

Committee Meeting Agenda

Audit Committee
Public Session

May 5, 2026

J.W. Singleton Education Centre, 2050 Guelph Line, Burlington, ON

Large Boardroom

3:00 p.m.

1. Routine Matters

- 1.1. Call to Order
- 1.2. Acknowledgement of Traditional Lands
- 1.3. Approval of the Agenda
- 1.4. Declarations of Possible Conflict of Interest

2. Presentations

3. Ratification/Action

- 3.1. Minutes of the Audit Committee Meetings
 - 3.1.1. Audit Committee Meeting, February 24, 2026 Page 3-5
- 3.2. Action Items
 - 3.2.1. External Audit Plan for 2025/2026 Financial Statement Audit (L. Cheung) Page 6-36
 - 3.2.2. Regional Internal Audit Plan for 2026/2027 (A. Eltherington) Page 37-38

4. Communication to the Audit Committee

- 4.1. For Information
 - 4.1.1. Regional Internal Auditor Status Report (A. Eltherington) Page 39
 - 4.1.2. Current Provincial Financial Oversight Environment (R. Negoï) - Verbal Update
 - 4.1.3. Update on 2026-2027 Budget Development Process (R. Negoï) - Verbal Update
 - 4.1.4. Timelines for Financial Reporting Presentation to Board (R. Negoï) Page 40-42



Committee Meeting Agenda

Audit Committee

Public Session

May 5, 2026

J.W. Singleton Education Centre, 2050 Guelph Line, Burlington, ON

Large Boardroom

3:00 p.m.

5. Private Session

5.1. Private Session

5.2. Approval of Business Transacted in Audit Committee Private Session

6. Adjournment

Date of Upcoming Meetings:

Tuesday, September 22, 2026

Tuesday, November 10, 2026

Audit Committee Meeting Minutes

Public Session

February 24th, 2026, 3:00 p.m.

J.W. Singleton Education Centre, 2050 Guelph Line, Burlington, ON

Large Boardroom

1. Routine Matters

1.1. Welcome and Call to Order

The Audit Committee Chair called the meeting to order at 3:02 p.m.

1.2. Acknowledgement of Traditional Lands

On behalf of the Board, acknowledgement and thanks was given to the Mississaugas of the Credit First Nation for sharing their traditional territory with us.

1.3. Introduction of New Audit Committee Member

Sabina Navaid was introduced as the new external member of the Audit Committee. She is a Certified Public Accountant with extensive experience in the field.

1.4. Approval of the Agenda

Motion: S. Navaid & T. Rocha

Be it resolved that the Agenda for the Public session of the Audit Committee Meeting for February 24, 2026 be approved as distributed. **Carried Unanimously.**

1.5. Declarations of Possible Conflict of Interest

No conflicts of interest were declared.

2. Presentations

There were no presentations made to the Audit Committee.

3. Ratification/Action

3.1. Minutes of the Audit Committee Meetings

3.1.1. Audit Committee Meeting, November 11, 2025

Audit Committee Meeting Minutes

Public Session

February 24th, 2026, 3:00 p.m.

J.W. Singleton Education Centre, 2050 Guelph Line, Burlington, ON

Large Boardroom

Motion: R. Brydon & T. Rocha

Be it resolved that the Minutes from the Public session Audit Committee Meeting held on November 11, 2025 be approved as amended. **Carried Unanimously.**

3.2. Action Items

3.2.1. Recommendation for External Auditor Appointment for the 2025-2026 Financial Statement Audit

- It is recommended that Deloitte LLP be re-appointed to perform the annual financial statements audit for the 2025-2026 fiscal year.

Motion: S. Navaid & R. Brydon

Be it resolved that the Audit Committee recommend to the Board of Trustees the appointment of the external audit firm Deloitte LLP to perform the annual financial statements audit and the agreed-upon procedures report for the 2025-2026 fiscal year, at a cost not to exceed \$89,460 + HST . **Carried Unanimously.**

4. Communication to the Audit Committee

4.1. Information Items

4.1.1. Regional Internal Auditor Status Report

- The Regional Internal Audit Manager presented the report
- Internal audit functions are expected to be carried out in accordance with the Global Internal Audit Standards
- Brad Sisson has joined the RIAT as of January 19th

4.1.2. Board Report on Budget Development and Schedule

- The Superintendent of Business Services presented the report
- The Board started the budget development process early for 2026-2027 as

Audit Committee Meeting Minutes

Public Session

February 24th, 2026, 3:00 p.m.

J.W. Singleton Education Centre, 2050 Guelph Line, Burlington, ON

Large Boardroom

staff are looking at new ideas and strategies to balance the budget.

- Seeking input from various stakeholder groups as part of the process.

4.1.3. Timelines for Financial Reporting Presentation to Board

- The Superintendent of Business Services presented the timelines for financial reporting presentation to the Board for information.
- Links for the reports will be added and updated as each report is presented to the Board
- A correction to one of the meeting dates in the table has been noted for correction.

5. Private Session

5.1. Private Session - Motion to rise to Private Session

5.2. Approval of Business Transacted in Audit Committee Private Session

Motion: R. Brydon & S. Navaid

Be it resolved that the Audit Committee rise from Public to Private Session.

6. Adjournment

Next scheduled meeting date – Tuesday, May 5th 2026.



Halton District School Board

Date: May 5, 2026
FOR ACTION

TO: The Chair and Members of the Audit Committee
 Halton District School Board

FROM: Roxana Negoï, Superintendent of Business Services & Treasurer

RE: **External Audit Plan**

Recommendation

Be it resolved that the Audit Committee recommend to the Board of Trustees the approval of the external audit plan and the fees of \$97,660 excluding applicable taxes (attached as Appendix A) for the fiscal year ending August 31, 2026, prepared by the Board's external auditors, Deloitte LLP.

Background

Ontario Regulation 361/10, initially approved in 2010, applies to Audit Committees established by district school boards under subsection 253.1 (1) of the Education Act. The following sections are applicable to the recommendations:

External Audit Plan, Paragraph 9(4) (2.1):

- To make recommendations to the board on the content of the external auditor's audit plan and on all proposed major changes to the plan.

The audit fees quoted of \$97,660 include the fees for the annual consolidated financial statement audit of the Board of \$79,590, the seven month specified procedures report of \$11,070 and the CWELCC (Before and After Care Program) of \$7,000. The total of \$97,660 differs from the amount of \$89,460 recommended by the Audit Committee on February 24, 2026 and approved by the Board on March 3, 2026 due to an increase in fees for the seven month specified procedures report of \$1,200 which took effect in the 2024-2025 fiscal year and the additional audit for the CWELCC.

