

**Appendix I**  
**2023 Internal Audit Risk Based Work Plan**

**Table 1 - 2023 Work Plan Audit Projects**

Department	Service	Last Time Audited	Background and Risk
Health Services	Paramedics Services	2008	<p>Paramedics Services provides lifesaving, pre-hospital emergency medical care to Peel’s residents and visitors. The division has more than 720 full-time and part-time Paramedics and responds to approximately 145,000 emergency calls a year.</p> <p>There may be areas of operational, compliance, and reputational risk exposures due to growing service demands, reliance on contracted third party providers for service delivery, COVID-19 impacts, and software concerns.</p>
Human Services	Peel Housing Corporation	2017	<p>Peel Housing Corporation, operating as Peel Living, provides safe, well maintained living environments for tenants in Peel Living and Region of Peel owned properties. PHC provides housing to almost 17,000 individuals, families and seniors at 75 sites, including, one transitional shelter and three group homes and six Region of Peel owned buildings. The core functions are to provide quality housing, tenant relations, financial investment, and asset management.</p> <p>There are areas where operational and reputational risk exposures may exist due to factors such as technology changes; updates to policy and procedures; active arrears management, accountabilities, and responsibilities; and overall inflationary pressures.</p> <p>Topic: Peel Living Rental Revenue</p>
Public Works	Waste Management	2016	<p>Waste Management provides cost-effective, efficient, environmentally responsible waste management services to residents throughout Peel. The division has a mandate to reach 75 percent waste diversion by 2034.</p> <p>There are potential operational and compliance risks due to reliance on third party service providers, and legal and regulatory standards.</p> <p>Topic: Contract Management</p>

**Appendix I**  
**2023 Internal Audit Risk Based Work Plan**

	Water and Wastewater	2018	<p>The Wastewater Division provides industry leading services and solutions in the management, collection and treatment of municipal wastewater and related support services in an effective, efficient and customer focused manner, which meets or exceeds the needs and expectations of the customers of Peel Region, protects or enhances the environment and ensures compliance with respective legislation.</p> <p>There may be operational, legal and compliance risks due to potential increases in service demands, impact on service by significant weather events, hiring and retaining staff, impact on continuity due to cyberattacks, reliance on legacy software, changes to legal and/or regulatory standards.</p> <p>Topic: Wastewater Operations</p>
Corporate Services	Real Property Asset Management	Not Previously Audited	<p>The Construction Project Management section of the Real Property Asset Management division provide contract and project management services for facility planning, development, and construction. The focus is on new development capital projects, state of good repair capital program projects, and capital and construction project management consultation services.</p> <p>There may be operational and compliance risks due to significant increase in service demand related to growth and state of good repair, emission requirements and other regulatory, legislated, and contractual standards which govern service, and substantial payments as part of construction projects.</p> <p>Topic: Construction Project Management</p>
	Heritage, Arts and Culture	Not Previously Audited	<p>Peel Art Gallery Museum and Archives (PAMA) provides opportunities for creative exploration and discussion by collecting, telling, and sharing the stories of Peel Region. Through various partnerships, PAMA seeks to engage with the community in Peel.</p> <p>Operational risk may exist related to the operating budget, significant value (dollars and historical) in the buildings and holdings, and opportunities to improve business related internal controls.</p>

**Appendix I**  
**2023 Internal Audit Risk Based Work Plan**

			Topic: PAMA Business Management and Donation Management
	Information Technology	2022	<p>In 2022, the Region commenced an implementation project for a new Enterprise Resource Planning (ERP) System. The SAP-ERP covers the areas of Finance, Procurement and Human Resources.</p> <p>There are potentially significant risks that may exist related to inadequate controls over system access management.</p> <p>Topic: ERP Phase III (Review of Access Management)</p>
	Information Technology	2021	<p>Assess Information Technology (IT) security controls including a review of the current IT security framework and ongoing security assessments for internal/external networks including threats and vulnerability. Also evaluate the security assessment process for applications and how security is integrated with risk management activities.</p> <p>There may be operational risk exposures due to the complexities of the Region's IT systems, outside threats, system vulnerabilities.</p> <p>Topic: Security Management</p>

