

Report 1: April 2013

FOLLOW-UP REPORT: UPDATES ON THE IMPLEMENTATION OF RECOMMENDATIONS FROM RECENT REPORTS

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AT-A-GLANCE SUMMARY

In this report:

20

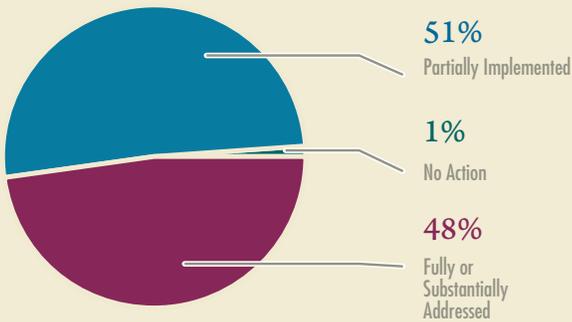
self-assessments completed by organizations in the government reporting entity

92

recommendations followed-up on:

- 44 fully or substantially implemented
- 47 partially implemented
- 1 with no action taken

Self-Reported Status: October 2012



Since October 2008¹

107

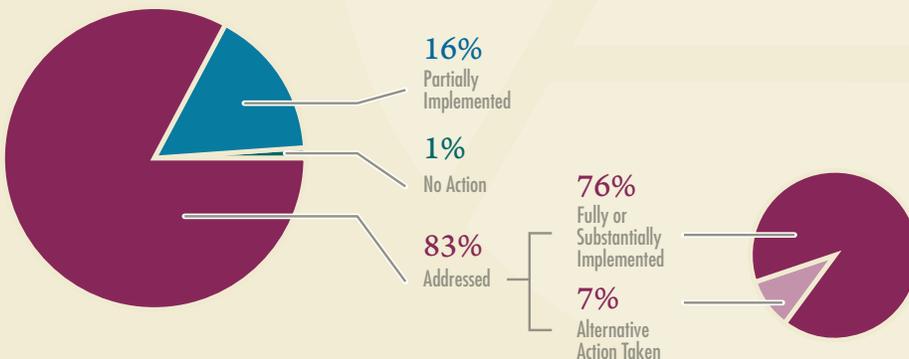
self-assessments completed by organizations in the government reporting entity.

630

recommendations followed-up on:

- 520 addressed through implementation or alternative action
- 103 partially addressed
- 7 with no action taken

Self-Reported Status: October 2008-present



¹ Start of the Office's regular self-assessed follow-ups with audited organizations



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The Honourable Bill Barisoff
Speaker of the Legislative Assembly
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Honourable Speaker:

As mandated under Section 11 of the Auditor General Act, I have the honour to transmit to the Speaker of the Legislative Assembly of British Columbia my 2013/2014 Report 1: *Follow-up Report: Updates on the implementation of recommendations from recent reports.*

This report includes 20 self-assessments from audited entities. It also includes a cumulative update on the implementation of all recommendations covered by this follow-up process since my Office began publishing audited organization's self-assessments in October 2008. As well, it has always been my intention to review these self-assessments more closely, and this report contains the results of the first two such reviews.

John Doyle, MAcc, CA
Auditor General

Victoria, British Columbia
April 2013

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APPENDIX A: CUMULATIVE RESULTS OF SELF-ASSESSMENTS, OCTOBER 2008-APRIL 2013

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APPENDIX B: PLANNED FOLLOW-UP SCHEDULE

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AN IMPORTANT PART of the Auditor General's role is to contribute to effective and efficient government. For this reason, audit reports often contain recommendations to address the gaps found between current practice and good practice.

However, it is not enough to simply make recommendations and hope they will be implemented. That is why, every six months, I follow-up with a selection of audited agencies on behalf of the Public Accounts Committee. The follow-up process helps ensure that British Columbians get full value for the work of my Office.

This is the tenth and final follow-up report I will be issuing as Auditor General of British Columbia. In that time, my Office has requested self-assessed progress on 630 recommendations, and received 107 such self-assessments. The cumulative self-assessed implementation rates (see Appendix A) are, on the whole, an encouraging sign of a commitment to continuous improvement in B.C.'s public sector. (However, as findings (and the recommendations arising from these findings) are regularly shared with organizations during an audit, they can begin to take action even before the report is released, and there should be substantive progress by the time they are contacted for an initial self-assessment.)

As explained in all of these follow-up reports, the self-assessments are published unedited, so that readers may judge the self-reported actions themselves. However, it has always been my intention to review these self-assessments more closely, and this report contains the results of the first two of such reviews. Overall, these reviews found there to be supporting evidence for the ministries' description of their actions, with some disagreement around the status of implementation.

This review process, as well as the self-assessment process, has also been an opportunity for my Office to identify areas for improvement. Follow-ups on previous recommendations allow my staff to continually gain insight into crafting effective and appropriate recommendations to address the issues that may arise in an audit.

I would like to thank the many participating agencies for providing updates when requested, and for their work in implementing these recommendations.

As always, I invite Members of the Legislative Assembly — particularly members of the Public Accounts Committee — and other readers to provide feedback about which general areas or specific responses warrant further work.



John Doyle, MAcc, CA
April 2013



JOHN DOYLE, MAcc, CA
Auditor General

Report	Release	Number of Recommendations	Status of Recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Substantial Action Taken
Initial Follow-ups						
<i>Effectiveness of BC Community Corrections</i>	Dec 2011	8	2		6	
<i>Audits of Two P3 Projects in the Sea-to-Sky Corridor</i>	Jul 2012					
Sea-to-Sky Highway Improvement Project		5	2		3	
Britannia Mine Water Treatment Plant Project		3	1		2	
<i>Managing for Results: Post-Secondary Accountability Framework Audit</i>	Dec 2011	5	4		1	
<i>Crown Agency Board Governance</i>	May 2012					
BC Transit		6	2		4	
University of Northern British Columbia		7	3		4	
Camosun College		6	5		1	
Vancouver Coastal Health Authority		6	5		1	
<i>Development Initiative Trusts: An Audit of Legislative Compliance and Public Accountability Practices in the Three Statutory Trusts</i>	Apr 2012					
Northern Development Initiative Trust		3	3			
Southern Interior Development Trust		3	3			
Island Coastal Economic Trust		3	3			
<i>An Audit of the Ministry of Forests, Lands and Natural Resource Operations' Management of Timber</i>	Feb 2012	6	1		5	
Subsequent Follow-ups		Outstanding Recommendations				
<i>Organizational Costing of Fee-Based Goods and Services</i>	Dec 2011	6	5		1	
<i>The Status of Enterprise Risk Management in the Government Ministries of British Columbia</i>	Jun 2011	7			6	1
<i>British Columbia Coroners Service</i>	Jul 2011	5	2		3	
<i>Groundwater</i>	Dec 2010	6			6	
<i>School District 35 - Langley</i>	Dec 2010	7	3		4	
April 2013 Follow-up Total Recommendations		92	44	0	47	1
Percent of Total Recommendations			47.8%	0.0%	51.1%	1.1%

Effectiveness of BC Community Corrections

As at February 8th, 2013

Released: [7 December 2011](#)

Discussed by the Public Accounts Committee: [24 April 2012](#)

Self-assessment conducted by Community Corrections Division, BC Corrections Branch, Ministry of Justice

Comments

“BC Community Corrections is pleased to provide this update on our progress to implement the recommendations outlined by the Office of the Auditor General (OAG) in its 2011 report “Effectiveness of BC Community Corrections.”

BC Corrections is recognized nationally and internationally as a leader in evidence-based program delivery, offender supervision and risk analysis. We are committed to enhancing public safety by assessing and responding to the risks and needs of a diverse population of adult offenders. We are also committed to ongoing continuous improvement by using performance measures to evaluate the effectiveness of particular approaches and to measure the overall impact of interventions.

In keeping with our commitment to continuous improvement, BC Community Corrections has placed a priority on addressing the issues identified by the Auditor General and has initiated the implementation of the eight recommendations. To date, we have fully or substantially implemented two of the recommendations and partially implemented the remaining six. It is our goal to fully or substantially implement all eight recommendations during 2013.”

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS

SELF-ASSESSED STATUS

We recommend that the Community Corrections and Corporate Programs division:

Recommendation 1: publicly report its performance in reducing the overall rate of re-offending with a discussion of the role the CCCP plays, as well as the impact a performance measure that can change over time has on confirming program effectiveness.

Fully or substantially implemented

Actions taken, results and/or actions planned:

“The Corrections Branch has historically included branch level recidivism statistics in the Ministry’s Service Plan. We have refined this reporting so that the “Ministry of Justice 2012/2013-2013/2014 Service Plan” contains distinct re-offending rates for the Community Corrections Division. Re-offending rates will be reported in this manner on a scheduled yearly basis. Additionally, a plan is in place to provide access to re-offending rates by publishing a link to the Ministry of Justice Service Plan on the Corrections Branch outward facing website.”

<p>Recommendation 2: extend its evaluation framework to understand the effectiveness of contracted service providers and community programs in reducing re-offending.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The Division is developing measurable key performance indicators to be included in all divisional contracts. Those key performance indicators, in conjunction with the Ministry templates and Ministry/Government policy, will be used to evaluate contract performance.

The B.C. Corrections Performance, Research, and Evaluation Unit conducts research to determine program effectiveness for internally supported and externally contracted programs. We will continue to evaluate the effectiveness of these services on an as needed or cyclical basis, as determined by the program’s evaluation framework.”

<p>Recommendation 3: complete a comprehensive impact assessment to determine if there are any gaps between its staff capacity and caseload level currently and in the future.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The Division is finalizing the development of an assessment tool to examine staff capacity and caseload level that will inform high level strategic planning purposes, such as treasury board submissions and Capital Asset Management Planning.”

<p>Recommendation 4: confirm the courses required to supervise each case type and then update its policies to ensure probation officers complete the appropriate training before supervising offenders.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The Division began a thorough review of its training program prior to the commencement of this audit. A key aspect of this review is to clarify guidelines that require a probation officer to complete specific training courses prior to being assigned corresponding supervision responsibilities. These guidelines will be clearly defined and communicated to staff. The Division is also developing tools to assist the Local Manager in tracking staff training.

The Division is presently developing a framework to provide more structure around Quality Management and Quality Assurance within the office. Enforcing policies around training and ensuring that Local Managers are effectively applying the available tools is included in this framework.”

<p>Recommendation 5: strengthen its quality assurance model to ensure it is consistently applied and provides accurate and complete information on the quality of probation officers’ work.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The Division is strengthening its quality assurance model by incorporating it as an aspect of a larger quality management framework. A structure is being developed for a yearly Quality Management Plan that will be implemented as a method to ensure policy requirements are being met and that the quantity and quality of work is in keeping with existing policy.”

<p>Recommendation 6: ensure that probation officers thoroughly document their rationale for risk/needs assessment ratings and how offenders’ risks and needs will be effectively addressed.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned:

“The Division has developed a new Case Management Form that requires probation officers to clearly document the factors that impact the risk/needs assessment ratings. This new Case Management Form, which is currently completing its final round of field consultation, requires probation officers to indicate the planned intervention(s) and the timeframe(s) in which they will be addressed.

Effective application of this new Case Management Form will be monitored through the enhanced Quality Assurance mentioned in recommendation #5.”

<p>Recommendation 7: ensure offenders receive and complete the interventions required in their case management plans.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The new Case Management Form outlined in recommendation #6 will provide probation officers further structure in the area of applying interventions. The introduction of this new form coupled with enhancements to policy will support probation officers to properly identify, prioritize and target criminogenic needs through the application of appropriate interventions.”

<p>Recommendation 8: ensures that enforcement guidelines are consistently applied, and that all breaches are documented in compliance with policy.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“As indicated in Recommendation #5, the Division is strengthening its quality assurance model through the introduction of a quality management framework. Ensuring that enforcement guidelines are being consistently applied and that breaches are documented in compliance with policy will be addressed through this enhanced quality assurance process.”

Managing for Results: Post-Secondary Accountability Framework Audit

As at February 4, 2013

Released: [2 December 2011](#)

Self-assessment conducted by the Ministry of Advanced Education, Innovation and Technology

Comments:

“Working on collaboration with an effective working committee of representatives from the public post-secondary system, the Accountability Framework has been a key component involved in defining the accountability reporting to government of the 25 public post-secondary institutions.

Since the report “Managing for Results: Post-Secondary Accountability Framework Audit”, government and each institution have signed a Government Letter of Expectations (GLE), reflecting agreement on respective roles and responsibilities, including high level strategic priorities and public policy issues. A paragraph about the Accountability Framework and the requirement for an annual Institutional Accountability Plan and Report was a component of each 2012/13 GLE.”

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: The Ministry of Advanced Education provide a clear line of sight and linkage of its strategic communications to institutions, including the accountability framework, to clearly communicate performance expectations for results to be achieved.</p>	<p>Fully or substantially implemented</p>

Actions taken, results and/or actions planned:

“The process for linking the accountability framework to other strategic communications was strengthened and made very clear in the development of the Government Letters of Expectations (GLE) for 2012/13.

Of the nine performance measures in the Ministry Service Plan for 2012/13, seven of the measures are drawn from Accountability Framework results, reflecting the centrality of the framework in this key Ministry document and directly addressing an issue identified by the OAG in its December 2011 report.”