Respectfully Submitted,

Roxana Negoï
Superintendent of Business Services and Treasurer



Board Report Number: TBD

For Action

Report Title: External Audit and Regional Internal Audit Plans
Submitted by: D. Danielli, Chair, Audit Committee 2025/2026
Meeting Date: June 2, 2026

Recommendation

Be it resolved that the Halton District School Board approve the external audit plan and the fees of \$97,660 excluding applicable taxes (attached as Appendix A) for the fiscal year ending August 31, 2026, prepared by the Board's external auditors, Deloitte LLP.

Be it resolved that the Halton District School Board approve the 2026/2027 Regional Internal Audit Plan, which includes a review of the Indigenous Rights, Education and Calls to Action plus follow-up of any remaining action plans (attached as Appendix B).

1. Analysis

External Audit Plan

The Board's external auditors, Deloitte LLP, presented their audit plan for the year ending August 31, 2026, at the May 5, 2026 Audit Committee meeting and the Audit Committee approved the following motion:

"Be it resolved that the Audit Committee recommend to the Board of Trustees the approval of the external audit plan and the fees of \$97,660 excluding applicable taxes (attached as Appendix A) for the fiscal year ending August 31, 2026, prepared by the Board's external auditors, Deloitte LLP."

The audit fees quoted of \$97,660 include the fees for the annual consolidated financial statement audit of the Board of \$79,590, the seven month specified procedures report of \$11,070 and the CWELCC (Before and After Care Program) audit of \$7,000. The total of \$97,660 differs from the amount of \$89,460 recommended by the Audit Committee on February 24, 2026 and approved by the Board on March 3, 2026 due to an increase in fees for the seven month specified procedures report of \$1,200 which took effect in the 2024-2025 fiscal year and the additional audit for the CWELCC.

Regional Internal Audit Plan

The Regional Internal Audit Manager presented the 2026/2027 Internal Audit Plan

Board Report Number: TBD

For Action

(attached as Appendix B) at the May 5, 2026 Audit Committee meeting and the Audit Committee approved the following motion:

“Be it resolved that the Audit Committee recommends that the 2026/2027 Regional Internal Audit Plan which includes a review of the Indigenous Rights, Education and Calls to Action plus follow-up of any remaining action plans be approved by the Board of Trustees.

”

1.1. Governance Alignment

Ontario Regulation 361/10, initially approved in 2010, applies to Audit Committees established by district school boards under subsection 253.1 (1) of the Education Act. The following sections are applicable to the recommendations:

External Audit Plan, Paragraph 9(4) (2.1):

- To make recommendations to the board on the content of the external auditor’s audit plan and on all proposed major changes to the plan.

Internal Audit Plan, Paragraph 9(3) (2):

- To make recommendations to the board on the content of annual or multi-year internal audit plans and on all proposed major changes to plans.

1.2. Alternatives

As mandated by the Ontario Regulation 361/10, the Audit Committee recommends the external and internal audit plans for approval by the Board of Trustees. The Board may inquire about the scope of the audits and other areas of interest. Once satisfied, the Board is required to approve the existing or an amended external and/or internal audit plan.

2. Background

Presentation and approval of the External and Internal Audit Plans is an annual requirement.

3. Financial Impact

Board Report Number: TBD

For Action

The external audit plan fees are part of the annual operating budget, and are in line with prior years. The internal audit plan does not have a financial impact on the Board.

4. Multi-Year Plan Alignment

Priority Alignment: Environmental and Global Citizenship ▾ ;
 Human Rights, Equity and Inclusion ▾ ; Indigenous Rights and Education ▾ ;
 Kindness, Connection and Community ▾ ; Learning, Engagement and Achievement ▾ ;
 Mental Health and Well-Being ▾

External and internal audits represent both a regulatory and compliance requirement, as well as oversight and accountability over the use of resources and funding to support all areas of the MYSB.

5. Attachment(s):

- 5.1. Appendix A - External Audit Plan for the year ending August 31, 2026
- 5.2. Appendix B - Regional Internal Audit Plan for 2026/2027

Respectfully submitted,

Donna Danielli

Chair, Audit Committee 2025/2026

Scope of services chart

Entity name	Halton District School Board	Seven-month Stub Period Reporting	CWELCC Reporting	Total
Year end	August 31	March 31	August 31	
Reporting period(s) ("Fiscal Year")	2026	2026	2026	
Financial statement audit	\$79,590			\$79,590
Reports on agreed-upon procedures engagements under CSRS 4400 (per original OECM quick quote)		\$9,870		\$9,870
Additional fee due to incremental agreed-upon procedures resulting from new PSAS standards (primarily relating to ARO and P3 standards)		\$1,200		\$1,200
CAS 805 – Canada-Wide Early Learning and Child Care System ("CWELCC")			\$7,000	\$7,000
Total	\$79,590	\$11,070	\$7,000	\$97,660

Payment of invoices and fees

Invoices shall be due upon receipt. Based on the anticipated timing of the work, our fees will be billed approximately as follows.

Invoice Date	Amount
May 2026	\$11,070
June 2026	\$35,000
October 2026	\$40,000
November 2026	\$11,590

We anticipate sending invoices according to the above schedule. Our continued service on this engagement is dependent upon payment of our invoices in accordance with these terms. If payment is not received within thirty (30) days of the Payment Due Date, (i) such invoice shall accrue a late charge equal to the lesser of (a) 1½% per month or (b) the highest rate allowable by law, in each case compounded monthly to the extent allowable by law, and (ii) we may also suspend or terminate the Services. Invoices shall be paid by Electronic Fund Transfer (EFT).



Audit Service Plan for Halton District School Board

FOR THE YEAR ENDING AUGUST 31, 2026

To be presented to the Audit Committee on May 5, 2026

To the Members of the Audit Committee



To the Members of the

Audit Committee of Halton District School Board
Halton District School Board
J.W. Singleton Education Centre
2050 Guelph Line
Burlington ON L7R 3Z2

Dear Audit Committee members:

We are pleased to provide you with our audit service plan for Halton District School Board (“the School Board”), for the year ending August 31, 2026. This document describes the key features of our plan including our audit scope and approach, our planned communications with you, and our team.

Our audit of Halton District School Board’s consolidated financial statements (the “Financial Statements”) for the year ending August 31, 2026 prepared in accordance with the Financial Administration Act supplemented by the Ontario Ministry of Education memorandum 2004:B2 and Ontario Regulation 395/11 of the Financial Administration Act (“Financial Reporting Framework”), will be conducted in accordance with Canadian generally accepted auditing standards.

Our commitment to you is straightforward: we will provide you with outstanding professional services delivered by an experienced and dedicated team of professionals. Our professionals will continue providing you with best practices and insights to face the increasingly complex array of issues and challenges encountered by the School Board.

