustainability of the teams' skills In the coming years, the Bureau du vérificateur général will attract appropriate talent to meet its needs and maintain the expertise developed to date. It will also give them a stimulating work environment with opportunities to grow professionally.

For each guideline, we have set objectives accompanied by indicators and targets to be achieved.

8.2. Accountability

We have directed our audit and administrative work towards achieving the target objectives we set for ourselves for 2019. In addition, in order to achieve some of the objectives of the 2019–2023 Strategic Plan involving the mobilization of the various audit teams, in 2019 we set up four working committees consisting of staff members of the Bureau du vérificateur général (BVG), excluding management staff. These committees offered findings and potential solutions to enable the Senior Management Committee to make informed decisions about the best paths forward for achieving the objectives that we had established. The assistant auditor general appointed for each committee will follow-up on the solutions chosen.

Table 1 - **List of Working Committees**

GUIDELINE	COMMITTEE	OBJECTIVE
INCREASE THE ADDED VALUE OF INTERVENTIONS	A	Conduct audits for bodies covered in section 107.7, paragraph 3.
		Maintain our presence in the financial audit.
	B	Promote an increase in the implementation rate of our recommendations.
	C	Facilitate the understanding of our role by elected officials and other stakeholders.
ENSURE THE SUSTAINABILITY OF THE TEAMS' SKILLS	D	Attract and retain the best resources for fully executing the mission of the Bureau du vérificateur général and ensure the sustainability of its expertise.

8.2.1. Policy 1 - Increase the added value of interventions

To increase the added value of our interventions, we set twelve objectives to be achieved from 2019 to 2023. Table 2 sets forth the results for each of the objectives set out in Guideline 1.

Table 2 - **Accountability – Guideline 1**

OBJECTIVE	INDICATOR	TARGET	RESULTS
Enhance the performance audit selection process.	• Introduce a new risk matrix.	2019	Completed
	• Update the risk matrix.	Annually from 2020	Will be done in the 2nd half of 2020.
	• Enhance monitoring activities.	2019	Completed
Conduct performance audits focused on issues or services that directly affect citizens and the quality of services they receive.	• Number of performance audit engagements focused on issues or services that directly affect citizens and the quality of services they receive.	At least one engagement per year	Target achieved in 2019.
Conduct sustainable development performance audits.	• Number of performance audit engagements with a focus on sustainable development.	At least one engagement per year	Target achieved in 2019.
Conduct IT performance audits.	• Number of IT performance audits.	At least two engagements per year	Target achieved in 2019.
Conduct cybersecurity audits.	• Number of cybersecurity performance audit engagements.	At least one engagement per year	Target achieved in 2019.
Conduct performance audits that focus on major legal and regulatory compliance issues.	• Number of performance audit mandates dealing with major legal and regulatory compliance issues.	At least one engagement per year	Target achieved in 2019.

OBJECTIVE	INDICATOR	TARGET	RESULTS
Perform audits for organizations referred to in section 107.7, subsection 3.	• Develop an intervention strategy.	2019	The Working Committee Report was tabled and presented in the fall of 2019.
	• Implement the strategy.	2020	
Perform audit work on organizations that have received contributions from the Ville de Montréal.	• Develop an intervention strategy.	Completed	We implemented the intervention strategy in 2019.
	• Implement the strategy.	2019	
Maintain our presence in financial audits.	• Review our financial auditing strategy.	Once a year	We maintained the same strategy as for the financial audit in 2018.
			The Working Committee Report was tabled and presented in the fall of 2019.
Help increase the rate at which our recommendations are implemented.	• Produce management tables to encourage discussions on the current approach to monitoring recommendations.	2019	Completed. Tables were produced and presented to the audit committee.
	• Assess the appropriateness of the current approach to monitoring recommendations.	2020	The Working Committee Report was tabled and presented in the fall of 2019.
	• Assess the extent to which the new approach to monitoring recommendations has been implemented.	2021 and subsequent years	