<p>Recommendation 2: The Ministry of Advanced Education strengthen its current performance management processes and require that contingency plans be put into place for institutions where performance expectations are not being met. These plans should provide institutions with targets and time lines for addressing performance issues.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned:

“Institutions are required to address any missed targets in their Institutional Accountability Plans and Reports. During 2012, draft Accountability Plans and Reports were required of all institutions, and the Ministry executive contacted institutions to discuss the draft reports, stressing the need to address any missed targets.

The 2012/13 Government Letters of Expectations signed between the Ministry and each institution includes wording that the Institutional Accountability Plan and Report will demonstrate linkages with government’s goals, strategies and performance measures. Further expectations with regard to missed targets are identified in this letter.

The Ministry’s Fiscal Management Plan provides a framework for managing institutions’ fiscal performance. Institutions at risk of not meeting financial accountabilities are required to provide detailed supporting information, including key drivers of the financial risk, options for resolution and timelines. Four institutions have been through this process since December 2011, and all have had positive outcomes with low- to no-impacts to students.”

<p>Recommendation 3: The Ministry of Advanced Education review its targets for institutions on a regular basis to ensure they are both challenging and achievable. Targets where institutions are consistently falling short, or have consistently exceeded them, should be reviewed as a matter of priority.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned:

“The Performance Measures Working Group has resumed regular meetings with a comprehensive annual work plan that includes a scheduled review of targets on an ongoing basis. The credentials target (a measure of efficiency) and the loan repayment as a percent of income target (a measure of access) have both been reviewed and changed.

Additional improvements during 2012/13 include refinement of the participation rate measure, development of a system level retention measure, the inclusion of apprenticeship student outcomes data in the assessment of skills development, and improvement to the currency of research funding.

The Ministry routinely reviews individual institution targets and follows up with institutions who routinely exceed or under-deliver on targets. For example, the Ministry has initiated ongoing discussions with two institutions that have not met their Student FTE targets in the area of Developmental programming.”

Recommendation 4: The Ministry of Advanced Education find another mechanism to link funding to meeting performance targets, so that there are consequences if performance targets are not met. Partially implemented

Actions taken, results and/or actions planned:

“A review of alternate post-secondary funding mechanisms around the world has been completed and results are being reviewed. Some funding has been redistributed among institutions. The 2012/13 Budget letters signalled the redistribution of targeted funding to ensure that this funding allocation is being effectively used.

The Ministry’s Fiscal Management Plan outlines a process to monitor and manage institutions’ spending of provincial funding to ensure the net impact is an improvement to the Fiscal Plan and impacts to students are minimized.

Our efforts to ensure that data are in place to support this initiative have recently been recognized by the OECD in their OECD Economic Surveys: Canada, 2012, where they say:

“the use of performance-based funding in Canada should be expanded only if an improved set of indicators can be developed. Part of the challenge relates to poor data availability and more broadly a lack of system-wide data linking student outcomes to indicators of institutional quality that are comparable across provinces or even institutions, although some provinces such as British Columbia appear to have made encouraging advances in this dimension” OECD (2012), OECD Economic Surveys: Canada 2012, OECD Publishing. http://dx.doi.org/10.1787/eco_surveys-can-2012-en.”

Recommendation 5: The Ministry of Advanced Education provide clear and comprehensive performance reporting in relation to the post-secondary accountability framework. Fully or substantially implemented

Actions taken, results and/or actions planned:

“Institutional Funding and Accountability is a ‘first page category’ on the Ministry Internet site. A summary of performance reporting for 2010/11 was posted in the form of a newsletter on the Ministry website (<http://www.aved.gov.bc.ca/framework/docs/Accountability-Framework-Newsletter.pdf>). At the time of writing, the 2011/12 summary report is undergoing Executive approval.

This Performance Highlights newsletter is expected to be released annually with the conclusion of each Accountability Framework cycle.

Some data from the Accountability Framework has also been released to Open Data BC: High School to Post-Secondary Student Transition Rates, Student FTEs, Credentials Awarded, Student Satisfaction and Former Student Unemployment Rates.”

Audits of Two P3 Projects in the Sea-to-Sky Corridor Sea-to-Sky Highway Improvement Project

As at March 31, 2013

Released: [10 July 2012](#)

Self-assessment conducted by Ministry of Transportation (Lower Mainland District)

Comments:

“The administration of the Sea-to-Sky Concession Agreement is an ongoing and evolving process. The ministry is continually engaging with all parties to ensure the Province receives the maximum benefits from this agreement. After receiving the Auditor General’s report we went to work to implement its recommendations. Administrative deficiencies, such as missing documentation, are being rectified. The ministry has engaged with the Attorney General to assure the proper review process takes place when changes to the Concession Agreement or the Concessionaire are made. The implications of changes in tax legislation has been addressed and we have strengthened our procedures to deal with future events.

The original process to measure delays on the highway proved to be unworkable. The audit report raised this as a concern. The ministry had already been talking to the Concessionaire about changing the system and has now accelerated the process.

The ministry is working with the Concessionaire, stakeholders, and the communities along the highway to identify areas for economic development and to assist in the process. Significant developments are being proposed in Britannia, and on a much smaller scale, a gondola ride will be built south of Squamish to access the mountain top and a purpose built tourist attraction.

The communications plan is being revised to reflect the need of the ministry keep the public informed on the achievements of the Concession Agreement.”

RECOMMENDATION AND SUMMARY OF PROGRESS

SELF-ASSESSED STATUS

Recommendation 1: The Ministry of Transportation and Infrastructure review and approve all changes in the P3 ownership structure as allowed under the Sea-to-Sky Highway Concession Agreement for the remaining life of the project agreement.

Fully or substantially implemented

Actions taken, results and/or actions planned:

“The ministry currently has a process in place whereby any future ownership changes are reviewed by the ministry’s legal counsel before approval, and if necessary, negotiate any changes to the P3 ownership.”

Recommendation 2: The Ministry of Transportation and Infrastructure ensure all key project documents are identified and accessible for the full term of the Sea-to-Sky Highway Concession Agreement.

Fully or substantially implemented

Actions taken, results and/or actions planned:

“The ministry is working with the Concessionaire to ensure that the ministry has a complete set of “as built” record drawings and other construction completion sign-off documentation. These were the documents that had been identified as missing. This is expected to be completed by March 31, 2013.”

<p>Recommendation 3: The Ministry of Transportation and Infrastructure review the Sea-to-Sky Highway Concession Agreement (and all other existing P3 contracts) to assess the financial impacts of switching from the PST to the HST, and recover any overpayments made.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“Most of the annual payment to the Concessionaire is for capital costs that were incurred by the Concessionaire prior to HST implementation and therefore are not recoverable. A small proportion of the payment (15%) relates to operating costs. HST is applicable to only a portion of those ongoing operating costs. The agreement did not anticipate a change in tax law such as the HST. Consideration of the relatively small sums involved indicated that the cost–benefit of such a negotiation would be unlikely to result in a net gain to the Province. The ministry is undertaking further work, such as computer modelling and analysis of the impact of the change in tax law. This will include a plan to implement future changes in a more timely fashion. It is expected to be completed by July 31, 2013.”

<p>Recommendation 4: The Ministry of Transportation and Infrastructure measure and monitor the achievement of its main objectives for the Sea-to-Sky Highway Improvement Project.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The main objectives for the project were identified as safety, reliability and capacity.

Safety – Ministry data shows that there have been significant reductions in accidents on the Sea to Sky highway since the main improvements were completed in 2009. PDO is defined as “property damage only”.

YEAR	FATALITIES	INJURIES	PDO	TOTAL
2004	5	86	128	219
2005	6	89	122	217
2006	2	97	132	231
2007	0	91	146	237
2008	2	63	91	156
2009	2	58	111	171
2010	1	64	83	148
2011	2	57	65	124

This is completed.

Reliability –The available data provided by the Concessionaire indicates significant reductions in road closures and reductions in the duration of road closures. The Concessionaire is currently providing a detailed weekly list of closures and a monthly summary report of all road closures. The reports identify closures due to maintenance, traffic incidents or natural occurrences. The original system relied on the statistical analysis of the number of cars passing through 10 checkpoints. Now, by using average speed, we are proposing to use the existing equipment to analyze the flow of traffic. This will identify stoppages to the Concessionaire, who will provide verifiable reasons for these stoppages. For any delays that are due to unauthorized lane closures by the maintenance contractor, a penalty will be assessed. These negotiations have not been finalized yet, but we anticipate closure by the middle of the year (June 30, 2013).

Capacity –The ministry will analyze and report on the capacity enhancement objective after a suitable length of time that takes into account short term economic fluctuations. The ministry has engaged a consultant and is defining the parameters and appropriate timeline for data collection. This is a long term study and analysis for the first five years after final completion of the project. Please also see the response for Recommendation 5 for additional information. The estimated completion is December 2016.”

All information has been provided by the organization and has not been audited.

<p>Recommendation 5: The Ministry of Transportation and Infrastructure report publicly on how well it is achieving its value for money and risk transfer objectives outlined in the Sea-to-Sky Highway Concession Agreement.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The ministry will report on indicators that demonstrate how the safety, reliability, and capacity objectives of the project have been met. We will provide an annual comprehensive review and summary of achievements, challenges and changes. This will form the basis of periodic public updates. Statistically it is considerably safer than the old highway: fewer accidents, fewer deaths, less property damage and less injuries. The total number of accidents has gone down considerably, the number of fatal accidents have gone down and the amount of damage has decreased. This has been borne out by statistics from ICBC and is publically available. We are also comparing accident statistics to other highways in the province and the Sea to Sky Highway is as safe or safer than any of them. This has already been implemented.

The issue of reliability has been addressed in section 4. To expand it should be noted that other aspects of reliability such as quality of maintenance and frequency of rehabilitation are closely monitored. Completion date is June 30, 2013.

With respects to capacity, an economic development study is being planned, but the timing needs to reflect the need for economic development to actually have an impact on the highway’s capacity. This time has not yet come. Implementation date would be December 2016.”

Audits of Two P3 Projects in the Sea-to-Sky Corridor: Britannia Mine Water Treatment Plant Project

As at 27 February 2013

Released: [10 July 2012](#)

Self-assessment conducted by Crown Land Opportunities and Restoration Branch, Ministry of Forests, Lands and Natural Resource Operations

Self-assessment conducted by Land Remediation Branch, Ministry of Environment

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: The Ministry of Forests, Lands and Natural Resource Operations obtain periodic independent verifications of EPCOR Britannia Water Inc.'s water quality testing results over the remaining life of the project agreement.</p> <p>Actions taken, results and/or actions planned:</p> <p>“In consultation with the Province’s Britannia Mine Reclamation Project Management consultant, Golder Associates Incorporated, the Ministry of Forests, Lands and Natural Resource Operations (MFLNRO) initiated a staged audit approach to obtain periodic independent verifications of EPCOR’s water quality testing results over the remaining life of the project agreement.</p> <p>Our staged approach to verify the water quality testing results includes an initial assessment of the audit information needs, followed by completion of a detailed audit. The first stage includes a site visit, review of available data, submissions and calibration needs, an assessment of permit and project agreement requirements and a determination of what equipment is in use at the water treatment plant. This stage will outline how to conduct an appropriate detailed audit and identify what equipment may be necessary (e.g., supplemental, temporary flowmeters, sampling and analysis requirements, etc.). The second stage is the completion of the detailed audit itself based on the findings from the first stage.</p> <p>In November, 2012, MFLNRO contracted NovaTec Consultants Incorporated to complete the first stage of the audit process. The audit was completed in December and a draft report was submitted to the Province for review in January, 2013. The final report was issued in February, 2013. Following completion of the final report, MFLNRO intends to solicit the services required for the second stage detailed audit using BC Bid. We anticipate the second stage will be complete by the summer of 2013, with periodic audits to continue for the remaining life of the project agreement.”</p>	<p>Partially implemented</p>
<p>Recommendation 2: The Ministry of Forests, Lands and Natural Resource Operations and the Ministry of Environment each develop and implement a clear and concise method of maintaining a record of key decisions about, interpretations of and amendments to the Britannia Mine Water Treatment Plant Project agreement and permits, respectively.</p>	<p>Fully or substantially implemented</p>

All information has been provided by the organization and has not been audited.

Actions taken, results and/or actions planned

Ministry of Forests, Lands and Natural Resource Operations:

“In collaboration with EPCOR and with the Ministry of Environment, a shared Record of Agreed Interpretations and Key Decisions document has been developed for the Project Agreement and for Permit numbers PE-17469 and 17488. The Project Agreement document is shared between the EPCOR and MLFNRO only, and the permits document shared between MOE and MFLNRO only. Each document contains a historical record of agreed interpretations and key decisions and requires both parties to agree to the wording and interpretation before it is finalized. All future interpretations and decisions will be maintained in the same document so that it represents a chronological record available for future team members.”

Ministry of Environment:

“In collaboration with the Ministry of Forests Lands and Natural Resources Operations, a Record of Agreed Interpretations and Key Decisions has been developed within which all records of key decisions about, interpretations of and amendments to the Water Treatment Plant or Jane Basin Disposal permits will be documented along with summary descriptions of the issue and reasons.”

<p>Recommendation 3: The Ministry of Forests, Lands and Natural Resource Operations and the Ministry of Environment work to develop long-term plans and timelines for meeting their goal of closure of the contaminated site under the Environmental Management Act.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned

Ministry of Forests, Lands and Natural Resource Operations:

“Since 2001 the Province has made significant progress in remediating the former Britannia Mine site removing substantial copper and zinc contaminant loadings via a number of remedial systems, including mine water treatment, groundwater pump and treatment, and surface water diversions. The remedial works were initially guided by an Overall Remediation Plan developed in 2003 that provided broad remedial objectives and identified key contaminant source areas that if remediated, provided the largest risk-reduction to the environment relative to the costs expended.