We look forward to discussing our audit service plan with you and answering any questions you may have.

Yours truly,

Chartered Professional Accountants

Licensed Public Accountants

Executive Summary



Audit scope and terms of the engagement

We have been engaged to perform an audit of the School Board's consolidated Financial Statements, as at, and for the year ending, August 31, 2026 (the "Financial Statements") prepared in accordance with the Financial Administration Act supplemented by the Ontario Ministry of Education memorandum 2004:B2 and Ontario Regulation 395/11 of the Financial Administration Act ("Financial Reporting Framework"). Our audit will be conducted in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). In addition to the audit of the Financial Statements, we will also be performing agreed-upon procedures on the March 31, 2026 EFIS reporting to the Ministry of Education, as well as other funder audits, as requested from time to time.

The terms and conditions of our engagement are described in the Engagement Letter dated April 28, 2026 to be signed on behalf of the Committee and management.



Audit plan






Materiality

Materiality levels are based on professional judgement. We expect to use approximately 3% of total expenses as our materiality benchmark.

We will inform the Audit Committee (the "Committee") of all uncorrected misstatements greater than a clearly trivial amount of 5% of materiality and any misstatements that are, in our judgement, qualitatively material.

In accordance with Canadian GAAS, we will request that misstatements, if any, be corrected.

Audit risks

- 1. Revenue recognition 
- 2. Management override of controls 
- 3. School generated funds and school council funds 
- 4. Government transfers relating to capital contributions 
- 5. Employee future benefits 



Consistent with prior year



Audit Technology

We will be deploying new audit software in the current year to support our audit delivery:

- **Deloitte Omnia**
- **Omnia Data**
- **Gen.D**
- **Project Zero**

The audit will be more technology enabled and embedded, which is intended to drive better efficiencies and improved quality in our process. See **Audit Technology** slides for further details.



RISKS AND AUDIT EXECUTION



Risks and Audit Execution

Revenue recognition

RISK LEVEL: Significant

Risks:

Assurance standards include the presumption of a fraud risk involving improper revenue recognition.

As part of our audit planning, we pinpointed the presumed fraud risk in revenue recognition to specific revenue streams and associated assertions, as follows:

- Core education funding (occurrence, accuracy)
- Provincial grants – other (occurrence, accuracy)
- Education development charges (completeness, accuracy)

Our planned response:

- We will test the design and implementation of controls in these revenue streams and perform substantive analytic procedures and detailed testing in these areas
- With respect to grants revenue, obtain funding letters, as well as associated B and SB memos issued by the Ministry of Education, to understand the grant stipulations and assess management's recording of the associated revenue and deferred revenue. We will test a sample of underlying expenses where revenue recognition is dependent on the incurrence of eligible expenses using funding received. We will perform the same procedures for grants received from other parties.
- We will confirm grants from the Ministry of Education, as well as amounts from area municipalities, including EDCs and property taxes.
- We will test a sample of enrolment registers given that enrolment figures impact core education funding.

Risks and Audit Execution (cont'd)

Management Override of Controls

RISK LEVEL: Significant

Risk:

Assurance standards include the presumption of a significant risk of management override of controls.

Management is in a unique position to perpetrate fraud because of management's ability to directly or indirectly manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Our planned response:

- Engage in periodic fraud discussions with certain members of senior management, and others
- Consider the potential for bias in judgments and estimates, including performing retrospective analysis of significant accounting estimates
- Evaluate the business rationale for any significant unusual transactions
- Evaluate the School Board's fraud risk assessment and consider entity-level internal controls and internal controls over the closing and reporting process
- Test journal entries that exhibit characteristics of possible management override of controls, identified using manual techniques

With respect to journal entries, we will use our analytics tools to interrogate the general ledger to identify entries exhibiting certain characteristics of interest for further testing. These characteristics may include:

- Seldom used accounts
- Entries by users with few entries
- Post closing entries with short descriptions
- Entries containing recurring digits
- Entries posted by certain users (i.e. senior personnel)
- Large debit and credit entries to income around year-end
- Key words of audit significance

Innovation tool to be used:

- Omnia Data
- Project Zero

Risks and Audit Execution (cont'd)

School generated funds and school council funds

RISK LEVEL: Higher

Risk:

There is an increased risk of misstatement of School Generated Funds and School Council Funds due to the fact that transaction processing is decentralized and internal controls implemented at each school site and their operating effectiveness may vary.

Our planned response:

- We will select a sample of schools to audit and perform substantive tests of details to obtain assurance over assets, liabilities, revenues and expenses.
- We will perform testing on internal controls over the p-card process at the selected schools.
- We will also perform testing on the maintenance of enrolment registers and enrolment reporting at each selected school

Risks and Audit Execution (cont'd)

Government transfers relating to capital contributions

RISK LEVEL: Higher

Risk:

The accounting for government transfers relating to capital contributions is a distinct area which has been prescribed by the Ministry of Education, and can be complex given the significance of capital transactions and balances at the School Board. Ministry directives in this area differs from Canadian Public Sector Accounting Standards and thus requires additional scrutiny.

Our planned response:

- We will detail test transactions and balances impacted, including tangible capital assets and capital contributions received and recognized through annual amortization, and determine whether the School Board has accounted for these transactions in accordance with regulations and relevant policies.
- We will ensure adequate disclosure of the basis of accounting in the notes to the financial statements.

Risks and Audit Execution (cont'd)

Employee future benefits

RISK LEVEL: Lower

Risk:

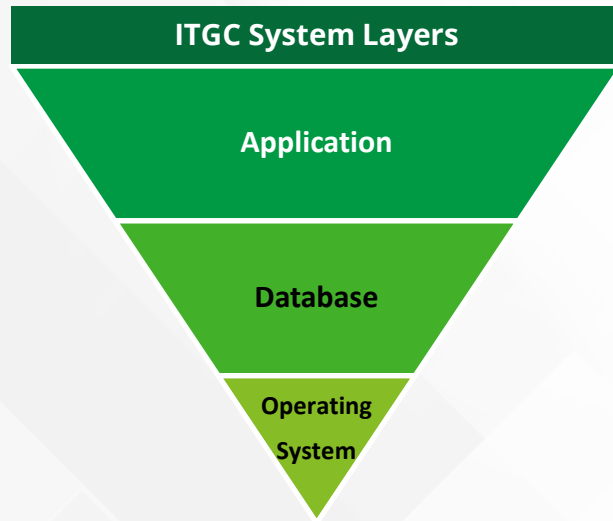
Employee future benefits liabilities and expenses are valued by the School Board's actuary based on certain significant judgments and assumptions.