OBJECTIVE	INDICATOR	TARGET	RESULTS
Establish processes to comply with the <i>Access to information Act</i> .	• Post additional information on the website and provide additional information on the application form.	Completed	
	• Write guidelines and procedures.	2019	Completed
	• Implement monitoring to meet the deadline required by law.	2019	A tab was created on the BVG website for this purpose.
Clearly explain our role to elected officials and other stakeholders.	• Develop documents explaining the delineation between the Auditor General's engagement and the interventions of the Bureau de l'inspecteur général, the Ombudsman and the City's organizational performance group.	2019	The Working Committee Report was tabled and presented in the fall of 2019.
	• Redesign the BVG website.	2019	

Enhance the performance audit selection process

We established a new risk matrix to guide us in planning value-added audits. This tool will be updated every year to reflect any changes in the administrative, normative and legislative environment of the Ville de Montréal (the City) as well as in any bodies that we may audit.

Conduct performance audits focused on issues or services that directly affect citizens and the quality of services they receive

In 2019 we carried out a mandate on the *Management of Municipal Housing Programs Arising from the "Montréal Reflex" Framework Agreement*, which transfers powers and responsibilities in the area of housing to the City.

Conduct sustainable development performance audits.

Two mandates were carried out for this purpose, the first one on *Protection of Natural Environments* and the second one on *Management of the Climate Change Adaptation Plan*.

Conduct IT performance audits

Conduct cybersecurity audits

Three information technology audit mandates were carried out: *Logical Access Management (SIMON, PAIE, OASIS)*, *Management of the Bureau de Projets* and *Management of Shadow IT*. We also completed a mandate on *Logical Penetration Tests*.

Conduct performance audits that focus on major legal and regulatory compliance issues

A mandate on the *Conformity and Safety Management of Petroleum Storage Tanks* was carried out in 2019.

Perform audits for organizations referred to in section 107.7, subsection 3. Maintain our presence in financial audits

The Working Committee Report containing the findings and recommendations for these objectives was presented to the Senior Management Committee in December 2019. The action plans will be introduced in 2020. For the financial audit, we maintained our presence by implementing the same strategy that we considered appropriate after Bill 155 was adopted in 2018.

Perform audit work on organizations that have received contributions from the Ville de Montréal

We established an audit program concerning bodies covered by section 107.9 of the *Cities and Towns Act*, i.e. those that have received contributions of at least \$100,000 from the City, thereby broadening the scope of our work with a view to selecting bodies based on certain criteria, such as the size of the amounts and the types of projects for which contributions were granted. We implemented this program in 2019. The results of our work can be found in chapter 3 of this annual report.

Help increase the rate at which our recommendations are implemented

We presented detailed tables to the audit committee showing follow-ups to recommendations made in the fall of 2018. Since then, the municipal administration has created a position at the Bureau du contrôleur général, one of whose duties is to coordinate the follow-up on recommendations and produce management tables for this purpose.

With respect to the evaluation of the relevance of our current approach to following up on recommendations, the findings and recommendations of working committee B were presented to the Senior Management Committee in December 2019. We will evaluate the actions recommended with a view to implementing them in 2020.

Establish processes to comply with the *Access to information Act*

Procedures were developed and the BVG website now includes a tab for this purpose.

Clearly explain our role to elected officials and other stakeholders

The Working Committee Report containing findings and recommendations for this objective was presented to the Senior Management Committee in the fall of 2019. The work of redesigning the website and developing a new brand image was undertaken. We plan to have the entire process completed in the fall of 2020.

8.2.2. Policy 2 – Introduce innovative practices to produce high-quality work

Four objectives had been identified to enable the BVG to introduce innovative practices to ensure the quality of our work in the strategic plan. The results for each objective in Guideline 2 are shown in Table 3.