By 2009 most of the broad remedial objectives had been achieved and with consultation from the Ministry of Environment, MFLNRO developed an Overall Closure Plan, which, once complete, would allow the site to be considered as having met the requirements of the Environmental Management Act (EMA). The OCP provides a framework, or path, to closure and is supplemented on an annual basis with work plans. The annual work plans summarize the past year’s progress and investigation and remediation to be undertaken over the next year.

The OCP framework document, and its associated annual workplans, facilitate closure of the site in a cost efficient and timely manner. Britannia is a large complex site where the decision to conduct any remedial work requires significant iterative investigations and assessments (contaminant, human health and ecological risk, engineering feasibility, social, etc.) in order to identify a remedial plan that will achieve success in a complex geological and marine environment. In essence, there are a number of specific remedial plans developed to address different parts of the mine and the particular environmental issues they present.

In January, 2013 MOE and MFLNRO met to further discuss improvements to the OCP reporting framework and have agreed to improve the current reporting structure to include better measurement of project achievements and documentation of project delays. MFLNRO will continue to work closely with MOE to develop long-term plans and timelines for meeting our objective of site closure and protection of human health and the environment under EMA.”

All information has been provided by the organization and has not been audited.

Ministry of Environment:

“We will continue to work with the Ministry of Forests Lands and Natural Resource Operations on the development of long-term remediation goals and timelines and monitoring progress towards site closure under EMA. The latest meeting for the project was held on January 9, 2013.

An Overall Closure Plan (OCP) has been in the development since 2009 and is guided by the input of the Technical Advisory Committee. The OCP framework sets out the objectives and these objectives are supported by the specific tasks covered by the annual workplans.

Management goals and assessment endpoints for the remediation and effectiveness monitoring of the site are being developed and will reflect “common” goals/endpoints used in ecological risk assessments, even if they may not be attainable.

Investigation and remediation of several units comprising this very large mine site are still underway and the work has been phased taking into consideration the priorities of the ministry and the other stakeholders involved in the project.

The outcome of remediation remains a work in progress and will to a degree be determined by the technical feasibilities of available remedial technologies, their likelihood of success, the level of environmental recovery achieved in response to implemented remedial actions, and costs.

To track the project’s effectiveness, the ministry implemented an environmental monitoring program that measures the changes resulting from the remediation work, including changes to Howe Sound’s intertidal life and water quality.

In collaboration with the Ministry of Forests Lands and Natural Resource Operations, changes to current reporting procedures will be implemented in 2013 to improve existing reporting on project achievements and activities against the OCP schedule and to document reasons for any delays in project timelines.

Since the project was implemented, there have been some clear indicators of improvement. For example, the Department of Fisheries and Oceans notes that pink salmon have returned to Britannia Creek.”

Crown Agency Board Governance: BC Transit

As at February 4, 2012

Released: [16 April 2012](#)

Discussed by the Public Accounts Committee: [11 June 2012](#)

Self-assessment conducted by Transit Branch, Ministry of Transportation and Infrastructure

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: The Ministry of Transportation and Infrastructure ensure the board of BC Transit is composed of directors with adequate skills and experience to fulfil its governance responsibilities.</p>	<p>Fully or substantially implemented</p>

Actions taken, results and/or actions planned:

“In response to this recommendation and further to the BC Transit Independent Review the BC Transit Board in consultation with Board Resourcing and Development Office and the Ministry of Transportation and Infrastructure has prepared a Board Skills Matrix for Board members. This matrix was approved by the BC Transit Board in January 2013. The Skills Matrix will form part of an Appointment Guidelines package and supported by other governance related enhancements as outlined in the Province’s Official response to the BC Transit Review.”

<p>Recommendation 2: The Ministry of Transportation and Infrastructure ensure that the board appointment process allows the board to maintain a quorum at all times.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The Ministry of Transportation and Infrastructure and Board Resourcing and Development Office worked closely to action two (2) Board appointments in a timely manner, these appointments were made effective June 2012. This recommendation complements the BC Transit Independent Review’s recommendation on staggered terms for board members. The Ministry of Transportation and Infrastructure, in collaboration with the Board Resourcing and Development Office, will continue to work together to make timely appointments.”

<p>Recommendation 3: The Ministry of Transportation and Infrastructure and BC Transit engage in more comprehensive consultation with each other to develop performance expectations that are clear and acceptable to both parties.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“In response to this recommendation and further to the BC Transit Independent Review the Ministry of Transportation and Infrastructure and BC Transit have been proactive to harmonize and enhance business communications. Specifically the Ministry of Transportation and Infrastructure and BC Transit have worked together in preparing key program documents including; 2013/14 Government’s Letter of Expectation, and the 2013/14-2016/17 BC Transit Service Plan. Additional process improvement are underway related to enhancements to the Ministry of Transportation and Infrastructure-BC Transit Capital Contribution Agreement. Regularly scheduled financial and program meetings also occur.

The Office of the Auditor General has recently published a performance audit of BC Transit. This audit includes several recommendations related to performance expectations. The Ministry of Transportation and Infrastructure and BC Transit are currently preparing their responses to this related audit. It is expected that once these responses have been approved and finalized that the Ministry of Transportation and Infrastructure and BC Transit will work collaboratively to implement their respective actions.”

All information has been provided by the organization and has not been audited.

Self-assessment conducted by BC Transit

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 4: The BC Transit board develop and implement a training plan that ensures board members have the necessary knowledge and ongoing training to meet their responsibilities.</p>	<p>Partially implemented</p>

Actions taken, results and/or actions planned:

“A skills matrix has been developed and self-assessments completed by each Director. This will aid in developing a training program. The Ministry of Transportation and Infrastructure and the Board Resourcing and Development Office have confirmed this matrix is suitable for supporting nominations and board appointments.”

<p>Recommendation 5: The BC Transit board develop and publicize a written charter that describes the board’s responsibilities in accordance with the provincial government’s best practice guidelines.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“BC Transit has developed and publicized an assessment against BC’s Board Resourcing and Development Office checklist. The Board of Directors have a detailed orientation package that includes many aspects of a written Board charter. In addition , the Audit, Finance and Risk Management Committee (AFRMC) has a terms of reference. To supplement the existing documentation and process, both a Board and AFRMC charter will be developed in line with provincial government best practice guidelines.”

<p>Recommendation 6: The BC Transit board establish and implement an annual process to evaluate its performance and the performance of individual board directors in fulfilling its governance responsibilities.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned:

“The Board of Directors assessment surveys were developed and approved by the Board in December 2012 with implementation in 2013. In addition, Board orientation material is being updated to reflect an annual review of the Charter, Director training and Director performance evaluation.”

Crown Agency Board Governance: University of Northern British Columbia

As at [February 4, 2013](#)

Released: 16 April 2012

Discussed by the Public Accounts Committee: [11 June 2012](#)

Self-assessment conducted by the UNBC Board

Comments:

“The recommendations have been reviewed with the Board on an on-going basis and at the Board Planning Session on January 26, 2013.

On-going monitoring will continue to ensure the recommendations are followed.”

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
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Recommendation 1: The UNBC board implement and maintain an up-to-date competency matrix and succession plan to effectively support the board appointment process.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“A Board competency matrix has been developed and will be updated annually in August and as Board Members change.

The Board Chair and President will continue to monitor the composition of the Board.”

Recommendation 2: Government and the UNBC board ensure that term end dates maintain a balance between continuity of experience and injection of fresh perspectives.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“The expiry dates for Board Members are provided to the Board at the quarterly meetings and is posted on the Board website.

The Board Chair and President will continue to review the expiry dates and work with BRDO to ensure the balance between the continuity of experience and new perspectives.”

Recommendation 3: Government and the UNBC board agree on the board’s role in implementing and monitoring government and institutional performance expectations and accountabilities.	Partially implemented
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Actions taken, results and/or actions planned:

“This will be included in the President’s performance objectives.”

Recommendation 4: The UNBC board direct management to strengthen linkages between the University Plan and government’s strategic objectives and performance expectations for UNBC.	Partially implemented
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Actions taken, results and/or actions planned:

“This will be included in the President’s performance objectives and will ensure linkage with the University Plan and priority objectives.”

<p>Recommendation 5: The UNBC board direct management to develop and implement an enterprise-wide risk management program.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned:

“The Provincial Risk Registry Branch gave a presentation to the UNBC Risk Management staff, the University President and Vice-Presidents on October 31, 2012 and shared information for the identification, monitoring and correcting of risks.

A Risk Registry has been developed.

Eight areas of risk at UNBC were identified and rated . The Board will monitor these risks on an on-going basis and any new risk will be brought to the attention of the President and Vice-Presidents for inclusion in the risk registry.”

<p>Recommendation 6: The UNBC board oversee the development and implementation of a communications plan that defines its role in stakeholder relations and external communications.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“The Office of External Relations did not exist before 2009.

Since its existance, at every regular meeting of the Board, the Office of External Relations provides reports incorporating fundraising, communications to stakeholders and government relations.

Beginning at the March 2013 board meeting, the External Relations report to the Board will be broken down into the following three separate categories for clarity:

1. Fundraising Report;
2. Communications to stakeholders; and
3. Report on Government Relations.”

<p>Recommendation 7: The UNBC board complete performance evaluations annually.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“Annual performance reviews of all Board Members has been discussed at the Board Planning Session on January 26, 2013.

The Chair of the Governance Committee will ensure these are done on an annual basis beginning within the upcoming month to accompany documentation to the Board Resourcing and Development Office (BRDO) for the renewal or replacement of Board Members whose terms will be expiring this year.”

All information has been provided by the organization and has not been audited.

Crown Agency Board Governance: Camosun College

As at January 12, 2013

Released: [16 April 2012](#)

Discussed by the Public Accounts Committee: [11 June 2012](#)

Self-assessment conducted by the Board of Governors of Camosun College

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: The Camosun College board develop a comprehensive competency matrix and documented succession plan to effectively support the board appointment process.</p> <p>Actions taken, results and/or actions planned:</p> <p>“Matrix has been expanded. Succession plan process now formally documented.”</p>	Fully or substantially implemented
<p>Recommendation 2: Government and the Camosun College board ensure that board member candidates are appointed in a timely manner.</p> <p>Actions taken, results and/or actions planned:</p> <p>“From Camosun’s point of view we have never had a problem in this regard. However we have taken steps to ensure constant communication with BRDO on the process and of their expectations.”</p>	Fully or substantially implemented
<p>Recommendation 3: Government and the Camosun College board ensure that board members collectively possess adequate skills and experience to fulfil the board’s governance responsibilities.</p> <p>Actions taken, results and/or actions planned:</p> <p>“Matrix has been expanded. This new matrix will be submitted along with a notice of vacancy so that BRDO is aware of the specific competency deficiency that needs to be filled.”</p>	Fully or substantially implemented
<p>Recommendation 4: The Ministry of Advanced Education and the Camosun College board agree on the board’s role in implementing and monitoring government and institutional performance expectations and accountabilities.</p> <p>Actions taken, results and/or actions planned:</p> <p>“Camosun submits a service and accountability plan to the Ministry. Prior to submission the Board is briefed on the plan’s contents.”</p>	Fully or substantially implemented
<p>Recommendation 5: The Camosun College board direct management to strengthen linkages between Camosun College’s institutional strategic plan and government’s strategic objectives and performance expectations for the college.</p> <p>Actions taken, results and/or actions planned:</p> <p>“Management will take steps to ensure there is a documented link between our strategic plan and the accountability plan submitted to the Ministry.”</p>	Fully or substantially implemented
<p>Recommendation 6: The Camosun College board complete annual performance evaluations for all board members and board committees.</p> <p>Actions taken, results and/or actions planned:</p> <p>“All board members currently evaluate the board as a whole. All committee members will now be asked to evaluate the committees in which they participate. Individual board members will continue to be evaluated every 2 years, prior to application for renewal of their terms.”</p>	Partially implemented

All information has been provided by the organization and has not been audited.

Crown Agency Board Governance: Vancouver Coastal Health Authority

As at February 2013

Released: [16 April 2012](#)

Discussed by the Public Accounts Committee: [11 June 2012](#)

Self-assessment conducted by the VCH Board and CEO

Self-assessment conducted by Health Authorities Division , Ministry of Health

Comments from VCH:

“There are still delays in getting approval from the government for VCH board members. All other recommendations are deemed to be fully or substantially implemented.”

Comments from Ministry of Health:

“Preparatory to completing this form, the Ministry of Health and the Vancouver Coastal Health Authority have reviewed progress on the six recommendations, and are in agreement with the status of the same.”

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 1: Government and the Vancouver Coastal Health board ensure that board member candidates are appointed in a timely manner.	Partially implemented

Actions taken, results and/or actions planned (VCHA):

“Timeliness of the board appointments has been partially implemented with the assistance of the MOH. VCH recommended candidates that would match our Skills and Competency Requirements to complement the full range of Board needs have all been declined over the past two years without any reason given.”

Actions taken, results and/or actions planned (Ministry of Health):

“The Ministry of Health has had discussions with the Board Resourcing and Development Office (BRDO) on the timeliness of the board appointment process; while no process changes may have been made, the Ministry’s understanding is that the appointment backlog has since been largely addressed. The Ministry will relay VCHA’s current feedback to BRDO.”