Our planned response:

- We will communicate with the School Board's actuary, School Boards' Co-operative Inc., to ensure we understand the assumptions used by them in their preparation of the valuation.
- We will review the actuarial report, and verify inputs used through detail testing against personnel files, and review assumptions used against independent, industry sources.
- We will ensure proper disclosure in the financial statements.

Risks and Audit Execution (cont'd)

Internal Controls



Main systems relevant to our audit



IT controls related to Sparkrock will be subject to our **design & implementation (D&I)** IT control testing. Our IT Assurance specialists will be supporting our core audit team in the conduct of these procedures.

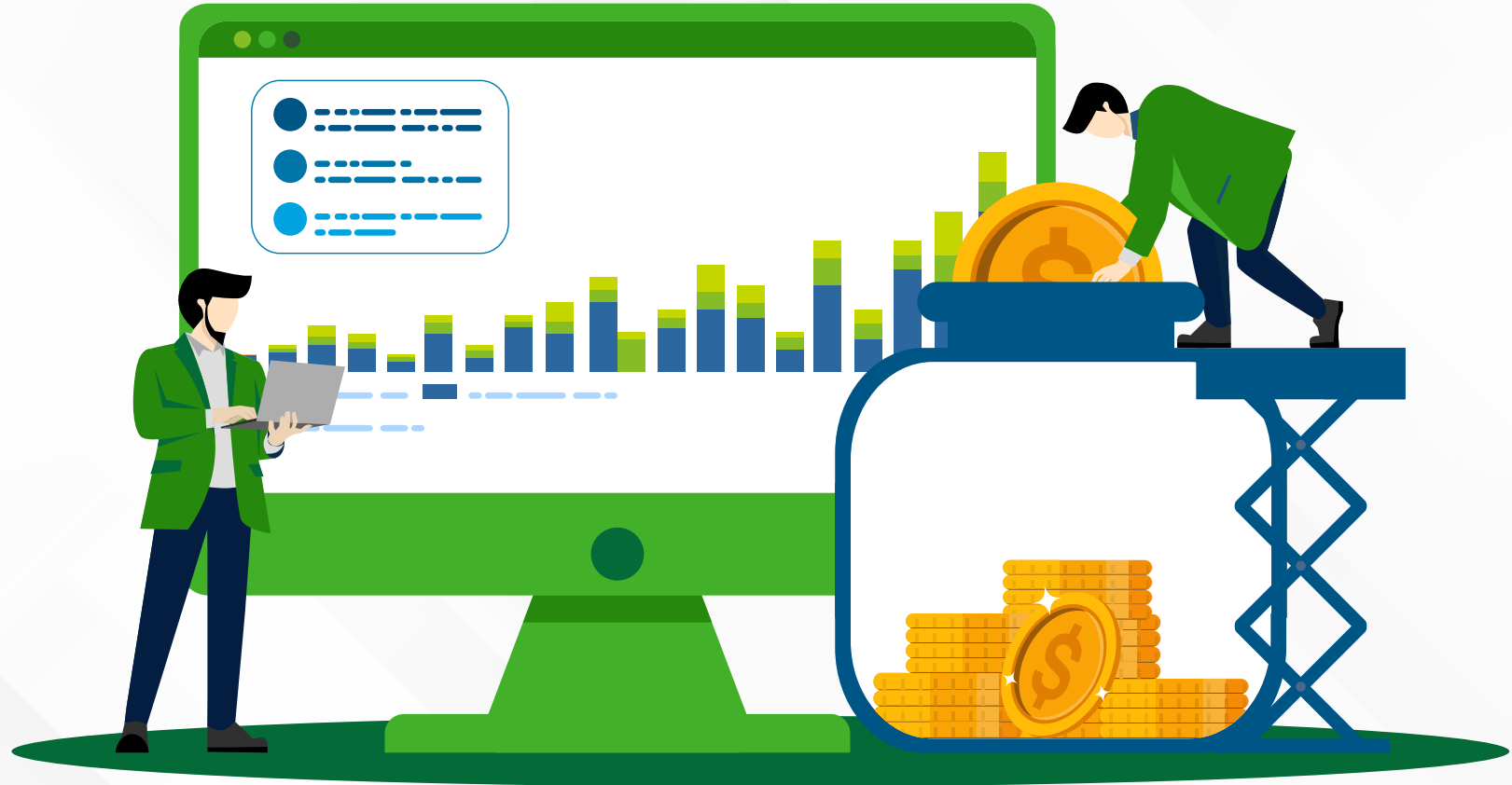
Cybersecurity Risk – Our audit response

With breaches continuing to dominate the headlines, cyber-security and cyber risk remain among the top areas of funders and other stakeholders, particularly with widespread remote working and increased online interactions. As part of our audit, we will perform the following procedures:

1. Obtain an understanding of the cybersecurity program including oversight by those charged with governance
2. Review management's evaluation of its cybersecurity program including reports issued by third parties engaged by management
3. Inquire with management if a breach occurred
4. If a breach occurred, assess the impact on our audit approach (if any)



MATTERS OF INTEREST



Matters of Interest

Fraud Risk

Matter of interest: Fraud risk

Deloitte's approach:

We will develop our audit strategy to address the assessed risks of material misstatement due to fraud. Determining this strategy will involve:

1. Enquiry of those involved in the financial reporting process about inappropriate or unusual activity.
2. Testing a sample of journal entries throughout the fiscal year as well as adjustments made at the end of the fiscal year.
3. Identifying and obtaining an understanding of the business rationale for significant or unusual transactions that are outside the School board's normal course of business.
4. Evaluating whether the School board's accounting policies may be indicative of fraudulent financial reporting resulting from management's effort to manage financial results.
5. Evaluating whether the judgements and decisions related to management estimates indicate possible bias.
6. Incorporating an element of unpredictability in selecting our audit procedures.

We will also ask the Committee for their views about the risk of fraud, whether they know of an actual or suspected fraud affecting the School board and their role in the oversight of management's anti-fraud programs.

