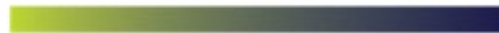
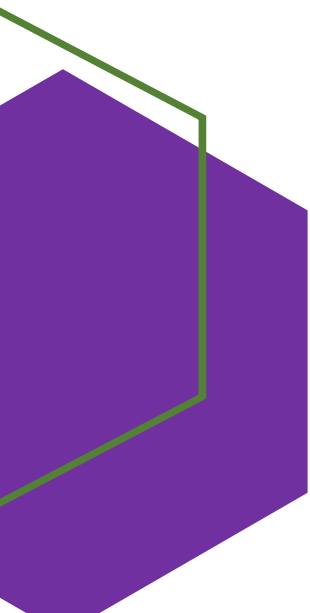


AUDITOR GENERAL

Halifax Regional Municipality



2025-26 Annual Report
and
2026-27 Audit Priorities



About Our Office

- Halifax Regional Municipality Charter establishes Auditor General's role
- Auditor General is appointed by Regional Council
- Audit programs and accounts of municipality and municipal bodies
- Assist Halifax Regional Council in holding itself and administration accountable for the use of public funds
- Establish annual audit priorities based on our assessment of risks in various program areas
- Current Auditor General, Andrew Atherton, began seven-year-term in December 2023

Our Values

Integrity

We value honesty and accountability, holding ourselves to high professional and ethical standards.

Objectivity

We are independent from management of the entities we audit and impartial in our assessments.

Collaboration

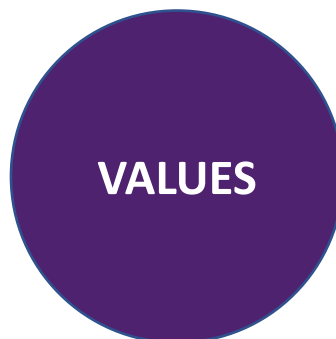
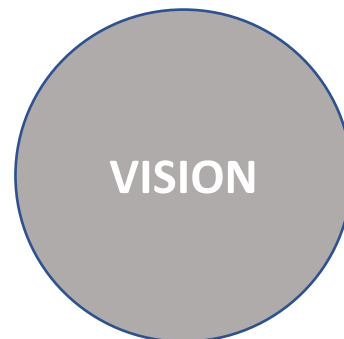
We work together to focus on the significant issues and make practical recommendations for improvement.

Excellence

We develop our knowledge and work to improve our processes.

Our Mission

To deliver independent audits that strengthen accountability and encourage improved efficiency and effectiveness of programs



Our Vision

A relevant, valued, independent audit office, known for professional excellence

Status of Prior Year Priorities

Reports Released

- Management of Winter Operations Audit
 - Recreation Program Planning Audit
 - Halifax Water – Management of Hiring Practices Audit
 - Follow-up Review – 2023 Audit:
 - HRM IT: Management of Cybersecurity
 - Follow-up Review – 2024 Audit:
 - Management of Hiring Practices
 - Follow-up Review of Outstanding Recommendations – 2021 Audits:
 - Management of Accounts Payable
 - Transit Technology Project Management
 - Follow-up Review of Outstanding Recommendations – 2021-22 Audits:
 - Management of the Fire Inspection Program
 - Management of Respectful Workplaces
-

Reports in Progress

- Capital Budgeting Audit
 - Facility Management Audit
 - Follow-up Review – 2024 Audits:
 - Management of Business Continuity
 - Enterprise Risk Management
-

Performance Information

Performance Measures	Target	2025-26
% staff hours on audit versus non-audit activities	85%	90%
% recommendations accepted and plan to implement	100%	100%
% recommendations implemented after 18 months	80%	70%

The recommendation implementation rate for the past five years has been below 80% and the 2025-26 rate is 70%. While this figure continues to fall below our target of 80% is a clear improvement over last year's figure of 43%. We are hopeful this trend will continue and HRM will get over the 80% completion target in the near future.

2026-27 Planned Work

These audits and follow-up reviews are planned to begin in 2026-27 dependent on staff availability; however, some reports may not be issued until 2027-28.

2026-27 Audit Priorities	
Subject	Business Unit
Governance and Strategy at Halifax Water	Halifax Water
Procurement	Finance & Asset Management
Capital Project Performance	Various

2026-27 Follow-up Reviews

Our annual work includes following up recommendations from past audits. During 2026-27, we will follow up the following audit:

- Diversity and Inclusion

In addition to this 18-month follow-up review, we will also follow up outstanding recommendations from the following 2022 and 2023 audits.

- Corporate Real Estate Development and Sale of Industrial Lands, Land and Building Acquisition and Disposal
- Halifax Water: SCADA System

Contact Information

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