Recommendation 2: The Ministry of Health and the Vancouver Coastal Health board come to a shared understanding of the board’s role in establishing the health authority’s accountabilities and the ministry’s performance expectations, as these relate to province-wide strategic priorities for health care.	Fully or substantially implemented
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Actions taken, results and/or actions planned (VCHA):

“Joint meetings on this topic, which have been both positive and productive, have taken place between the Ministry and the VCH board and executive.”

Actions taken, results and/or actions planned (Ministry of Health):

“Joint meetings on this topic, which have been both positive and productive, have taken place between the Ministry and the VCH Board and executive.”

All information has been provided by the organization and has not been audited.

<p>Recommendation 3: The Vancouver Coastal Health board ensure board members receive adequate orientation and ongoing professional development to fulfil their governance roles and responsibilities.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned (VCHA):

“VCH now has an established framework for orientation of new board members. Orientation is conducted at the time that the new board member commences his/her term . All board members are invited to attend the orientation as a refresher and an evaluation is conducted after each orientation, and ach new board member is assigned a board mentor. In addition, committee chairs provide an orientation for new board members joining their committee while staff also provide additional support.”

Actions taken, results and/or actions planned (Ministry of Health):

“The Ministry’s representative on the VCHA Board has had first-hand experience with the VCHA’s board orientation program, and found it to be highly comprehensive.”

<p>Recommendation 4: The Vancouver Coastal Health board conduct annual performance evaluations for all board members.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned (VCHA):

“VCH has built in a process for annual evaluation of all board members that is led by the Governance and Human Resources Committee. Each member completes a self assessment and an assessment of their fellow board members. The Chair then meets with each member to review the results of their assessment and development plans for the following year.”

Actions taken, results and/or actions planned (Ministry of Health):

“The Ministry agrees with the commentary by VCHA in the self-assessment that it submitted to OAG.”

<p>Recommendation 5: The CEO performance evaluation be clearly linked to the achievement of strategic priorities.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned (VCHA):

“The CEO’s 2011/12 evaluation was based on the strategic priorities for the organization, while the CEO’s performance plan for 2012/13 include indicators and targets established by the CEO in consultation with the Board. An annual CEO evaluation is conducted each spring.”

Actions taken, results and/or actions planned (Ministry of Health):

“The Ministry’s representative on the VCHA Board has no involvement in the CEO performance evaluation.”

<p>Recommendation 6: The Vancouver Coastal Health board oversee the development and implementation of an external communications plan that defines its role in stakeholder relations and external communications.</p>	<p>Fully or substantially implemented</p>
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Actions taken, results and/or actions planned (VCHA):

“A new Communication Strategic plan was developed and approved by the board in June 2012 and has been implemented.”

Actions taken, results and/or actions planned (Ministry of Health):

“The Ministry agrees with the commentary by VCHA in the self-assessment that it submitted to OAG.”

All information has been provided by the organization and has not been audited.

Development Initiative Trusts: An Audit of Legislative Compliance and Public Accountability Practices in the Three Statutory Trusts: Northern Development Initiative Trust

As at February 2013

Released: [16 April 2012](#)

Self-assessment conducted by Northern Development Initiative Trust

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: Northern Development include discussion in their public accountability reports about how they are complying with legislated requirements.</p> <p>Actions taken, results and/or actions planned:</p> <p>“Northern Development has adopted a new standard for stakeholder reporting. Quarterly reports are made available to stakeholders which provide regional and nominal account balances, year to date project approvals, total to date program commitments by region, and a summary of combined investments from all accounts. The addition of Twitter and Facebook promotes and encourages feedback from a wider section of stakeholders. The addition of social media outlets also serves to increase the information available to stakeholders. The 2011 annual report provides comparative results to the programs, sharing long term goals and how they compare with current results. Northern Development discusses how risk is mitigated through the continual upgrades to the Finance Operations Manual, human resource processes and use of the robust computer systems that ensure accuracy, diligence and timely feedback to stakeholders.”</p>	<p>Fully or substantially implemented</p>
<p>Recommendation 2: Northern Development incorporate the BC Reporting Principles into their annual reports.</p> <p>Actions taken, results and/or actions planned:</p> <p>“Northern Development does take into account the BC Reporting Principles in its annual report. The 2011 Annual Report was revised and outlined to follow the eight principles in reporting its performance. Northern Development explains the public purpose it serves, along with a clear vision and mission. The report clearly defines its stakeholder as well as its clients, and explains the programs. Additionally, the report clearly states the governance structure of the organization, and stating key reporting relationships. Throughout the performance indicators section of the report, it illustrates a logical framework Northern Development takes in order to support the goals it has set. All results in each of the Key Performance Indicator areas relates back to the goals as a economic development engine. The annual report informs both financial and non-financial key results. Included in the annual report is multi-year trend data surrounding fund balances, outside funding sources, incremental revenues to the regions, as well as projects approved and funding disbursements. All the results presented in the annual report are credible and fairly interpreted. The information comes from a reliable data systems that allows collection of the data and reports these results back to stakeholders. In the annual report Northern Development shows stakeholders how the fund is continuing to grow in order to meet its mandate of catalyzing economic growth in the North. The 2011 Annural Report demonstrates that risk is minimized and instills accountability by providing direction to investment managers through the Investment of Policies and Procedures. With all these things included in the 2011 Annual Report, we believe the BC Reporting Principles have been successfully incorporated.”</p>	<p>Fully or substantially implemented</p>

All information has been provided by the organization and has not been audited.

Recommendation 3: Northern Development develop and report annual goals, as well as key performance indicators that can be used to monitor progress in achieving those goals.

Fully or substantially implemented

Actions taken, results and/or actions planned:

“In the 2011 Annual Report Northern Development discusses its funding program delivery relating key performance indicators to the strategic plan and how they contribute towards the goals and objectives of Northern Development. Performance indicators cover areas such as funding approvals, disbursements, revenues, other funding sources, capital invested, and fund balances. Northern Development has a 3 year strategic planning process where actual achievements are compared to planned goals. Those goals are tied back to overall goals for Northern Development. The three year strategic plan recognizes the five priority areas of partnerships, and networking, business development, economic development capacity building, funding program delivery, and demonstrating best practices. With the implementation of these devices, Northern Development successfully demonstrates how goals are achieved.”

Development Initiative Trusts: An Audit of Legislative Compliance and Public Accountability Practices in the Three Statutory Trusts: Island Coastal Economic Trust (ICET)

Released: [16 April 2012](#)

As at February 8, 2013

Self-assessment conducted by ICET

Comments:

“The ICET annual report has been significantly expanded in order to address the Auditor General’s recommendations and implement the BC Reporting Principles. The organization has also made key changes to the way it structures its objectives and has published key performance indicators.”

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
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Recommendation 1: ICET include discussion in their public accountability reports about how they are complying with legislated requirements.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“The Island Coastal Economic Trust (ICET) annual report has been significantly expanded and several sections include discussion of various legislated requirements. This also includes quotes from third party reviewers such as the arms’ length Legislative Review Committee and the Auditor General himself, stating that ICET has met the key aspects of its legislative requirements.”

Recommendation 2: ICET incorporate the BC Reporting Principles into their annual reports.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“The 2011-2012 annual reported has implemented all of the key aspects of the BC Reporting Principles. This was accomplished despite very short timelines between the publication of the Auditor General’s report on the Trusts and the legislated publication date for the ICET annual report.

In the coming year, the organization will continue to implement accountability best practices and improve its public reporting documents.”

Recommendation 3: ICET develop and report annual goals, as well as key performance indicators that can be used to monitor progress in achieving those goals.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“Since inception ICET has had a clear strategic framework which has always included annual goals, published in the annual report. ICET has also always measured certain key aspects of its performance, but did not include these measures in the strategic plan.

The 2012-2014 Strategic Plan included a series of key performance indicators to monitor ICET’s performance for 2012-2013 as well as direct performance measures for each activity in the workplan. The upcoming 2013-2015 Strategic Plan will also include improvements to the structure and wording of the organization’s strategic objectives as well as key performance measures for each strategic objective, in addition to the key performance indicators for 2013-2014.”

Development Initiative Trusts: An Audit of Legislative Compliance and Public Accountability Practices in the Three Statutory Trusts: Southern Interior Development Initiative Trust (SIDIT)

As at January 14, 2013

Released: [16 April 2012](#)

Self-assessment conducted by SIDIT

Comments:

“The Southern Interior Development Initiative Trust (SIDIT) appreciates the efforts of the Office of the Auditor General of British Columbia (OAG) in their audit of SIDIT’s compliance with the requirements of its Act and its integration of public accountability reporting standards.

We believe that the recommendations presented by the OAG provided useful guidance on how to improve our public accountability reporting practices and create clarity for stakeholders. We are pleased to advise that SIDIT Directors approved the adoption of all three recommendations of the OAG and that SIDIT has incorporated those recommendations in its public accountability reports.”

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
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Recommendation 1: SIDIT include discussion in their public accountability reports about how they are complying with legislated requirements.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“SIDIT has established its legislated governance structure, created and managed its accounts within its legislated purposes, and produced the required strategic plans and annual reports. The SIDIT Board of Directors held its strategic planning sessions in October of 2011 and revised its goals and objectives to create specific annual and cumulative targets for the next three years and beyond. The Board’s strategic goals are: creation and preservation of jobs; leverage; investment in support of community economic initiatives; regional economic diversification; investment in support of trades, technology, academic, innovation and entrepreneurship programs; and trust sustainability. These goals are specific, measurable, attainable, relevant and timely and directly relate to investment in sectors identified in Section 20. The SIDIT Board of Directors held its 2014-2016 strategic planning sessions in October of 2012 and further refined its goals and objectives. Each strategic sector identified under Section 20 of the SIDIT Act is represented in SIDIT’s funding; however, the Board has not created specific funding allocations in each sector and intends to continue approving projects and investments based on their impact, sustainability, and individual merit. The rationale of this strategy has been and will continue to be reported in SIDIT’s annual report.”

Recommendation 2: SIDIT incorporate the BC Reporting Principles into their annual reports.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“SIDIT incorporated BC Reporting Principles in its Annual Report for 2012 and will continue to do so for future reporting.”

Recommendation 3: SIDIT develop and report annual goals, as well as key performance indicators that can be used to monitor progress in achieving those goals.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“The SIDIT Board of Directors held its strategic planning sessions in October of 2011 and revised its goals and objectives to create specific annual and cumulative targets. The Board’s strategic goals are: creation and preservation of jobs; leverage; investment in support of community economic initiatives; regional economic diversification; investment in support of trades, technology, academic, innovation and entrepreneurship programs; and trust sustainability. These goals are specific, measurable, attainable, relevant and timely and directly relate to investment in sectors identified in Section 20 of the Southern Interior Development Initiative Trust Act. The SIDIT Board of Directors held its 2014-2016 strategic planning sessions in October of 2012 and further refined its goals and KPIs to help identify annual performance expectations against which progress toward long-term goals can be measured.”

All information has been provided by the organization and has not been audited.

An Audit of the Ministry of Forests, Lands and Natural Resource Operations’ Management of Timber

As at February 6, 2013

Released: [16 February 2012](#)

Discussed by the Public Accounts Committee: [11 June 2012](#)

Self-assessment conducted by Resource Stewardship Division, Ministry of Forests, Lands and Natural Resource Operations

Comments:

“The ‘initial ministry response to audit’ statement(s) is an excerpt from the ministry responses that are in the audit report.”

RECOMMENDATION AND SUMMARY OF PROGRESS

SELF-ASSESSED STATUS

We recommend that the Ministry of Forests, Lands and Natural Resource Operations:

Recommendation 1: develop a plan for directing forest stewardship that establishes clearly defined timber objectives and stewardship principles to guide decision making, actions, time frames and assessment of results.

Partially implemented

Actions taken, results and/or actions planned:

“Initial ministry response to audit: The ministry agrees clear timber objectives and stewardship principles are important aspects of forest management.

Self-assessment since audit:

The ministry’s 2013/14-2015/16 service plan will more clearly define provincially desired outcomes for timber. The updated performance measure for ‘Timber volume gain from silviculture investments’ is now linked to baseline provincial timber harvest target levels of 57 million cubic metres per year during the mid-term, and 65 million cubic metres per year for the long-term. The projected provincial harvest target levels are based on BC’s 22 million hectare timber harvesting land base and account for factors such as existing stand volumes, reforestation, forest growth, and the conservation of wildlife, tree and riparian reserves, water, fish and wildlife habitat, and biodiversity.

The performance measure notes that the ministry will monitor trends in harvest and ensure that current silviculture practices are consistent with the timber supply review assumptions that support allowable annual cut (AAC) determinations. Silviculture practices support the achievement of timber supply objectives. For example, seedlings are planted from required select seed sources to promote the production of quality commercial timber, and diversity and resilience in future forests.

About half of the estimated timber volume gain reported in the performance measure is incremental to the 65 million cubic meters long-term harvest level target and reflect investments in the Forests for Tomorrow silviculture program.

In the Fall of 2012 the ministry released “Beyond the Beetle: A Mid-Term Timber Supply Action Plan” that sets out opportunities to reduce the risk to mid-term timber supply caused by the mountain pine beetle epidemic. Key elements of the action plan focus on reforestation, forest inventory, fuel management, and intensive and innovative silviculture. The action plan can be accessed at: www.for.gov.bc.ca/hfp/mountain_pine_beetle/mid-term-timber-supply-project/

All information has been provided by the organization and has not been audited.

