



## **INTERNAL AUDIT/INTERNAL AFFAIRS DIVISION TO REPORT TO THE CITY COUNCIL**

**City Manager's Office – Internal Audit  
Division**

Governmental Affairs Committee  
February 6, 2019

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### **BACKGROUND**

At the Governmental Affairs Committee meeting on April 4, 2018, Committee member Conder requested a report on the creation of an Internal Audit/Internal Affairs Division to report to the City Council at a future City Council Governmental Affairs Committee meeting.



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## LEGISLATIVE HISTORY

### City Charter, Section 701 – Organization of City Operations and Activities:

1. "...The Council may, by ordinance, abolish, consolidate, modify or separate any department, office, agency, board, commission or committee, and may assign, reassign, or modify any functions, powers, or duties.
2. No office provided in this Charter to be filled by appointment by the City Manager may be consolidated with an office to be filled by appointment by the City Council. The City Council, subject to the provisions of this Charter, shall provide for the number, titles, qualifications, powers, duties and compensation of all officers and employees."



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## LEGISLATIVE HISTORY

3. During the previous City Charter Review in 2012, the Charter Review Commission voted to place an amendment (Measure E) on the June 5, 2012 voter ballot, which sought to amend the Charter by including a new Charter officer, the City Auditor, appointed by the City Council.
4. The final official results of the June 5, 2012 Presidential Primary Election showed a majority of residents voted against the measure (16,399 or 54%), versus those that voted in support of the measure (13,947 or 46%).



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## CREATION OF A NEW INTERNAL AUDIT/INTERNAL AFFAIRS DIVISION

The City Council may elect to use their authority under Section 701 of the City Charter, to establish, by ordinance, a new Internal Audit office to be filled by City Council-appointed employees, who report directly to the City Council.



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## CURRENT STATUS OF THE INTERNAL AUDIT DIVISION

Internal Audit conducted a survey in December 2018 of the twelve largest cities in California, to note the placement of the audit functions within each of the surveyed cities.

City	Reports to
Riverside	City Manager/Governmental Affairs Committee
Santa Ana	N/A
Anaheim	City Manager
Bakersfield	N/A
Oakland	Elected
Sacramento	Audit Committee
Long Beach	Elected
Fresno	Finance Department
San Francisco	Controller
San Jose	City Council
San Diego	Audit Committee
Los Angeles	Controller

Source: Internal Audit Division. Data obtained from surveyed City websites. 6  
(December 2018)



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## AUDITING STANDARDS INDEPENDENCE AND REPORTING RECOMMENDATIONS

1. The City of Riverside Internal Audit Division follows generally accepted government auditing standards (GAGAS, issued July 2018) set forth by the Government Accountability Office (GAO). The GAO's guidance for government audit shops that are internal to an organization can be found in Chapter 3 (Ethics, Independence, and Professional Judgment), Section 3.56 :
2. "Government internal auditors who work under the direction of the audited entity's management are considered structurally independent for the purposes of reporting internally, if the head of the audit organization meets all of the following criteria:



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## AUDITING STANDARDS INDEPENDENCE AND REPORTING RECOMMENDATIONS – CONT.

- a. is accountable to the head or deputy head of the government entity or to those charged with governance;
- b. reports the engagement results both to the head or deputy head of the government entity and to those charged with governance;
- c. is located organizationally outside the staff or line management function of the unit under audit;
- d. has access to those charged with governance; and
- e. is sufficiently removed from pressures to conduct engagements and report findings, opinions, and conclusions objectively without fear of reprisal.



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## INTERNAL AUDIT 2015 PEER REVIEW

1. In October 2015, the City Manager's Office selected Courtney Ruby Consulting Services (CRCS) to conduct an independent audit, or peer review, of the internal audit function. The scope of work included an assessment of the following elements:
  - a. The internal audit function against the Institute of Internal Auditor's guidance "The Role of Auditing in Public Sector Governance", to determine if the function includes all of the key elements of an effective public sector auditing organization;
  - b. The function's compliance with the International Standards for the Professional Practice of Internal Auditing (IIA Standards);



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## INTERNAL AUDIT 2015 PEER REVIEW – CONT.