Matters of Interest

Using the work of specialists

Matter of interest: Using the work of specialists

Deloitte's approach:

We intend to rely on the work of the following specialists, engaged by the School board, during the audit:

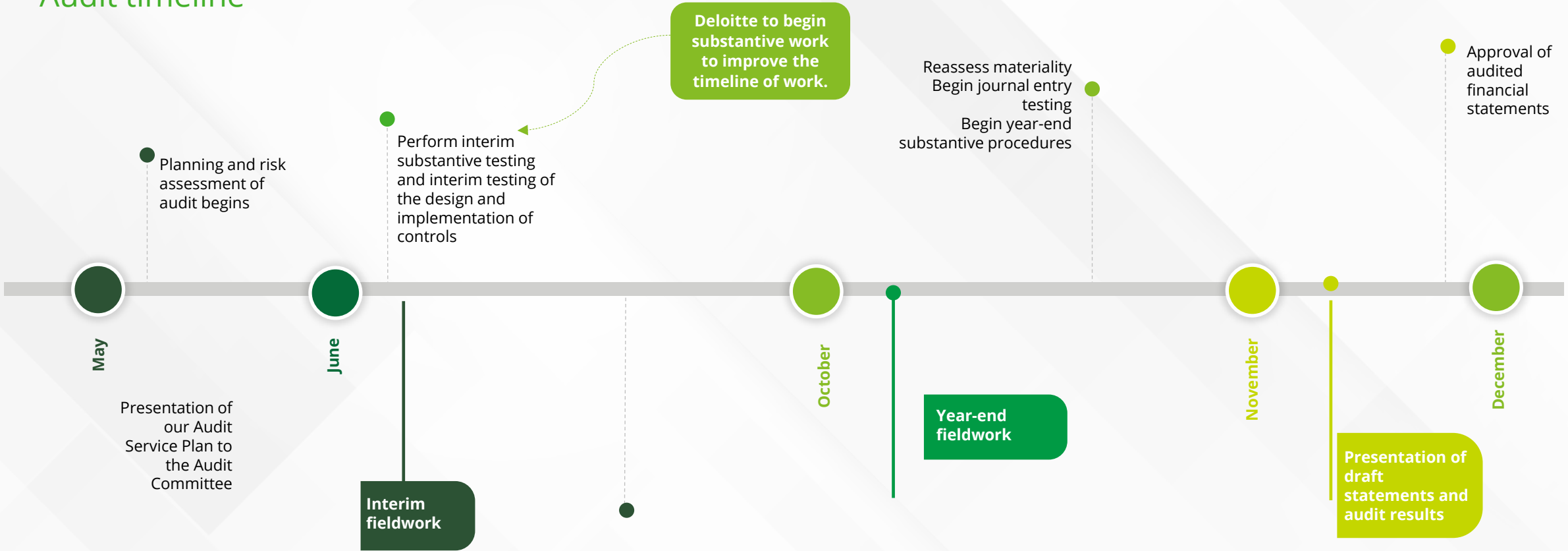
- 1. School board's actuary** - We intend to use the work of the School board's actuary in their determination of the School board's post-employment benefits. We will review and test data and key assumptions used in the actuarial valuation and related extrapolations, ensure the disclosure in the Financial Statements complies with PSAS requirements and that the actuary is in good standing with the Canadian Institute of Actuaries.



TIMELINE



Audit timeline





APPENDICES



Appendix 1 – Required communications with Those Charged with Governance

Canadian GAAS standards require that we communicate to the Committee on the following matters:

Required communication	Reference/Comments
1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements	<i>CAS¹ 260.14</i>
2. An overview of the overall audit strategy, addressing: <ul style="list-style-type: none"> a. Timing of the audit b. Significant risks, including fraud risks c. Nature and extent of specialized skill or knowledge need to perform the planned audit procedures related to significant risk 	<i>CAS 260.15</i>
3. Significant transactions outside of the normal course of business, including related party transactions	<i>CAS 260 App. 2, CAS 550.27</i>
4. How those charged with governance exercise oversight over management's process for identifying and responding to the risk of fraud and the internal control that management has established to mitigate these risks	<i>CAS 240.21</i>
5. Any known suspected or alleged fraud affecting the School board	<i>CAS 240.22</i>
6. Whether the School board is in compliance with laws and regulations	<i>CAS 250.15</i>
7. Modification to our audit plan and strategy	<i>CAS 260.A26</i>
8. Fraud or possible fraud identified through the audit process	<i>CAS 240.40-42</i>
9. Significant accounting policies, practices, unusual transactions, and our related conclusions	<i>CAS 260.16 a.</i>
10. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period	<i>CAS 260.16 a.</i>
11. Matters related to going concern	<i>CAS 570.25</i>
12. Management judgments and accounting estimates	<i>CAS 260.16 a.</i>

1 CAS: Canadian Auditing Standards – CAS are issued by the Auditing and Assurance Standards Board of CPA Canada

Appendix 1 – Required communications with Those Charged with Governance (cont'd)

Required communication	Reference/Comments
13. Significant difficulties, if any, encountered during the audit	<i>CAS 260.16 b.</i>
14. Material written communications between management and us, including	<i>CAS 260.16 c.</i>
15. Circumstances that affect the form and the content of the auditor's report	<i>CAS 260.16d.</i>
16. Modifications to our opinion	<i>CAS 260.A21</i>
17. Our views of significant accounting or auditing matters for which management consulted with other accountants and about which we have concerns	<i>CAS 260.A22</i>
18. Significant matters discussed with management	<i>CAS 260.A.22</i>
19. Matters involving non-compliance with laws and regulations that come to our attention, unless prohibited by law or regulation, including illegal or possibly illegal acts that come to our attention	<i>CAS 250.23</i>
20. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements	<i>CAS 265</i>
21. Uncorrected misstatements and disclosure items	<i>CAS 450.12-13</i>
22. Any significant matters arising during the audit in connection with the School board's related parties	<i>CAS 550.27</i>

Appendix 2 - Thought Leadership

Deloitte.

March 2024



Effectiveness
Committee Brief



Audit Committee Brief, a periodic publication that provides Audit Committee members with recommendations, overviews of corporate governance resources, regulatory and legislative environment outlooks and technical updates

Deloitte.

January 2024



Center for Board Effectiveness

On the board's agenda | US
Living in "interesting" times:
The 2024 board agenda



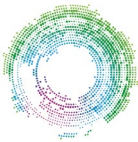
Living in "interesting" times: The 2024 board agenda

Over the course of the next year, board members could find themselves living in interesting times.

Deloitte.

SOCIETY

March 2024



Board Practices Quarterly
Evolving lines of responsibility between the board and management



Evolving lines of responsibility between the board and management - Board Practices Quarterly, quarterly series of reports, done in collaboration with the Society for Corporate Governance, providing pulse survey benchmarks on relevant topics for boards.