The ministry continues to contend that more specific timber targets related to value and volume must be set at the management unit level and has advanced seven Type 4 Silviculture Strategies in priority management units to address species diversity targets, harvest scheduling, incremental investment opportunities, landscape retention targets and other considerations.

To assist in guiding all aspects of ministry business, a resource “Stewardship Vision and Framework” document was also released in the Fall of 2012.”

<p>Recommendation 2: ensure that its investments in silviculture are sufficient to achieve long-term timber objectives, and that they align with stewardship principles and are cost-effective.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“Initial ministry response to audit: Forests for Tomorrow (FFT) uses several criteria, including ‘return on investment’, to ensure investments are cost-effective and targeted at the highest priorities. The ministry aligns FFT silviculture investments with its service plan objectives and the other investment opportunities assessed in the annually updated three-year Land Based Investment Strategy. The appropriate level of government investment in silviculture in the future will continue to be determined in the context of available funding and relative priority to other government investments.

Self-assessment since audit:

The ministry has completed a broad based provincial assessment of the current status and forecasted potentially treatable area under four components:

- (i) Mountain pine beetle (MPB) impacted mature (>age 60) stands
- (ii) MPB impacted immature (<age 60) stands
- (iii) Wildfire impacted stands
- (iv) Existing current and backlog not satisfactorily restocked (NSR) area

The assessment enables government to make an informed investment decision that the FFT program can then cost-effectively implement consistent with the ministry’s ‘Performance Measure: Timber volume gain from silviculture investments’ and provincial sustainable harvest level targets in the mid- and long-term.

Through the FFT program, 14.5 million trees were planted this fiscal year; this is expected to substantially increase next fiscal year to 22.7 million trees.

As noted in response to Recommendation 1, the ministry released “Beyond the Beetle: A Mid-Term Timber Supply Action Plan”, the next phase in the government’s on-going response to the mountain pine beetle. Key elements of the action plan focus on reforestation, forest inventory, fuel management, and intensive and innovative silviculture.”

<p>Recommendation 3: ensure that restocking activities result in the establishment of forests that are consistent with its long-term timber objectives.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“Initial ministry response to audit: The ministry’s existing stocking standards and standards for seed use will be reviewed to determine if there are areas for improvement relative to emerging issues such as climate change adaptation.

All information has been provided by the organization and has not been audited.

Self-assessment since audit:

There are six key activities that the ministry is doing to address this recommendation:

- (i) Type 4 Silvicultural Strategies (SS) are being developed for seven priority Management Units that support delivery of the ministry’s service plan and the Mid-Term Timber Supply Action Plan. For example, the Type 4 SS will develop landscape-level species targets to promote resilience at meaningful ecological scales, analyzing and reporting trends against these targets.
 - (ii) Species Monitoring Reports have been developed for the Province and for individual Timber Supply Areas (TSAs); these can be accessed at www.for.gov.bc.ca/hfp/sof/index.htm. The primary focus of these reports is identification of commercial tree species composition at the Province and TSA level and the ability to monitor the changes in these species over time. Use of the graphs generated in the reports will aid forest managers at the Provincial and TSA level to measure achievement of species management goals and aid in the design of future goals, based on the trends presented.
 - (iii) Climate-Based Seed Transfer (CBST) Project Charter was developed in July 2012. The aim of CBST is to better match tree seed sources to contemporary and projected future climatic conditions so our planted forests are more resilient to the changing environment. Phase 1 Scientific Foundation work is underway to produce research-based approaches and options for climate-based seed transfer. The project charter and a description of CBST can be found at: www.for.gov.bc.ca/hti/climate_based_seed_transfer/index.htm
- The CBST project supports ‘Goal One: Foster Resilient Forests’ in the ministry’s Forest Stewardship Action Plan for Climate Change Adaptation. The ministry’s Action Plan in turn supports BC’s overarching Climate Change Adaptation Strategy.
- (iv) Tree Species Selection Tool was released October 2012. The Tool assists practitioners adapt their practices and develop strategies to maintain and enhance the resilience, adaptability, and productivity of BC’s forest ecosystems as our climate changes. The Tool is available at: <http://www.for.gov.bc.ca/hfp/silviculture/TSS.htm>
 - (v) Climate Change Adaptation training materials have been developed and six workshops are being delivered throughout British Columbia to train foresters on climate change, and key practices that can be done today to address likely changes in high impact areas.
 - (vi) New stocking standards guidelines and standards are being developed for key ecosystems where climate change impacts will likely occur in the near term. These should be completed by March 2013.”

Recommendation 4: ensure that its information systems reflect actual forest conditions in priority management areas.	Partially implemented
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Actions taken, results and/or actions planned:

“Initial ministry response to audit: The ministry is committed to ensuring that the accuracy of forest inventory and yield projection is adequate for strategic decision-making.

Self-assessment since audit:

The ministry has continued a substantial, ongoing program of forest inventory, monitoring and stand growth modelling aimed at ensuring that resource information accurately reflects actual forest conditions in priority management areas. In 2013/14, the ministry will release a 10-year strategic forest inventory plan. In its response to the OAG report, the ministry committed to six specific actions. In the section below, progress in 2012/13 is reported in relation to each specific commitment.

1. The ministry committed “to periodically re-inventory all forest lands to ensure that information on stands is up-to-date in the period between free-growing and harvest;”
 - ◆ \$7.5 million was allocated to the forest inventory program, an increase of \$2 million over the previous year. Full re-inventories are underway in eight management units. Air photos were acquired for two units, re-inventory plans were prepared, and additional full re-inventories are scheduled to begin in the summer 2013.
2. The ministry committed “to implement the ground sampling program that is used to validate forest cover estimates that have been derived from aerial photography;”
 - ◆ The ministry continued a substantial ground sampling program and conducted the follow-up analyses that assess the accuracy of forest cover estimates that have been derived from aerial photography. A total of 300 inventory ground samples were established in three management units. Accuracy assessment reports are being produced for six units. Four of these reports are complete and posted at www.for.gov.bc.ca/hts/vri/planning_reports/tfl_analysis.html.
3. The ministry committed “to reduce the backlog of submissions to the ministry’s information system (RESULTS) that have not been integrated into the inventory;”
 - ◆ Substantial progress has been achieved at reducing the backlog of submissions from RESULTS to the inventory. The validation rules that apply to submitted data were improved so that the data passed from RESULTS to the inventory is much cleaner. In addition, the January 2013 “RESULTS Monitoring and Data Quality Assurance” reports substantial improvement in openings without errors since February 2012. As noted also in ‘actions taken’ in response to Recommendation 5, the ministry has developed a new Service Plan Performance Measure on ‘Resource decision data quality index’; the index includes information from RESULTS, the inventory and other data sources.
 - ◆ However, at this time there remain a large number of cut blocks that are not yet reflected in the inventory. In 2013/14, the ministry will develop and release a plan that: (i) clarifies the magnitude and nature of the problem, and (ii) describes the actions (with targets) that will be taken to integrate these harvested areas into the inventory files. Also, the ministry continues to maintain a province-wide GIS coverage of all depletions so that strategic analyses, such as Timber Supply Review (TSR), can account for all harvested areas.
4. The ministry committed “to test and refine the growth and yield projection models;”
 - ◆ The ministry continued its ongoing program of testing and refining the provincial stand growth and yield models. An improved version of the TIPSYP stand growth model is scheduled for release in March 2013. An improved version of the VDYP7 yield prediction model is scheduled for release in summer 2013. The first release of the next generation of TASS is scheduled for March 2013.

5. The ministry committed “to implement programs to monitor young stand growth, yield, and condition;”
 - ♦ The ministry continued to implement programs to monitor young stand growth, yield, and condition. Networks of young stand growth monitoring plots were established or re-measured in three management units. The health and condition of young stands were assessed under the ministry’s Forest and Range Evaluation Program (FREP).

6. The ministry committed “to provide publicly accessible information on the accuracy of forest inventories, to carefully set inventory priorities and focus investment on areas with the greatest need, and to report on the performance of the forest inventory program.”
 - ♦ The ministry continued to provide publicly accessible information on the accuracy of forest inventories (see #2, above). The ministry continued the careful planning, priority setting and focussing of the inventory program (see the 2012/13 Forest Analysis and Inventory Branch Business Plan at www.for.gov.bc.ca/hts/vri/whatsnew/faib_businessplan_2012-2013.pdf). Comprehensive reporting on the performance of the inventory program was provided in the 2011/12 Inventory Annual Report in which year-end program achievements are tracked against planned targets (see www.for.gov.bc.ca/hts/vri/newsletter/Inventory_Section_2011-12_Annual_Report_May82012.pdf).

Recommendation 5: ensure that the collective and individual components of its oversight framework are sufficient to ensure the achievement of long-term timber objectives.	Partially implemented
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Actions taken, results and/or actions planned:

“Initial ministry response to audit: The ministry’s existing framework works within the context of public oversight in the annually reviewed ministry budget and Service Plan. The ministry will continue to ensure that the framework is sufficient to support the achievement of long-term timber objectives.

Self-assessment since audit:

As a means to ensure the oversight framework is sufficient, the ministry is undertaking an evaluation of the framework. The evaluation reviews professional reliance, compliance and enforcement reporting, effectiveness evaluations, and legislation (for example, as it relates to forest stewardship plans and the role of the Forest Practices Board).”

Recommendation 6: develop and implement appropriate performance measures to demonstrate progress towards achieving long-term timber objectives and report publicly on the results.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“Initial ministry response to audit: The ministry will strive to develop a publicly reported performance measure(s) that demonstrates progress in achieving timber objectives.

Self-assessment since audit:

As noted in actions taken related to Recommendation 1, the ministry has updated the “Performance Measure: Timber volume gain from silviculture investments” in the ministry Service Plan to include stated provincial long-term timber harvest targets.

The ministry has also developed a new Service Plan Performance Measure on ‘Resource decision data quality index’. The index includes data from the inventory, wildlife, FREP and RESULTS. The index also supports ministry actions related to Recommendation 4.

The above changes/additions should be reflected in the ministry’s 2013/14 - 2015/16 service plan.”

All information has been provided by the organization and has not been audited.

Organizational Costing of Fee-Based Goods and Services

As at January 31, 2013

Released: [2 December 2011](#)

First Follow-up: [October 2012](#)

Self-assessment conducted by Treasury Board Staff

Comments:

“As part of the annual budget instructions, ministries were asked to validate the information in the fee database and estimate administrative, overhead and service delivery costs for those fees for which they have responsibility. For each ministry, the validation process included:

- ♦ identifying fees that were incorrectly labelled as its responsibility;
- ♦ identifying fees that were inadvertently not included as its responsibility; and
- ♦ identifying the appropriate authorization for each fee.

Following this validation process, it is expected that the fee database will be current and up to date based on ministry confirmations.

The instructions included a methodology to estimate service delivery, program, administrative and overhead costs for each fee. It is expected that the ministry estimated cost information associated with each fee will be completed by June 30, 2013 and when complete, this information will be included in the fee database. The ministries of Forests, Lands and Natural Resource Operations; Justice and Attorney General; and Environment were instructed to comply with completed validation and costing information by June 30, 2013 due to the large number of fees for which they have responsibility. Other ministries were instructed to comply on or before December 31, 2012 or March 31, 2013 depending on the number of fees for which they have responsibility. Due to the relatively large number of fees and the required summer Budget 2013 process, Treasury Board Staff due diligence is likely to continue to the fall of 2013.

Ministries were also instructed that they should review their fee structures every two years. Two new fields to be included in the updated database will identify the date that the ministry last reviewed a particular fee and the date when the fee was last amended.

Notwithstanding the biennial review process, ministries were instructed that they were required to monitor their fees on an ongoing basis and should ministries wish to adjust fee structures for any reason, Treasury Board approval is required through a submission with a completed Fee Issue Paper with ministerial signoff.

Treasury Board Staff will have the oversight responsibility to ensure ministries are complying with its validation process and review of fees on a regular basis. If required, ministries will be provided guidance to update their fee structure information through the annual budget letter direction process.

Government would like to thank the staff in the Office of the Auditor General for the opportunity to provide an updated status report on their recommendations.”

RECOMMENDATION AND SUMMARY OF PROGRESS

SELF-ASSESSED STATUS

Recommendation 1: Treasury Board improve its guidance to include detailed instructions for government organizations on the appropriate costs to consider when determining the actual cost underlying a fee request, including how to allocate an appropriate portion of any common or overhead costs.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“Included in the instructions provided to ministries was a methodology to estimate operational and overhead costs associated with each fee including shared service expenses in the Ministry of Citizens’ Services and Open Government.”

Recommendation 2: Treasury Board improve its guidance to specify how frequently fees should be reviewed, and what the review procedures should entail.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“For each fee that they have responsibility, ministries were instructed to implement a biennial review process. Notwithstanding this two-year timeframe, ministries were reminded that they are still required to review fees on an ongoing basis and to bring forward any proposed changes for Treasury Board review, approval and decision. This process is well established and requires a Treasury Board submission with a completed Fee Issue Paper attached.”

Recommendation 3: Government assign responsibility for regularly reviewing fees to ensure that fees remain appropriate and consistent with all relevant government policies and regulations.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“Based on ministry confirmation, each ministry has identified those fees for which it has responsibility and has been instructed that it review and update its fee structures including administrative and overhead costs every two years.”

