City of Winnipeg – Audit Department

Implementation of Audit Recommendations Quarterly Report 2025 Quarter 4

For more information visit:
Winnipeg.ca/audit

Implementation of Audit Recommendations Report - Summary

Audit recommendations

Once an Audit is complete, the next step is the implementation of the audit recommendations. The Audit Department provides a list of the audit recommendations to the Public Service Director of the department that was audited. The Public Service prepares an action plan and target date for implementation of the recommendation, this is included in the Audit report. The implementation of the audit recommendations is the responsibility of the Public Service.

On a quarterly basis the Public Service provides status updates for all audit recommendations. Documentation supporting progress is reviewed by the Audit Department for confirmation. If the Public Service indicates that a recommendation will not be implemented, residual risk is identified and discussed with the Department Director.

After presentation to the Audit Committee these reports are posted at:
https://legacy.winnipeg.ca/audit/reports.stm#tab-QuarterlyReports

This report summarizes the status of Implementation of Audit Recommendations for the period ending December 31, 2025:

- the number of recommendations implemented to date
- the number of recommendations that will not be implemented
- the number of recommendations currently in progress and the target date for implementation
- the recommendations confirmed as implemented in the current quarter
- the number of recommendations targeted for implementation in current quarter with revised target dates

Implementation of recommendation status at December 31, 2025

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	Number of Recommendations				
Report	**Total**	**Recommendations implemented**	**Recommendations in progress**	**Not to be implemented**	**Percent complete**
Automatic Vehicle Locator Investigation - June 2021	6	5	1		83%
By-Law Amalgamation Audit – June 2018	11	7	4		63%
Fleet Management Agency Audit - June 2022	10	6	4		60%
Final Report 2025 Qtr 4 Intersection Signal Infrastructure Investigation – September 2022	3	3	0		100%
North End Sewage Treatment Plant Upgrade Project Audit ` December 2024	44	18	26		41%
Stores Audit – October 2022	3	0	3		0%
Final Report 2025 Qtr 3 Traffic Signals - Procurement & Contracting Audit – September 2024	6	6	0		100%
Final Report 2025 Qtr 3 Urban Forestry Branch Investigation – September 2022	8	8	0		100%
Final report 2025 Qtr 2 Water and Waste Dept. - Brady Road Resource Management Facility - September 2022	4	4	0		100%
Workforce Management Audit – June 2024	13	12	1		92%
Total	108	69	39		64%

Target dates for implementation of recommendations in progress

	Number of Recommendations with target dates for implementation			
Report	**2026 Qtr 1**	**2026 Qtr 2**	**2026 Qtr 3**	**2026 Qtr 4 & beyond**
Automatic Vehicle Locator Investigation - June 2021	1			
By-Law Amalgamation Audit – June 2018			1	3
Fleet Management Agency Audit - June 2022	4			
North End Sewage Treatment Plant Upgrade Project Audit - December 2024		24		2
Stores Audit – October 2022		3		
Workforce Management Audit – June 2024				1
Total	5	27	1	6