Table 3 - **Accountability – Guideline 2**

OBJECTIVE	INDICATOR	TARGET	RESULTS
Maintain the quality of our work.	• Percentage of evaluated work that meets certification standards.	100%	Target achieved for 2019.
	• Monitor Canadian Certification Standards.	Ongoing	Ongoing in 2019.
	• Update the Quality Assurance Manual.	Once a year.	Will be completed in the 2nd half of 2020.
Include a focus on compliance with laws, regulations and guidelines in performance audit engagements.	• Percentage of performance audit engagements conducted with a focus on legal and regulatory compliance.	100%	Target achieved for 2019.
Routinely include a risk assessment of irregularities and fraud in performance audit engagements.	• Percentage of audit engagements involving a risk assessment of irregularities and fraud.	100%	Target achieved for 2019.
Provide technological tools and innovative software to maintain our effective audit practices and promote a paperless work environment.	• Review BVG processes where technology tools and software have been updated or implemented.	Once a year.	Completed for 2019.
	• Review the strategy to promote a paperless environment.	2019	Completed for 2019.
	• Introduce indicators.	2020 and subsequent years.	Will be completed in the 2nd half of 2020.

Maintain the quality of our work

Throughout 2019, we maintained the quality of our work by ensuring that we met the certification standards that govern us and that we monitored them constantly. For this purpose, the BVG was inspected in September 2019 by the Ordre des comptables professionnels agréés du Québec (OCPAQ). The inspection committee concluded that the BVG fulfilled the requirements of the professional inspection program in all material aspects.

The updating of our Quality Assurance Manual will be completed in the second half of 2020.

Include a focus on compliance with laws, regulations and guidelines in performance audit engagements Routinely include a risk assessment of irregularities and fraud in performance audit engagements

We ensured that these elements were integrated for each mandate that we carried out in 2019.

Provide technological tools and innovative software to maintain our effective audit practices and promote a paperless work environment

In 2019, we carried out a complete renewal of our laptop fleet and reviewed the software versions that we use. All our audit files are electronic.

8.2.3. Policy 3 – Ensure the sustainability of the teams’ skills

To ensure the sustainability of the teams’ skills, we had established three objectives. The detailed findings for each objective of Guideline 3 are found in Table 4.

Table 4 - **Accountability – Guideline 3**

OBJECTIVE	INDICATOR	TARGET	FOLLOW-UP IN 2020
Attract and retain the best talent to fulfill the BVG’s mission and maintain its expertise.	• Develop a strategy to attract and retain talent.	2019	The Working Committee Report was tabled and presented in the fall of 2019.
	• Introduce indicators.	2020	Will be completed in the 2nd half of 2020.
Promote and support the development of staff expertise based on the needs of the BVG.	• Establish an expertise development path for each employee.	2020	Will be completed in the 2nd half of 2020.
	• Grant each employee a minimum number of training days.	6 days a year.	Target achieved for 2019. 6.7 days per employee in 2019.
Achieve and maintain a high level of staff engagement.	• Develop a skills assessment, succession management, coaching and mentoring program.	2019	Ongoing.
	• Implement a skills assessment, succession management, coaching and mentoring program.	2020	Postponed to 2021.

Attract and retain the best talent to fulfill the BVG’s mission and maintain its expertise

The Working Committee Report containing findings and recommendations for this objective was presented to the Senior Management Committee in December 2019. We will implement the various recommendations for updating our talent attraction and retention strategy.

Promote and support the development of staff expertise based on the needs of the BVG

In 2019, 6.7 days per employee were devoted to employee training. We continue to promote the training of BVG staff. In 2019, we initiated a program to build expertise for some employees, and we will ensure that this program is extended to all employees.

Achieve and maintain a high level of staff engagement

We began developing a program to evaluate employees’ skills, to manage the succession, and to coach and mentor employees, and we will have this program completed in 2020, so that it will be fully in place in 2021.