- f. The function's auditing practices against industry standards and best practices;
  - g. The function's Fraud Hotline practices against industry standards and best practices;
  - h. The adequacy of the function's performance measures; and
  - i. The staffing capacity of the IAD.
2. As a result of the review, the Internal Audit Division undertook several recommended process improvement initiatives, including the following:



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## INTERNAL AUDIT 2015 PEER REVIEW – CONT.

- a. Formalized the role of Internal Audit through a formal charter, subsequently approved by City Council resolution on April 12, 2016;
- b. Established a functional reporting relationship with the City Council through the Governmental Affairs Committee;
- c. Implementing a strategy to adopt and follow generally accepted government auditing standards;
- d. Established a process to ensure auditor independence and objectivity; and
- e. Implementing a strategy to develop and implement a quality assurance and improvement program.



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## CURRENT INTERNAL AUDIT ORGANIZATIONAL STRUCTURE

1. Internal Audit is an independent and objective assurance and consulting activity guided by a philosophy of adding value to improve the operations of the City of Riverside, and assists City Government in accomplishing its objectives through a systematic and disciplined evaluation of and improvements to the effectiveness of the organization's governance, risk management and internal controls.
2. To better reflect division responsibilities and to reestablish its core value-added mission and services, the Office of Organizational Performance and Audit has changed the name of the Division back to Internal Audit.



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## CURRENT INTERNAL AUDIT ORGANIZATIONAL STRUCTURE – CONT.

### Staffing

The Internal Audit Division includes 3 full time equivalent (FTE) positions with the following budget:

	FY 2018/19	FY2019/20
Personnel	\$577,985	\$625,290
Non-Personnel	13,961	13,658
Total	\$591,946	\$641,948

Current staffing consists of one Senior Internal Auditor. The auditor is credentialed as a Certified Government Auditing Professional (CGAP). The CGAP program is designed especially for auditors working in the public sector, aiding them in closing any government audit knowledge gaps while enhancing their skills and knowledge in the public sector field. Additionally, the Senior Internal Auditor is bound to the IIA's Code of Ethics, the purpose of which is to promote an ethical culture in the profession of internal auditing.

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## CURRENT REPORTING STRUCTURE

1. Following the peer review in October 2015, the Internal Audit Division implemented a functional reporting relationship, to ensure the division has consistent and direct access to the City Council and/or a City Council Committee, as recommended in the review and required by government auditing standards.
2. The internal audit division reports administratively to the City Manager or his/her designee; administrative reporting typically includes:
  - a. Budgeting and management accounting;
  - b. Human resource administration (including personnel evaluations and compensation); and
  - c. Internal communication and information flows.

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## CURRENT REPORTING STRUCTURE – CONT.

3. The division further reports functionally to the City Council through the Governmental Affairs Committee. Functional oversight typically includes:
  - a. Approval of the Internal Audit Governing rules and any subsequent updates;
  - b. Approval of the Internal Audit Work Plan;
  - c. Receiving communications from Internal Audit on the performance relative to its work plan and other matters; and
  - d. Making appropriate inquiries of management and Internal Audit to determine whether there are inappropriate scope or resource limitations.



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## CURRENT REPORTING STRUCTURE – CONT.

4. This reporting structure meets the required criteria of an internal audit function working under the direction of management, as prescribed by government auditing standards.
5. Further, it is consistent with recommendations set forth by the IIA – specifically, the International Professional Practices Framework (IPPF) Practice Advisory 1110-1 states:
  - a. *"The chief audit executive (CAE), reporting functionally to the board and administratively to the organization's chief executive officer, facilitates organizational independence."*



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## RECOMMENDATION

That the Governmental Affairs Committee receive information on the creation of an Internal Audit/Internal Affairs Division to report to the City Council.