Recommendations Implemented and Confirmed in 2025 Quarter 4

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Intersection Signal Infrastructure Investigation (September 2022)	
Recommendation 1: An Asset Management Plan is created and effectively implemented. It is our understanding that the Branch is currently in the process of creating an Asset Management Plan specific to traffic signals infrastructure. It is recommended the Asset Management Plan being developed include what the Branch's overall asset strategy plan is and ensure that it is updated when necessary for changes in guidance and internal procedures. Elements of the plan should include procedures for the following: • When updates should occur, • Replacement of assets before the end of asset life, including when a cost-benefit assessment should occur, and • Required levels of documentation. The Asset Management Plan should be effectively communicated with other branches of the City that impact traffic signals infrastructure.	The Traffic Signals Branch has developed and communicated a Traffic Signals Asset Management Plan.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 21: Continue to hold awareness/education session(s) with all Biosolids Project stakeholders regarding a PDB delivery model and its differences when compared to previously used delivery models such as DB or DBB. These sessions should extend beyond the Water and Waste Department and include other departments affected by changes in workflow or processes, such as permitting. Capture the unique requirements in project processes, City involvement and collaboration in project-specific management plans and documentation developed. The content for the session should include key highlights from the contract (e.g., commercial model, risk allocation, schedule milestones, PDB conversion overview, etc.) along with specific elements relevant to the various City stakeholder groups (e.g., design review process, design completion percentage at stage gates, permitting requirements, etc.). It should also specifically highlight where risks, resourcing/involvement and process differ from traditional delivery models typically used by the City.	Various awareness/education sessions were held with all NEWPCC project stakeholders and City staff on the Progressive Design Build delivery model as well as the unique requirements of the NEWPCC project processes.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 22: Implemented early Increase frequency in monitoring contractual risks as part of the Project's risk management plan (refer to Recommendations #25 and #26). Complete a contract risk allocation exercise for the execution phase of the Biosolids Project and Nutrient Removal, as planned when the project progresses into procurement and contracting. The risk allocation exercise should clearly define contract risks as retained, transferred, or shared with the main contractor for the project agreement.	The frequency of monitoring contractual risks has increased and as part of the Project's risk management plan. Quantitative Risk Analyses were completed. Risk registers for all projects are completed and are reviewed and updated on an ongoing basis.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 23: Implemented early Document the plan for relationship management with the major project contractor(s). This can be included as part of the contract management plan.	The Relationship Management Plans with the major project contractor(s), for all three NEWPCC major projects (Headworks, Biosolids and Nutrient Removal Facilities) have been documented and approved.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 26: Implemented early Increase frequency of active risk management on the Projects. Risk registers should be maintained with up-to-date mitigation plans including status, along with due dates, individual position/role titles assigned to each risk, and schedule impacts. New risks should be added as they occur, and obsolete risks should be removed. A risk breakdown structure can help with focusing on relevant risks for the project stage. Industry practice for projects of similar size and complexity is to review and update risks at least monthly for each Project with more frequent reviews required for initial development and periods of high activity (reduced frequency may be appropriate during periods of low activity), refer to AACE 62R-11 Risk Assessment Identification and Qualitative Analysis for additional guidance.	The frequency of active risk management on the NEWPCC projects has increased. Monthly updates are provided to project management, and the key events and risk responses are discussed, including identifying the individual position/role titles assigned to each risk.

North End Sewage Treatment Plant Upgrade Project Audit (December 2024)	
Recommendation 43: Implemented early Develop a strategy and plan for managing the public profile of the Projects and allocate resources to support coordination and alignment with City-wide activities. Consider reassessing the public communication approach and engaging specialist resources, reporting to the Project Director, to support in messaging and media.	A Communications Plan has been developed to manage the public profile of the NEWPCC projects. Resources have been allocated to support the communications plan.

Workforce Management Audit (June 2024)	
Recommendation 1: We recommend the CAO, in consultation with Department Directors, establish a process for reporting the progress and/or achievement of the organization's and department's strategic goals to the CAO. The process should include a feedback loop for communicating any issues, following up on outstanding items, or recognizing a job well done within a department. The process description should also be documented and communicated to the appropriate personnel.	The Offices of the Chief Administrative Officer (CAO) established a formal process for Directors and Deputy CAO to regularly report on the progress and achievement of the organization's and department's strategic goals through the annual performance review process for Directors and Deputy CAO. This process includes written procedures and a template to communicate any issues, follow up on outstanding items, or recognize the department's success in meeting their goals.

Workforce Management Audit (June 2024)	
Recommendation 4: We recommend that the Director of HRS enhance the process for monitoring and updating job descriptions. The process should be documented and effectively communicated by the Director of HRS and through the CAO to Department Directors and ultimately to the individuals responsible for the creation and updating of job descriptions. Furthermore, the process should include regular reporting to the CAO or Director of HR on the progress of job description updates and creations.	Human Resource Services enhanced the process for monitoring and updating job descriptions. The process includes regular reporting to department heads regarding the department's job description review. The Human Resources Services and Offices of the Chief Administrative Officer communicated the process document and user guide to the relevant employees. These resources are also available in CityNet.

Recommendations targeted for implementation in 2025 Quarter 4 with revised target dates

Implementation target dates are sometimes revised based on a number of factors including unforeseen circumstances, changes in resources, emergent situations and competing priorities, etc.

Report	Recommendation number	Original target date	Revised target date
Fleet Management Audit	1	2023 Qtr 4	2026 Qtr 1
Fleet Management Audit	5	2024 Qtr 1	2026 Qtr 1
Fleet Management Audit	9	2024 Qtr 1	2026 Qtr 1
North End Sewage Treatment Plant Upgrade Project Audit - December 2024 (Water and Waste Department)	37	2025 Qtr 1	2026 Qtr 2