Recommendation 4: Government assign oversight responsibility for the fee-review process to ensure that those organizations assigned responsibility for regular review of fees are completing these reviews on a timely basis.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“When fully implemented and updated, the incorporation of a new field in the fee database indicating the date that a fee was last reviewed will allow Treasury Board Staff to ascertain whether ministries are complying with the review instructions. These instructions indicated that Treasury Board Staff will have the oversight responsibility to ensure ministries are reviewing fees on a regular basis. This accountability will be operationalized every second year through the budget letter direction.”

Recommendation 5: Government develop a plan to review its fee amounts and types to ensure they are appropriate and relevant.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“Ministries have been provided instructions to review fee structures every two years. This review is to be performed by each ministry to assess whether rates, amounts collected and costs remain appropriate and relevant.”

Recommendation 6: Government ensure that the fee-setting process and the detailed rationale for the fees charged be transparent and readily available to the public.	Partially implemented
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Actions taken, results and/or actions planned:

“As part of the instructions, ministries were advised that they must be prepared to respond to enquiries from the public regarding the fee process and the rationale for amounts charged.

It is expected that the fee database will continue to be posted on the Ministry of Finance intranet website.

A copy of the fee database was provided to a third party upon request on November 23, 2012.

When completed, releases of copies of the updated fee database will require approval from the appropriate ministry as they are responsible for providing any updates to Treasury Board Staff and for the associated cost information.”

All information has been provided by the organization and has not been audited.

The Status of Enterprise Risk Management in the Government Ministries of British Columbia

As at 5 February 2013

Released: [23 June 2011](#)

1st Follow-up: [October 2012](#)

Discussed by the Public Accounts Committee: [11 June 2012](#)

Self-assessment conducted by Risk Management Branch and Government Security Office

Comments:

“Revised Government Risk Management Policy (CPPM Chapter 14) addressing the recommendations of the OAG report has been approved and published. Ministry deliverables under the revised policy are due commencing with the first quarter of fiscal 2013/14. With the exception of the ERM maturity assessments and ERM Deputy Minister accountability targets, all recommendations are expected to be completed by the end of fiscal 2013/14.”

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP:

SELF ASSESSED STATUS

Recommendation 8: Ministries utilize the Risk Management Branch’s approved ERM process, tools, training and guidance, or consult with the Risk Management Branch to modify the tools if needed.

Fully or substantially implemented

Recommendation 9: Ministries appoint an ERM coordinator to assist with risk management and the maintenance of ministry-wide risk registers.

Fully or substantially implemented

Recommendation 10: Ministries require their program areas to maintain a risk management process that includes a risk register, as appropriate, which can be rolled up to a ministry-wide risk register.

Alternative action taken

OUTSTANDING RECOMMENDATIONS AND SUMMARY OF PROGRESS

SELF-ASSESSED STATUS

We recommend that government develop an appropriate accountability mechanism to ensure ministries are held accountable for enterprise risk management. This should include (recommendations 1-4):

Recommendation 1: Regular assessments of ERM maturity for every ministry.

Partially implemented

Actions taken, results and/or actions planned:

“Core policy revision approved and published which requires ministries to conduct a Risk Maturity Self Assessment every three years. Due Q1 2015/16.”

Recommendation 2: ERM targets within Deputy Minister accountability letters.

No action taken

Actions taken, results and/or actions planned:

“Will be considered as new accountability letters are produced along with other strategic goals.”

Recommendation 3: Annual reporting of ministry-level risk registers. Partially implemented

Actions taken, results and/or actions planned:
 “Core policy revision approved and published which requires ministries to complete and submit ministry-level risk registers to RMB annually. Due Q1 2013/14”

Recommendation 4: Regular reporting of ministry ERM performance to the Deputy Ministers’ Council. Partially implemented

Actions taken, results and/or actions planned:
 “Core policy revision approved and published which requires ministries to update ERM performance semi-annually, submitting reports to RMB for analysis and report to DMC. RMB report to DMC due Q3 2013/14.”

Recommendation 5: The Risk Management Branch report to the Deputy Ministers’ Council on ministries’ progress towards full implementation of ERM. Partially implemented

Actions taken, results and/or actions planned:
 “RMB to report annually to DMC, based on analysis of ministry-level risk registers and associated updates. RMB report to DMC due Q3 2013/14.”

Recommendation 6: The Risk Management Branch create and maintain an overall risk register for all ministries in the Province of B.C. based on annual ministry-level risk registers. Partially implemented

Actions taken, results and/or actions planned:
 “Core policy has been rewritten to include this requirement. Process currently underway.”

Recommendation 7: Ministries maintain up to date ministry-level risk registers that clearly assess the likelihood and consequences of identified risks. Partially implemented

Actions taken, results and/or actions planned:
 “Core policy revision approved and published which requires ministries to maintain up-to-date risk registers. Due Q1 2013/14.”

British Columbia Coroners Service

As at February 8, 2013 Released: [12 July 2011](#)
 First Follow-up: [October 2012](#)
 Discussed by the Public Accounts Committee: [2 November 2011](#)

Self-assessment conducted by the BC Coroners Service

“The Coroners Service is committed to enhancing public safety through independent and thorough investigations, comprehensive reports and safety advisories, expert death reviews, and public inquests. By providing detailed statistical information about the factors leading to deaths of British Columbians to other agencies, programs and ministries of government, the Coroners Service informs policy, programs and legislation in support of public safety. The Coroners Service supports the public’s confidence in its institutions by ensuring that unexpected deaths are thoroughly and objectively investigated with all relevant facts and recommendations reported. We are committed to continuing to improve on our investigations, inquests and death reviews to ensure the Coroners Service maintains the public’s trust in its findings.”

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT:	SELF-ASSESSED STATUS
Recommendation 1: The BC Coroners Service develop a strategic plan, endorsed by ministry executive, that defines the service’s role in preventing deaths and supporting public safety and includes strategies for fulfilling that role.	Fully or substantially implemented
Recommendation 2: The BC Coroners Service develop a communications strategy as a component of its strategic plan.	Fully or substantially implemented
Recommendation 5: The Chief Coroner and Ministry executive confirm and document the authority and operational independence of the BC Coroners Service, review this agreement annually, and report to the minister any potential risks to operational independence.	Fully or substantially implemented

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 3: The BC Coroners Service prepare, and make public, an annual service plan and an annual report that follow the BC Reporting Principles.</p> <p>Actions taken, results and/or actions planned:</p> <p>“The recently released Coroners Service 2010 Annual Report substantially follows BC Reporting Principles. At this time, the Service does not publish its own annual service plan but provides its information in the Ministry of Justice Service Plan.”</p>	Partially implemented
<p>Recommendation 4: The BC Coroners Service include performance targets for the timeliness of investigations and reviews in its service plan and then report on actual performance in its annual report.</p> <p>Actions taken, results and/or actions planned:</p> <p>“The recently released 2010 Annual Report reports on timeliness performance and sets targets for upcoming years. Future reports will also include reporting and targets for reviews.”</p>	Fully or substantially implemented

All information has been provided by the organization and has not been audited.

Recommendation 6: The BC Coroners Service include in its strategic plan strategies for maintaining and developing the coroner expertise required to meet the service’s mandate. Partially implemented

Actions taken, results and/or actions planned:

“The BCCS Strategic Plan confirms the importance of maintaining and developing coroner expertise. A staff position dedicated to overseeing strategies for training and development is being developed. It is expected that a training coordinator will be in place within the next few months.”

Recommendation 7: The BC Coroners Service review the community coroner staffing model and explore options that can better support the long-term effectiveness of the BC Coroners Service. Fully or substantially implemented

Actions taken, results and/or actions planned:

“A new service delivery model developed to better support the long-term effectiveness of the Coroners Service is being implemented in identified areas of the province. This model clarifies responsibilities and the requisite training. The model maintains as and when required coroners in communities across the province to attend scenes of death and represent local issues. Full time investigative coroners with the necessary training and experience will then complete the investigations and reports. Positive impacts on timeliness, quality and consistency of investigations and reports are anticipated.”

Recommendation 8: The BC Coroners Service include in its strategic plan strategies for using data and trend analysis to identify risks to public safety, inform activities to improve public safety, and measure the impact of recommendations. Partially implemented

Actions taken, results and/or actions planned:

“Monitoring of mortality trends and patterns in deaths reported to BCCS is continuing and results are being publicly reported. An analysis of recommendation implementation has been completed and further analysis focused on measuring impact of recommendations is planned.”

An Audit of the Management of Groundwater Resources in British Columbia

As at 15 February 2013 Released: [1 December 2010](#)

1st Follow-up: [March 2012](#)

Discussed by the Public Accounts Committee: [10 February 2011](#)

Self-assessment conducted by Water Protection and Sustainability Branch, Ministry of Environment

Comments:

“The Ministry of Environment (MOE) and Ministry of Forests, Lands and Natural Resource Operations (MFLNRO) continue to make progress regarding the seven recommendations of the OAG in their 2010 performance audit of the management of groundwater resources in BC. For this second-year self-assessment, we have included the original ministry response to each of the recommendations in the first paragraph. The subsequent paragraph(s) outline the ministry’s progress to-date on the commitments made in our response. As noted below, recommendation 1 is substantially implemented, with a number of additional aquifer mapping projects initiated around the province this year; MOE and MFLNRO continue to work with various agencies, industry and academic institutions to further our understanding of priority aquifers in the province. This knowledge is used to improve decision-making and manage groundwater resources. The other 6 recommendations are underway.”

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):

SELF-ASSESSED STATUS

Recommendation 1: Ensure that classification of the province’s aquifers is completed for all priority areas and that the WELLS database is kept up to date. The ministry should also ensure that aquifers are characterized, starting with those classified as having the highest priority.

Fully or substantially implemented

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
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<p>Recommendation 2: Expand the Provincial Observation Wells Network and review the Provincial Ambient Groundwater Quality Monitoring Network to ensure there is sufficient monitoring of groundwater levels and quality across the province.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“Ministry 2010 response: The Ministry will continue to implement the recommendations of the 2009 independent review to expand the Provincial Observation Wells Network as available resources allow. The Ministry will initiate a review of the Ambient Groundwater Quality Monitoring Network in 2011 to help assess groundwater quality in priority areas.

The MFLNRO and MOE continue to implement the recommendations of the 2009 review to expand the Observation Well Network. In August 2012, an additional well was established in the Peace region bringing the total to 7 new wells for this area in 2011/2012. In 2012/13, MOE-MFLNRO established 26 observation wells in the following areas: Lower Mainland (Langley, Surrey, and 2 wells in Agassiz), Central Vancouver Island (10 wells), Gabriola Island (1 well), Okanagan Basin (7 wells in Kelowna and West Kelowna, Penticton, Okanagan Falls, Summerland), Logan Lake, Hat Creek (Cariboo - 2 wells), and Groundbirch (near Dawson Creek). This brings the number of observation wells from 126 in December 2010 to 172.

MoE, in collaboration with MFLNRO, initiated an operational review of the Provincial Observation Well Network using LEAN principles. The project identified actions to improve the quality of the water quantity data and improve overall operations of the network. These changes, in combination with improved reporting tools, will improve the availability of data to the public.

A review of the Ambient Groundwater Quality Monitoring Network, initiated in 2011/12, will be completed by March, 2013.”

<p>Recommendation 3: Take the lead on coordinating the consolidation of all of the groundwater monitoring information collected by provincial ministries and other agencies to reduce duplication of effort and to ensure the best use of limited resources.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned:

“Ministry 2010 response: The Ministry will work with MFLNRO, the Ministry of Health (MOH) and Regional Health Authorities to explore the feasibility of coordinating the consolidation of groundwater monitoring data collected by various parties.

The pilot project initiated in 2011 by MOE with Fraser Health, four water supply systems in the Fraser Valley, MOH and MFLNRO to assess the feasibility of consolidating drinking water quality data collected by the public water systems was completed in 2012. Next steps include presenting the results of the pilot to various groups and discussing the feasibility of proposed options to consolidate additional source water data from public water supply systems.”

Recommendation 4: Develop a groundwater information management strategy that takes into account detailed scientific information and identified trends, and ensure that the information required to support this strategy is collected, analyzed and available through one location. Partially implemented

Actions taken, results and/or actions planned:

“Ministry 2010 response: By 2011, the Ministry will complete the review of the Groundwater Program in collaboration with MFLNRO. The program review will include the development of a groundwater information management strategy with associated actions (e.g., linking databases containing groundwater data, consolidating groundwater data in one location, explore how best to interpret and report groundwater data).

The review of the Groundwater Program was initiated in 2010 but not completed as resources were directed towards aquifer mapping, classification and characterization, the Observation Well network and Water Act modernization. The work undertaken as part of the review in 2011/2012 included clarifying the roles and responsibilities between MOE and MFLNRO. Work on the assessment of groundwater information and reporting for various audiences continued in 2012. A prioritized list of groundwater quantity indicators needed for reporting on the state of water and to help inform future decision making affecting the groundwater resource was developed in 2012. The first priority indicator on groundwater level will be developed by the end of 2012/13 and information will be included on the Environment Reporting BC webpage.

Work is also currently under way to facilitate access to observation well data through the use of various on-line tools.

The complete review of the Groundwater Program, including the development of the information management strategy, is expected for 2013.”