**Appendix I**  
**2023 Internal Audit Risk Based Work Plan**

**Table 2 - 2022 Audit Projects to be Concluded in 2023**

Department	Service	Last Time Audited	Description
Corporate Services	Business Services	2016	<p>Accounting Services, part of the Corporate Finance division, process and reimburse employees for business expense claims incurred while travelling on Regional business and incidental business expenses. Payments need to be processed accurately in accordance with Regional policies and procedures. A significant percentage of claims and approvals have become paperless to accommodate staff working remotely as a result of the COVID-19 pandemic.</p> <p>There is a risk that reimbursements may not be processed in accordance with policies and procedures.</p> <p>Topic: Business Expense Claims</p>
	Business Services	2015	<p>Treasury Services, part of the Corporate Finance division, are responsible for the Region’s cash management, debt management, investment management and banking. The division implemented many changes to its structure and processes in recent years to strengthen controls and bring the services in line with best practices.</p> <p>There is a risk that investment and debt management are not in compliance with legislation and the Region’s policies, and investment and debt management are not achieving the objectives as outlined in the Region’s policies.</p> <p>Topic: Treasury Services</p>
	Information Technology	New	<p>The Region is in the process of implementing the Enterprise Resource Planning (ERP) System. The implementation is likely to entail significant changes to business processes in Finance, Human Resources and Procurement to enable adopting out of the box SAP processes. Internal Audit will be conducting three audits related to the system implementation.</p> <p>There is a risk that internal control may not be designed appropriately with the change in business processes to manage the risk exposure.</p> <p>Topics: ERP Phase II (Business Process Controls)</p>

**Appendix I  
2023 Internal Audit Risk Based Work Plan**

	Business Services	2016	<p>The Procurement Division assists the Region of Peel, Peel Housing Corporation, and Peel Regional Police, with the procurement of goods and services. Its goals include compliance with the Procurement By-Law, Municipal Act, and applicable trade agreements as well as best value for money. Since the beginning of the pandemic, the Region had to use the emergency procurement procedure to ensure timely supply of goods and services to response to the pandemic.</p> <p>The risk of non-compliance to Procurement By-law and applicable policies and procedures increased as the unprecedented demands for specialized goods were brought on by the COVID-19 pandemic.</p> <p>Topic: Emergency Procurement</p>
Public Works	Transportation	2016	<p>The TransHelp division provides door-to-door transit services to residents with disabilities. The client services, client administration, vendor management, operations and fleet maintenance, and quality planning and business intelligence.</p> <p>There is a risk that quality and compliance standards and contractual obligations may not be always met.</p> <p>Topic: TransHelp</p>
Human Services	Housing Support	2015	<p>Housing Services' strategic goals include providing clients with the help they need to get and/or keep housing, increasing affordable housing, and optimizing the services. Since the beginning of the COVID-19 pandemic, the Region received temporary emergency federal and provincial funding to ensure the homeless and other vulnerable groups were adequately cared for throughout the pandemic.</p> <p>There is a risk that funds may be allocated or spent inappropriately, causing a failure in addressing the needs of the vulnerable in the community throughout the pandemic.</p> <p>Topic: Housing Support Funding</p>

**Appendix I**  
**2023 Internal Audit Risk Based Work Plan**

**Table 3 - Other Audit Related Services**

<b>Audit Service</b>	<b>Description</b>
Advisory Services	<p>Risks and issues emerge and evolve throughout the year. Internal Audit sets aside time to handle special projects, assignments, and advisory work. The objective is to be proactive by addressing client needs on the front-end of changes and new initiatives.</p> <p>In addition, Internal Audit may be asked to sit on committees or provide education and training to provide proactive control advice to management.</p>
Follow-up on Internal Audit Reports	<p>Audit staff follow up on outstanding audit observations and management action plans from audit reports that have been previously reported to the Audit and Risk Committee.</p>
Fraud Prevention Program	<p>This service is to advance and promote the fraud prevention program as defined in the Fraud Prevention Policy. The Director, Internal Audit has the lead responsibility for advancing, promoting, and educating the organization about the fraud prevention program.</p>
Investigations	<p>The Region is committed to protecting its revenue, property, proprietary information and other assets from any misuse or misappropriation. It is the Region’s intent to fully investigate any suspected acts of ‘fraud’ as defined in the Fraud Prevention Policy. The Director, Internal Audit has the lead responsibility for conducting fraud related investigations.</p>