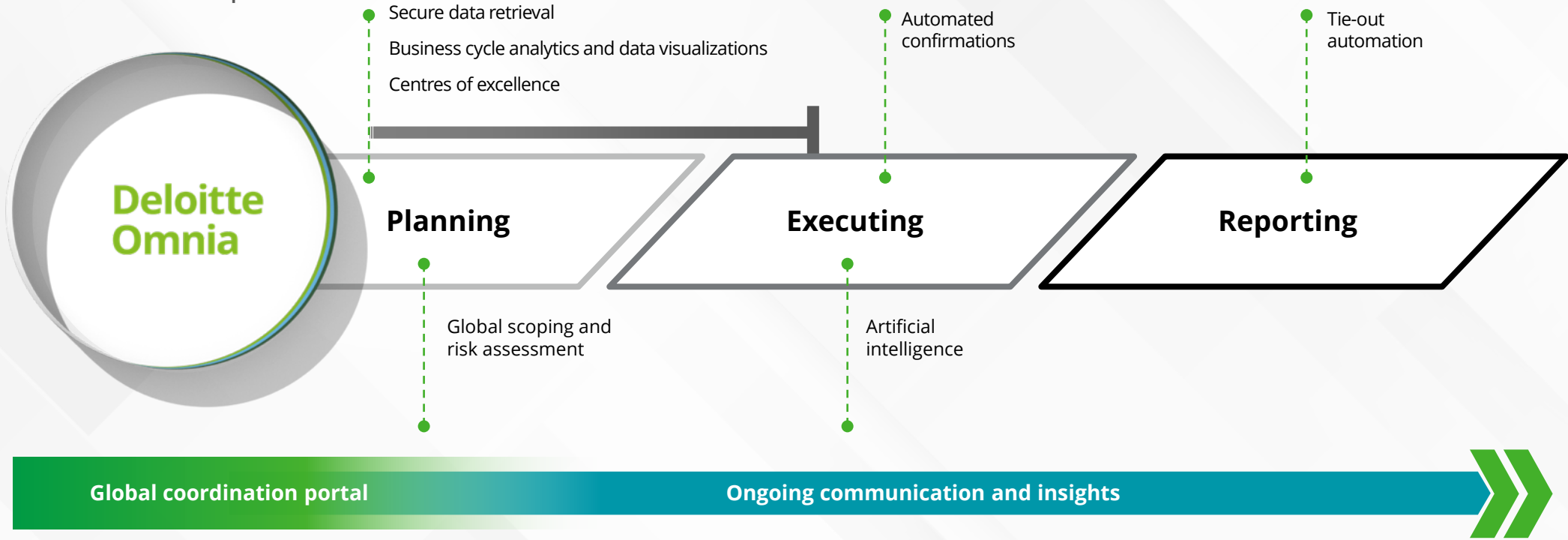
Deloitte center for Board Effectiveness: It helps directors fulfill their oversight responsibility to the organization they serve throughout their board service, through a portfolio of high-quality, innovative experiences.

Audit Technology



Deloitte Omnia

With Deloitte, you'll experience a digital audit that's less time-consuming, more transparent and insightful, but also of the highest quality. Deloitte Omnia, our award-winning digital audit platform, is embedded in every aspect of our audit process. It integrates cognitive technologies, automated workflows, and advanced data analytics for a more streamlined, less disruptive audit.



BENEFITS TO CLIENT



Less disruption
and burden on management



More visibility
and fewer unwelcome surprises

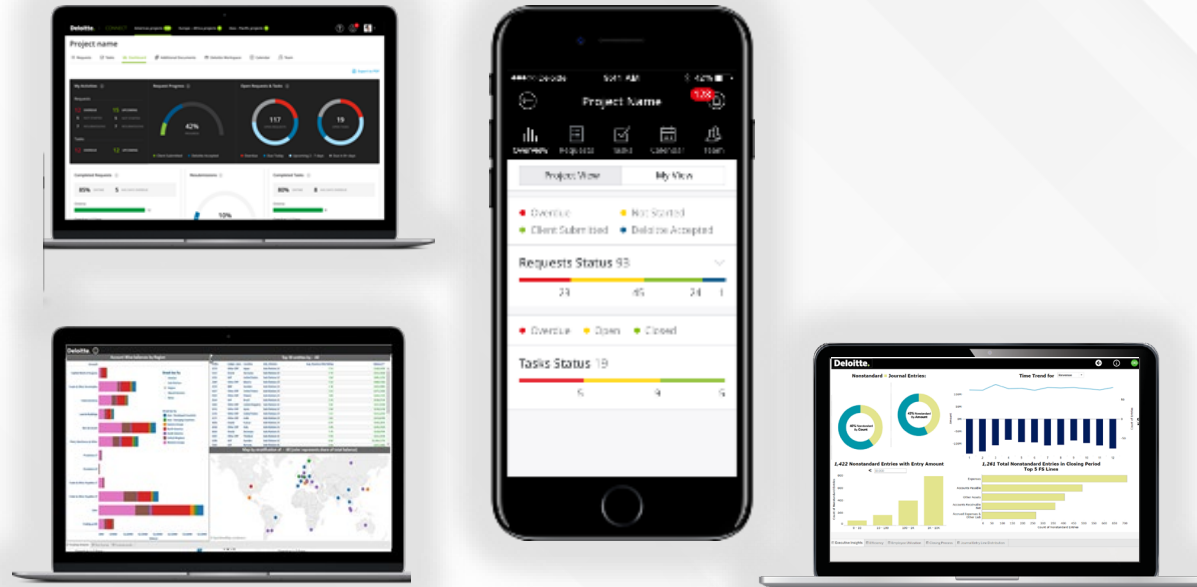


Deeper insights
obtained from your data

Omnia Data

What is it?

State-of-the-art analytics tools to provide more meaningful insights.



Why use it?