Recommendation 5: Develop and deploy systems to protect groundwater from depletion and contamination and to ensure the viability of the ecosystems it supports. Partially implemented

Actions taken, results and/or actions planned:

“Ministry 2010 response: The Ministry is working to modernize the Water Act by 2012, which will better protect groundwater from depletion and contamination, as well as provide for the sustainable management of aquatic ecosystems.

With the complexity of this legislation and the widespread implications, government will be taking more time to engage with specific sectors and First Nations. Introduction of the proposed new Act into the Legislature is now planned for 2014. Regulation of groundwater extraction and use, requirements including measuring and reporting, consideration of environmental flows in licensing decisions and enabling provisions for Watershed Sustainability Plans remain cornerstone policies for the Water Sustainability Act.”

Recommendation 6: Develop a framework that clearly outlines the roles and responsibilities for managing groundwater provincially and locally, and ensure that agencies are able to take responsibility for groundwater in their area. Partially implemented

Actions taken, results and/or actions planned:

“Ministry 2010 response: The Ministry will clearly define the roles and responsibilities of the various agencies involved in the protection and management of groundwater through Water Act Modernization and the Groundwater Program review.

Agency roles and responsibilities between natural resource agencies in the management of groundwater resources was completed in 2011. Roles and responsibilities with other agencies will be further clarified through work on the Water Sustainability Act.”

Recommendation 7: Ensure that integrated watershed management plans are developed for all priority watersheds. Partially implemented

Actions taken, results and/or actions planned:

“Ministry 2010 response: The Ministry will continue to promote existing tools to help with the development of watershed plans and will work to enable the development of watershed sustainability plans through the modernized Water Act.

MOE and MFLRNO continue to develop tools to promote watershed planning and work with various local agencies to support outreach, education and the development of planning tools to protect groundwater.

In 2012, capture zones (source protection areas) were delineated for 131 public water supply systems in Northeast BC. The capture zones are available from iMAPBC and will provide added legal protection of drinking water sources from surface-based oil and gas activities regulated under the Oil and Gas Activities Act.

MOE began partnering with Agriculture Canada, the BC Ground Water Association, regional health authorities, and local governments in 2010 to develop and deliver Well Owner Workshops targeted at local citizens and farmers on how to protect their well water. In 2012, MFLNRO-MOE, and partners, delivered four workshops: two in the Cariboo (150 Mile House and Kersley) and two on Vancouver Island (Mill Bay and Duncan). Additional workshops are planned for 2013 (on Vancouver Island, Gulf Islads, and southern interior).

In 2012, MOE supported the development of a source water component to the BC Water and Wastewater Association’s Small Water System Operator Educational Course. The course has been updated and is being delivered to small water system operators to educate operators about ways to protect drinking water sources, including groundwater sources.

The Ministry partnership with the Regional District of Nanaimo on their “Drinking Water and Watershed Protection Program” which is a 10 year program continued in 2012. This project includes developing water budgets for the seven major water areas in the region, developing the groundwater and surface water monitoring networks, outreach and public education, and help in the development of planning tools to protect groundwater.

Watershed-level planning will be enabled through the Water Sustainability Act. Plans will be completed through a collaborative process in areas where there is significant risk to water supply and water quality or where ecosystems are damaged. Additional tools, such as the provincial water objectives, will be developed to complement watershed-level planning and support the protection of water by ensuring water is considered in land and water use decisions.”

School District 35 – Langley

As at February 8, 2013

Released: [8 December 2010](#)

First Follow-up: [October 2011](#)

Second Follow-up: [October 2012](#)

Discussed by the Public Accounts Committee: [9 February 2011](#)

Self-assessment conducted by the Board of School District 35 - Langley

Comments:

“In the six months since the Board’s last self-assessment (August 2012) much has been accomplished. The Board of Education continues to work well with the District Leadership Team. The Board has completed the development of a Strategic Plan for its three-year term and continues to work towards the goals of the District’s Achievement Contract and Aboriginal Enhancement Agreement. The Board has also engaged the community in several ways - consultation meetings on long term planning, partner group meetings and liaison meetings with local governments. A 10-year facilities plan has been approved and work is progressing on implementing the recommendations of that plan. The Board also is pleased with the progress it has made in the governance area and has recently made changes to the way it conducts its business. Implementing the remaining recommendations made by the Auditor General in 2010, particularly those focused on internal controls, remains forefront in the Board’s mind. While the Board is pleased with the progress to date, we recognize that there is more to be done and are committed to continuing to work towards full implementation.”

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
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Recommendation 3: The Board require senior management to provide it with sufficient, appropriate and regular information.	Fully or substantially implemented
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Recommendation 4: The Board engage in a healthy level of questioning and hold senior management accountable, in a respectful, professional and appropriate manner.	Fully or substantially implemented
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OUTSTANDING RECOMMENDATIONS AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
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Recommendation 1: Board trustees develop ways to work together to effectively discharge their responsibilities.	Fully or substantially implemented
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Actions taken, results and/or actions planned:

“The Board of Education is functioning reasonably well and trustees continue to further their individual and collective knowledge and understanding of governance. The perception of a lack of trust among trustees, identified at the House of Governance Session last June, was addressed at a special restorative action session in the fall of 2012. While the session may not have completely resolved the trust issue, it did provide trustees with a greater understanding of issues that exist among them and there has been a demonstrated willingness to move forward with that understanding. Trustees have also started a team-building process based on recognizing each other’s strengths and contributions to the Board (StrenghtsFinder exercise). The Board has also completed three governance sessions with a well-respected Board Chair and trustees now have a much greater awareness of how they should be discharging their responsibilities.”

Recommendation 2: Board trustees ensure that they understand, accept, and address their governance roles and responsibilities. Fully or substantially implemented

Actions taken, results and/or actions planned:

“The Board has made significant progress in implementing this recommendation. As a result of the governance and in-service sessions the Board has had, our Planning Meetings are now conducted as Committees of the Whole and the minutes of those meetings are presented at the monthly Regular Meeting. In addition, the minutes of committees and agencies that trustees are appointed to are now also included in the Regular Meeting agenda under a section of the agenda titled “Committee Reports”. The organization of the agenda for the Regular Meeting has also changed in that there are now separate sections for the Superintendent’s Report and the Secretary Treasurer’s Report, both with separate action and information items.

Regular and Planning meetings of the Board are therefore functioning well, being managed well by the Chair and Vice-Chair and the Audit Committee continues to function well. The Board has also approved a communications plan in order to improve communication between itself and the community. Meetings with stakeholders and local governments have taken place and more are scheduled.”

Recommendation 5: Senior management prepare and put to action a plan that includes responsibilities and timelines to address identified control weaknesses, including those outlined in our detailed management letter, and provide regular updates on progress to the Board. Partially implemented

Actions taken, results and/or actions planned:

“Updates on the internal control points raised by the Auditor General in 2010 along with the management letter points from the 2011 and 2010 audits were shared with the Audit Committee in September 2011 and February 2012, with reports going to the Board, both at In-Camera and Regular Meetings. A further update on these points as well as the points raised in the 2012 audit were shared verbally with the Audit Committee in December but will be presented more formally at the February 12, 2013 meeting of the committee. Although progress has been made in several areas, more work is still required. Now that the Finance Department has a full complement of staff with the hiring of an Assistant Secretary Treasurer in November the action plan previous developed will be updated and progress on implementing this recommendation will improve. As stated, it is planned that an updated action plan will be reviewed by the Audit Committee on February 12, 2013. In the meantime, management continues to employ larger scale control and review procedures in the areas of purchasing and budget to mitigate the risks the District has been exposed to in the past. The board feels there is greater transparency when it comes to discussions on internal controls.”

Recommendation 6: The Board ensure that it receives regular updates from senior management and that a strong system of controls is in place, working effectively and mitigating risk to an acceptable level. Partially implemented

Actions taken, results and/or actions planned:

“The area of internal controls is one which the Board together with the District Leadership Team continues to work to strengthen and enhance. While many improvements have been made to date, and there is a growing feeling of confidence by the Board and community that the appropriate systems and cross checks are in place, there is still some important work to be done. Trustees receive regular updates on the progress that is being made at Planning meetings via the Audit Committee and information is shared publicly at Regular Board meetings. Significant allocation changes were made to the budget this year, and it will be important to continue monitoring this area to ensure that the control systems put into place to support these changes are working well. Receipt of the Auditor General’s Management Letter for the 2011-12 year has been carefully reviewed and the recommendations have been incorporated into the updated action plan referred to above.”

All information has been provided by the organization and has not been audited.

Recommendation 7: Senior management and the Board move to a longer-term period of at least five years for strategic planning, and that the District’s strategic plan include a link between its educational goals and financial resource planning. Partially implemented

Actions taken, results and/or actions planned:

“While the Board recognizes the value of a longer term Strategic Plan, it has had a long-standing practice of developing 3 year District Strategic Plans which focus on educational programming, facilities, human resources, operations & community engagement and has recently completed the development of a Strategic Plan for its term. While it remains a 3-year plan there has been a focus on the longer term, particularly in areas of succession planning and facilities. The Board has received presentations on succession planning initiatives, including a leadership review conducted by an outside consultant, and the long term facilities plan is moving ahead with a focus on a ten year horizon. Budget decisions continued to be based on the Board’s priorities as set out in the Strategic Plan. The Board anticipates that the operating fund deficit will be completely retired by the end of the current school year and priority now will be on ensuring our educational goals will continue to be guided by the District Strategic Plan and the Achievement Contract. The new system for allocating resources to our schools has been implemented and with the elimination of the operating fund deficit the Board will continue discussions on the purpose and utilization of a longer term plan with a goal of presenting a formal written document which links educational goals with District resources in ways that enhance educational opportunities for student success and improves equity among our schools.”

Recommendation 8: Management provide more regular information to the Board on longer-term strategic and facilities planning and progress, including annual evaluation of its facilities planning and financial management. Partially implemented

Actions taken, results and/or actions planned:

“Management continues to provide the Board with updates on longer- term strategic and facilities planning and progress with respect to property disposals, new school construction, the annual facilities grant spending plan, property acquisitions and the status of our school facilities. At the February 5, 2013 Planning Meeting the Board received a presentation on the work being done in the district on energy management, including a review of planned projects for the next few years. More work is however required with respect to annual evaluations of facilities planning and financial management, which will be addressed in a more formal way in the last quarter of 2012-2013 and in the 2013-2014 school year.”

Recommendation 9: The District prepare a 10-year School District Facilities Plan. Fully or substantially implemented

Actions taken, results and/or actions planned:

“The District approved its 10-year facilities plan at a public meeting on October 19, 2012. The plan contains sixteen recommendations, several of which informed the district’s five-year capital plan submission to the Ministry of Education at the end of October 2012. Staff has developed a process to prioritize the remaining recommendations and the Board approved, at its January 29, 2013 Regular Meeting, moving forward in two specific areas: (1) an assessment of a middle school delivery model in areas of the district that currently do not have that model; and, (2) gathering information on the District’s alternate, career and district programs to determine the most appropriate locations and delivery method for these programs.”

All information has been provided by the organization and has not been audited.

EXECUTIVE SUMMARY

Since 2008, the Office of the Auditor General has been systematically following-up on recommendations using a self-assessment model, in which organizations describe – in their own words – the progress they have made in towards implementation.

We have consistently signalled our intention to place a selection of these self-assessments under closer scrutiny. This we have now done, as described in the following pages. Going forward, we expect an examination of a selection of self-assessments to become a normal part of our semi-annual follow-up process.

In this inaugural report, we selected self-assessments as of August 2012 for two projects:

- ◆ Conservation of Ecological Integrity in BC Parks and Protected Areas
- ◆ Managing Fraud Risks in Government

For each recommendation, we sought evidence to corroborate the respective ministry's self-assessment of progress. Evidence came in the form of interviews, publications and documentation. Note that we assessed evidence supporting the ministries' statements and not whether intended results or outcomes were achieved. That would require a more in-depth audit than was intended here.

Where we were able to obtain sufficient and appropriate evidence to support the self-assessment, we have indicated our concurrence in the tables below. Where we were unable to obtain sufficient and appropriate evidence, or where the evidence we were able to obtain indicated a different amount of progress, we have indicated this in the tables below along with the reasons for our disagreement with the self-assessment. Our conclusions were shared with the respective ministries prior to publication.

We found that the actions described in the self-assessments prepared by the Ministry of Environment and the Ministry of Finance were largely as described. However, we did not always agree with the self-assessed status.

- ◆ The self-assessment of the Ministry of Environment described their progress against what they had undertaken to do in their response to our original report. In a number of cases, that response was different from what we had recommended and so their self-assessment does not reflect their progress in implementing the recommendation. As a result, for three of the seven recommendations we reached different conclusions where progress has been self-assessed as “fully or substantially implemented”. We concluded that alternate actions had been taken for two recommendations, and that no action had been taken for the third.
- ◆ The Ministry of Finance reported it had fully implemented the single recommendation in the Fraud report. While there has been progress, we concluded that the recommendation has only been partially implemented.

Managing Fraud Risks in Government

Released: [25 August 2010](#)

1st Follow-up: [October 2011](#)

2nd Follow-up: [March 2012](#)

3rd Follow-up: [October 2012](#)

Discussed by the Public Accounts Committee: [17 November 2010](#)

3rd follow-up self-assessment conducted by the Ministry of Finance as at August 2012

Self-assessment comments from the Ministry of Finance:

“The Office of the Comptroller General (OCG) has recently released updated policies and procedures which clarify roles and responsibilities for fraud risk management. Progress continues on improving coordination among ministry investigation units and central agencies for the investigation and reporting of losses and fraud incidents.