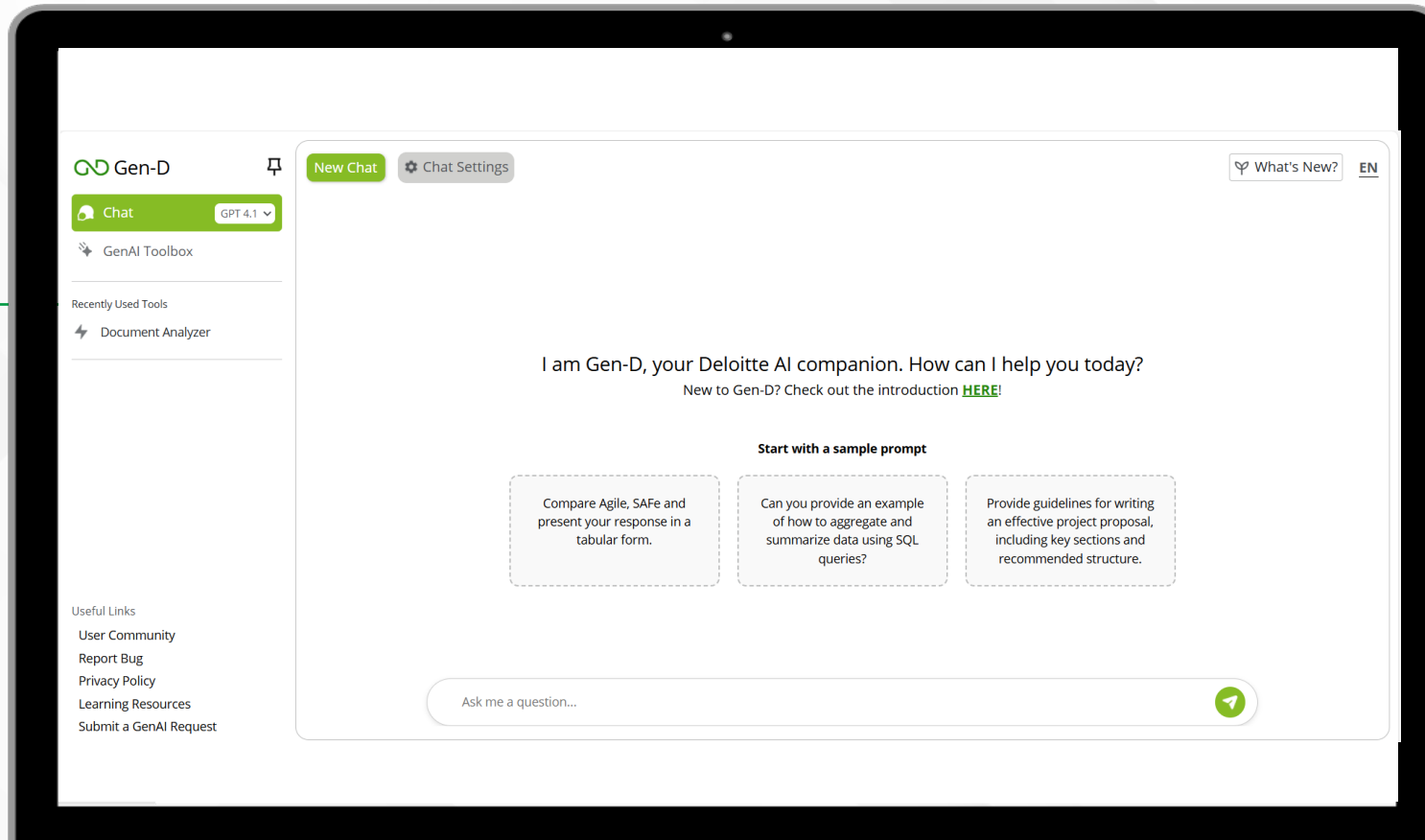
Benefits to engagement:

- Gather data and test journal entries, identify risks and anomalies more quickly, and generate meaningful insights through data visualization.
- Supports engagement teams with testing the general ledger and selecting samples for journal entry testing.
- Mines journal entry data to test 100 percent of select populations in a matter of minutes, identifies risks and anomalies more quickly, and generates meaningful insights through data visualization.

Gen.D

What is it?

Our ChatGPT-style GenAI solution for document analysis and AI Assistant tasks.

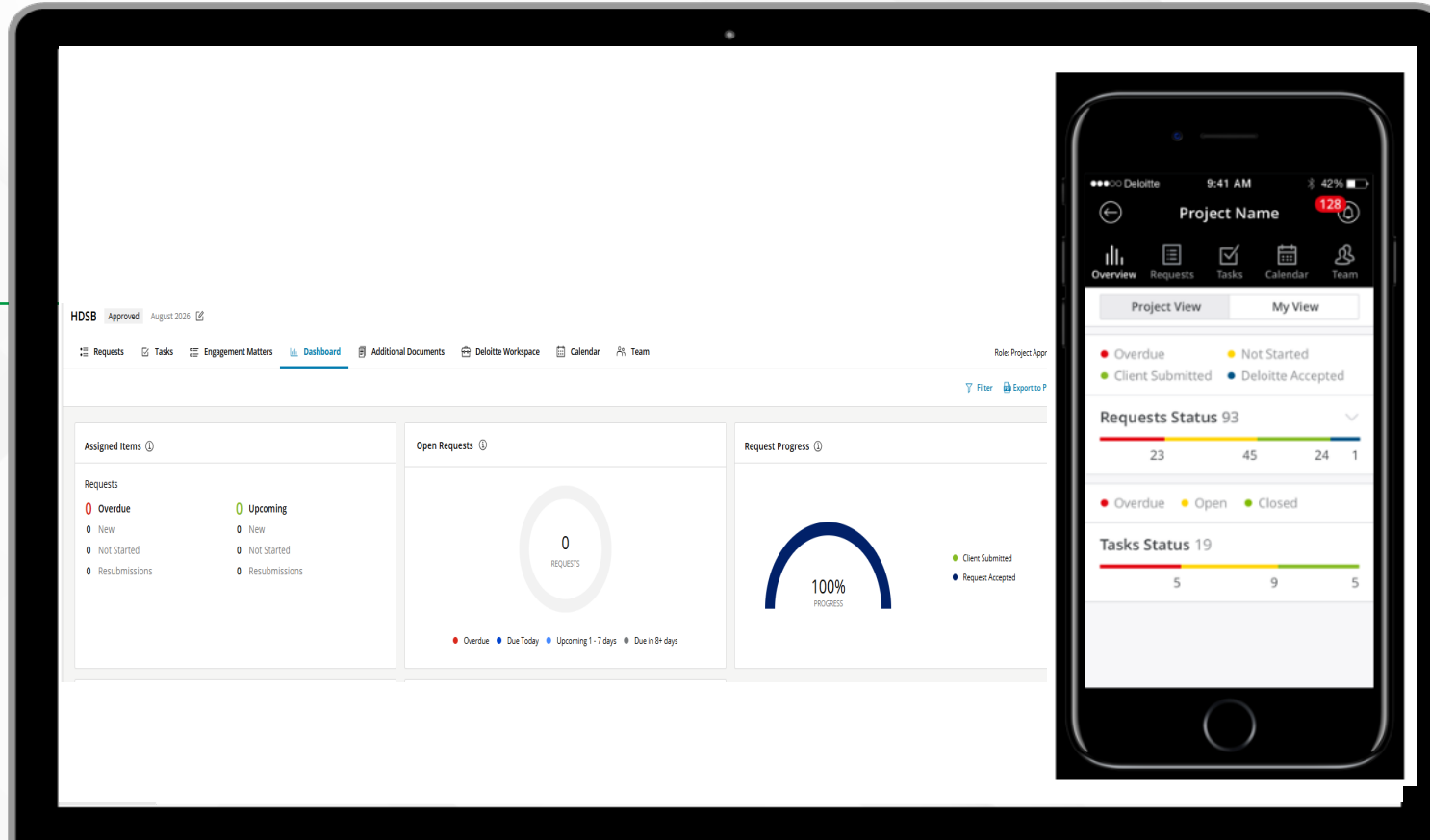
**Why use it?****Benefits to engagement:**

- Supports engagement teams with enhancing our work and to solve client issues.

Deloitte Connect

What is it?

Secure online collaboration site that facilitates a two-way dialogue between the Deloitte and client team to effectively manage engagement coordination. The tool also allows on-the-go access to engagement project status using a mobile device.



Why use it?

Benefits to client:

- Summarized view of all requirements of the audit in one centralized location
- Automated notification of upcoming deadlines as well as real-time status updates using web or mobile applications allowing for 'updates on-the-go'.

Benefits to engagement:

- One central repository to manage all requests to provide instant status updates and tracking
- Improved understanding to timeliness of delivery of requested items from clients for potential billing opportunities

Project Zero

What is it?

A script-based analytic that identifies reversing entries within accounts and removes them from the General Ledger population, leaving entries that impact the ending account balance to enable efficient detail testing.

Workflow Results > Project Zero Workflow v1.0

Project Zero Workflow v1.0

Optional Job Name

Questions

Questions

Browse for Journal Entries of the selected accounts from Current Period

Browse for Journal Entries of the selected accounts from Prior Period

Browse for Project Zero Template D 22852 Workbook and select the sheet 'Data Integrity Checks'

Why use it?

Benefits to client:

- Saves effort and time pulling sample detail that is not needed

Benefits to engagement:

- Supports engagement teams with cleansing the General Ledger population to prevent selecting items for sampling that are reversed out of the population
- Allows for further analysis on the true population and movements of the account
- Matches up reversing entries to those posted in prior periods which may be of interest due to management override of controls

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Halton District School Board



**INTERNAL
AUDIT TEAM**
West of Central Region

Date: May 5, 2026
FOR ACTION

TO: The Chair and Members of the Audit Committee

FROM: Andrea Eltherington, Regional Internal Audit Manager

RE: **2026-2027 Internal Audit Plan**

Recommendation

- 1. Be it resolved that the Audit Committee recommends that the 2026/2027 Regional Internal Audit Plan which includes a review of the Indigenous Rights, Education and Calls to Action plus follow-up of any remaining action plans be approved by the Board of Trustees.***

Background

In 2021, management undertook a Strategic Enterprise Risk Management (SERM) process which aligns risk management to strategic priorities and the corporate culture of the organization to facilitate risk-based decision making. The Corporate Risk Profile (CRP) developed in early 2021 has been updated twice a year, with the most recent revision in January 2026. The Regional Internal Audit Manager reviewed the revised CRP with the Superintendent of Business Services and in coordination with the Director of Education, to identify the top risks. The major risks faced by HDSB are around equity and inclusion, student achievement post pandemic and network security, followed closely by student and staff mental health and well being. These major risks were reviewed by RIAT between 2021-2024. Business Continuity was added a new risk in 2025 and was reviewed in 2025-2026. The next highest risk that has not been previously assessed is **Indigenous Rights, Education and Calls to Action**.

2. Indigenous Rights, Education and Calls to Action

HDSB has identified the risk that they “may not be able to meet the Truth and Reconciliation Calls to Action, increase Indigenous students’ confidence in public education and improve their learning outcomes”. This audit will assess whether HDSB has adequate governance, accountability, resourcing, and performance management processes in place to support Indigenous Rights and Education commitments, including progress toward the education-related Truth and Reconciliation Calls to Action and improved Indigenous student experiences and outcomes.

This audit will address financial, operational and reputational risks.

2. Audit Follow up Reviews

Audit follow-up testing continues throughout the period as evidence is provided that management action plans have been implemented.

- i. Privacy**
- ii. Procurement**
- iii. Student Mental Health**
- iv. Penetration Testing**
- v. Staff Mental Health**
- vi. Equity and Inclusion**
- vii. Student Achievement Post Pandemic**

Respectfully submitted,

Andrea Eltherington, Regional Internal Audit Manager



Halton District School Board



**INTERNAL
AUDIT TEAM**
West of Central Region

Date: May 5, 2026
FOR INFORMATION

TO: The Chair and Members of the Audit Committee
FROM: Andrea Eltherington, Regional Internal Audit Manager
RE: **Regional Internal Audit Status Report**

Background

This report will serve to update the Audit Committee of the Regional Internal Audit Team's work since February 24, 2026.

A. 2026-2027 Audit Plan Proposal

Attached for your consideration is the proposed 2026-2027 regional internal audit plan for your approval and recommendation to the Board of Trustees.

Respectfully submitted,

Andrea Eltherington, Regional Internal Audit Manager



Halton District School Board

2025/2026 FISCAL YEAR

Budget Development	December 3, 2024	Report 24160
Committee of the Whole Budget Planning Presentation and Trustee Input	February 18, 2025	COTW Budget Development Planning Presentation
Budget Survey Feedback Board Report	March 4, 2025	Report 25027
Committee of the Whole Budget Presentations	April 22, 2025	Cancelled
Release of the Core Education Funding Board Report	June 3, 2025	Report 25070
Committee of the Whole Budget Presentation	June 11, 2025	Committee of the Whole Budget Presentation
Draft Budget Report	June 17, 2025	Report 25076
Budget Approval	June 23, 2025	Report 25084
Revised Estimates	January 6, 2026	Report 25151
Quarterly Financial Report for the period ending November 2025	January 6, 2026	Report 25149
Quarterly Financial Report for the period ending February 2026	April 7, 2026	Report 26020

Quarterly Financial Report for the period ending May 2026	June 2026	
Financial Statements – Audit Committee	November 2026	
Financial Statements – Board Presentation and Board Approval	November 2026	

2026/2027 FISCAL YEAR

Budget Development	October 8, 2025	Report 25103
Committee of the Whole Budget Planning Presentation and Trustee Input	November 18, 2025	COTW Budget Development Planning Presentation
Budget Survey Feedback Board Report	March 3, 2026	Report 26013 Appendix A - Detailed Summary of Survey Findings
Committee of the Whole Budget Presentations	February 24, 2026	COTW Budget Development Presentation
Release of the Core Education Funding Board Report	May 5, 2026 (Estimated)	
Committee of the Whole Budget Presentation	May 25, 2026	
Draft Budget Report	June 2, 2026	
Budget Approval	June 16, 2026	
Revised Estimates	January 2027	
Quarterly Financial Report for the period ending November 2026	January 2027	
Quarterly Financial Report for the period ending February 2027	April 2027	

Quarterly Financial Report for the period ending May 2027	June 2027	
Financial Statements – Audit Committee	November 2027	
Financial Statements – Board Presentation and Board Approval	November 2027	