The Investigation Unit, OCG is providing fraud prevention and awareness training across government.

The OCG has made substantial progress in implementing the recommendations, and have assessed our overall status as substantially complete. We remain fully committed to implementation of the Office of the Auditor General’s report recommendations.”

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
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Recommendation 1: Government adopt the five fraud risk management principles we have drawn up and use them as the basis for developing and implementing a comprehensive fraud risk management strategy.

Fully or substantially implemented

OAG FINDING: SELF-ASSESSED STATUS

In our view, three key elements of the five fraud principles are (1) having a central risk register, (2) having a central fraud hotline, and (3) doing public reporting of the results of government’s fraud risk management activities. These particular elements are not in place and, as a result, our assessment of government’s progress against the recommendation is “partially implemented”.

Actions taken, results and/or actions planned

“New policy was released in April 2012 which clarifies responsibilities for fraud detection, prevention and reporting, as well as consequences of fraudulent behaviour.

A fraud risk management working group established in fiscal 2011/12, comprised of various investigation units in ministries and central agencies, is continuing its work on improving loss and fraud reporting efforts in government.

The OCG is building stronger relationships with ministries and central agencies by improving collaboration and co-ordination in the assessment and investigation of fraud incidents.

The OCG is actively promoting fraud prevention and awareness through the government’s financial and operational communities by providing training and communication of policy requirements.

The OCG and Risk Management Branch are working together to make further improvements to the General Incident and Loss Reporting (GILR) practices by strengthening the follow-up process, as well as the timely detection of potential fraud risks through analysis of GILR information.”

OAG FINDING: IMPLEMENTATION

Actions taken largely as described, but lack of resources is hindering progress. The Fraud Risk Management Group has not met since December 2011.

Conservation of Ecological Integrity in B.C. Parks and Protected Areas

Released: [23 August 2010](#)

1st Follow-up: [October 2011](#)

2nd Follow-up: [October 2012](#)

Discussed by the Public Accounts Committee: [7 December 2010](#)

2nd follow-up self-assessment conducted by the Ministry of Environment as at August 20, 2012

Self-assessment comments from the Ministry of Environment:

Overall, BC Parks has successfully implemented the Ministry’s commitments regarding the seven recommendations made by the Office of the Auditor General (OAG) in the 2010 performance audit on the conservation of ecological integrity in parks and protected areas. For this self-assessment, we have included the original ministry response to each of the recommendations in the first paragraph. The second paragraph outlines the implementation of the commitments made in our response.

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: The ministry update its BC Parks Program Plan so that it includes clarification of ecological integrity and performance targets that adequately address the ministry’s goal of proactive stewardship of ecological integrity.</p> <p><i>Note: Since this was assessed in July 2011 as “Alternative action taken”, the Ministry was not required to provide a response in August 2012. The Ministry Report response and self-assessment presented here are taken from the Ministry’s previous self assessment as of July 2011.</i></p>	<p>Alternative action taken</p>

OAG FINDING: SELF-ASSESSED STATUS

We agree with the ministry’s self assessed status of the recommendation. The Program Plan is being replaced by a strategic document that is due to be published in Summer 2013.

Ministry Report Response:

The BC Parks Program Plan will include a definition of ecological integrity and will clarify how ecological integrity will be considered at a system level as well as an individual protected area level. The program plan performance measures will be updated by the spring of 2011.

Ministry Self-Assessment 2011 – Actions taken, results and/or actions planned (see note):

The existing BC Parks Program Plan is due for a complete update in 2012. As a result, BC Parks will be ensuring that ecological integrity is defined, context is provided and performance targets are included in the new program plan so long as the direction related to ecological integrity is maintained as a key goal of the agency. In the meantime, BC Parks has prepared a definition of ecological integrity that is relevant to the agency, provided context of where it is used as a goal of park management and a number of performance indicators. In the absence of a revised Program Plan, the ADM will be sending a memo to all staff in early September with this information as interim direction until a new program plan is developed..

OAG FINDING: IMPLEMENTATION

We found that the actions taken are as described; the strategic document is to be released in Summer 2013.

Recommendation 2: The ministry complete the strategic direction and procedural guidelines for its Conservation Management Program and ensure that the Conservation Program policies are consistently upheld.

Fully or substantially implemented

OAG FINDING: SELF-ASSESSED STATUS

The Ministry’s self-assessed status is based on the progress made in implementing what they said they would do in their original report response. On this basis, we agree with their self assessed status.

The Conservation Strategy and Conservation Program policies are in final draft form and are expected to be released in March 2013. However, the ministry has only recently begun to update the procedural guidelines, which are being done as needed. On this basis, we find that the recommendation is “partially implemented”.

Ministry Report Response:

BC Parks Conservation Management policy will be updated by the end of the 2011/12 fiscal year.

Implementation:

A review of the existing conservation policy set was completed. Conservation policies have been updated to reflect the BC Parks definition of ecological integrity and consideration of adaptation to climate change. The updated conservation policy set is in the final approval stage and will be available on the BC Parks website once approved. Existing policy gaps will be addressed on an ongoing basis. Strategic direction in the form of a Conservation Strategy (2012-2015) for the program area is in final draft. Once approved, it will also be posted on the BC Parks website.

OAG FINDING: IMPLEMENTATION

We found that the implementation is as described; Conservation Strategy and Conservation Program policies are expected to be finalized in March 2013.

Recommendation 3: Government develop a plan to address current gaps in the parks and protected areas system.

Fully or substantially implemented

OAG FINDING: SELF-ASSESSED STATUS

The Ministry’s self-assessed status is based on the progress made in implementing what they said they would do in their original report response. On this basis, we agree with their self assessed status.

However, this recommendation requires that *government* develop a government-wide plan to address current gaps to conserve ecological integrity in the provincial parks and protected areas system. The Ministry has told us that initiating a government-wide plan is not in their mandate. Also, the original report response noted: “Where there are approved Land Use Plans that include protected area designations, Government does not intend to reconsider recommendations or restart broad scale protected area planning.”

As a result, it is our opinion that an appropriate assessment of the status of this recommendation is “No action taken”. The work being done in assessment of private lands for acquisition, ensuring that ecological representation is a primary consideration, only occurs when someone approaches the Ministry with private land for sale.

Ministry Report Response:

The Ministry will maintain the land acquisition program and ensure that ecological representation continues to be a primary consideration in the prioritization of properties. Work will continue with other provincial resource management ministries to use a variety of land management tools to manage for ecological function across regional landscapes. This includes specific identification and protection of rare and endangered habitats.

Implementation:

BC Parks reviewed and revised the land acquisition criteria to ensure that ecological values are appropriately represented. The revised criteria have been shared with BC Parks regional planning staff for their use in assessing and recommending private lands for acquisition.

OAG FINDING: IMPLEMENTATION

We found that the implementation is as described. The land acquisition criteria are only used when land is offered to the Ministry.

Recommendation 4: The ministry (1) obtain the information it needs in order to determine management actions for the conservation of ecological integrity and (2) ensure that its policy of developing a five-year conservation management activities plan (research, inventory and monitoring) is met.

Fully or substantially implemented

OAG FINDING: SELF-ASSESSED STATUS

The Ministry’s self-assessed status is based on the progress made in implementing what they said they would do in their original report response. On this basis, we agree with their self assessed status.

Regarding the first part of the recommendation, the ministry uses the Conservation Risk Assessment Tool and the Long Term Ecological Monitoring Program to gather information which the ministry represents is sufficient for determining management actions for the conservation of ecological integrity. As such, we agree that this part of the recommendation is “fully or substantially implemented”, although it was beyond the scope of this review to determine whether or not the information gathered in this way is adequate for this purpose.

Our assessment of the second half of the recommendation is that the Ministry has taken “alternative action”, since the recommendation was to ensure that the policy was met, and the ministry has instead rescinded that policy. A new information policy exists within the DRAFT Conservation Policies; This policy no longer includes a 5-year conservation management activities plan.

Ministry Report Response:

Staff training will occur on the use of the Conservation Risk Assessment (CRA) tool and annual business plans will be updated to include targets for completion of the risk assessments. BC Parks will update its policies to reflect advancements in the CRA model. The ministry will continue to develop the Citizen Science Monitoring Program for protected areas and pilot this approach in regions in 2011/12.

Implementation:

The BC Parks Conservation Risk Assessment is an existing tool that holds both information about ecological values and threats to those values on a park by park basis. Updating this database occurs on an ongoing basis. Refresher training for staff groups commenced in 2011 and is ongoing through 2012/13. Regional Conservation Specialists are accountable for training regional staff and for seeing that the CRA is up to date in their region. The goal is to ensure that all field staff are trained in using CRA which includes, adding data and using the data to assist with management decisions. The second major piece of work related to this recommendation is the development of a long term ecological monitoring program using citizen science. The program has been rolled out in summer 2012 in eight major biomes of BC. Simple protocols for key indicators continue to be field tested with data beginning to be collected in all regions. A data storage system has been developed. The program will continue to grow in the years to come as more sites and volunteers come on board.

OAG FINDING: IMPLEMENTATION

We found that the implementation is as described.

Recommendation 5: The ministry review and update its Master Plans Policy (1) to clarify what type of management plan is required for each park and protected area, (2) how ecological integrity in each area will be conserved and (3) when each plan should be reviewed and updated.

Fully or substantially implemented

OAG FINDING: SELF-ASSESSED STATUS

We agree with the ministry’s self assessed status of the recommendation.

Ministry Report Response:

By the end of 20 11/12 the Management Plan policy will be updated to reflect current approaches. This will include the shift from prescriptive to outcome based direction. Management plans will be developed and reviewed on a priority basis using a risk management approach subject to available funding.

Implementation:

Strategic policies for management planning are largely complete and in the final approval stage. The strategic policies will be available on the BC Parks website once approved.

OAG FINDING: IMPLEMENTATION

We found that the implementation is as described; the Master Plans Policy is expected March 2013.

Recommendation 6: The ministry conduct annual planning for each park and protected area to determine what actions are needed to address conservation objectives, threats and stressors, determine priorities from this plan, and monitor and evaluate action items against conservation objectives.

Fully or substantially implemented

OAG FINDING: SELF-ASSESSED STATUS

The Ministry's self-assessed status is based on the progress made in implementing what they said they would do in their original report response. On this basis, we agree with their self assessed status.

The ministry has revised their Annual Management Planning process, and as a result while annual planning occurs in each region, it is not done for each park and protected area in the region. Instead, the ministry considers it more appropriate to do planning for some parks and protected areas every 3-5 years. On this basis, our assessment against the recommendation is "alternative action taken".

We found evidence that threats, stressors and priorities are included in the priority planning process. The Ministry represented that conservation objectives are also considered, and while they were included in some plans, it was beyond the scope of our review to determine if they should have been considered in the plans that had no such objectives listed.

Ministry Report Response:

BC Parks will revise the Annual Management Planning (AMP) process using best practices by the end of 2011/12. The revised process will assist the agency in identifying key priorities to undertake and include a process to evaluate and monitor progress.

Implementation:

BC Parks refined the existing Annual Management Planning process in Winter 2011 to ensure a simple and consistent approach across the province. The revised process was approved and rolled out for implementation in December 2011. All regions completed AMPs in 2011/12 which helped to set business plan priorities.

OAG FINDING: IMPLEMENTATION

We found that the implementation is as described.

Recommendation 7: The ministry report periodically to the Legislative Assembly and public on how it is conserving ecological integrity in the province's parks and protected areas system.

Fully or substantially implemented

Note: Since this was assessed in July 2011 as "Fully or substantially implemented", the Ministry was not required to provide a response in August 2012. The Ministry Report response and self-assessment presented here are taken from the Ministry's previous self-assessment as of July 2011.

OAG FINDING: SELF-ASSESSED STATUS

The Ministry's self-assessed status is based on the progress made in implementing what they said they would do in their original report response. On this basis, we agree with their self assessed status.

As described in their response, the Ministry is reporting to the public via their Annual Report on their website. There is no specific reporting to the Legislative Assembly, and the ministry has no plans to do so. Accordingly, our assessment of the status of the recommendation is "Alternative action taken".

Ministry Report Response:

The ministry will consider options for enhanced reporting of parks program performance measures. The annual report published on the web will include more comprehensive information on all measurable program outcomes.

Ministry Self Assessment 2011 – Actions taken, results and/or actions planned - (see note):

The 2010/11 Annual Report for BC Parks is being developed. It is expected that the report which includes information about the BC Parks conservation program will be released in September 2011.

OAG FINDING: IMPLEMENTATION

We found that the actions taken are as described.

APPENDIX A: CUMULATIVE RESULTS OF SELF-ASSESSMENTS, OCTOBER 2008-APRIL 2013

Report	Released	Recommendations	Cumulative status of recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Action Taken
Education						
Government's Post-secondary Expansion- 25,000 Seats by 2010	Dec 2006	6	5			1
Literacy: Creating the Conditions for Reading and Writing Success	Feb 2008	8	7		1	
A Major Renovation: Trades Training in British Columbia	Nov 2008	11	10		1	
Planning for School Seismic Safety	Dec 2008	7	1		6	
Managing for Results: Post-Secondary Accountability Framework Audit	Dec 2011	5	4		1	
Environment						
Preventing Fatalities and Serious Injuries in B.C. Forests: Progress Needed	Jan 2008	15	9	5	1	
Oil and Gas Site Contamination Risks: Improved oversight needed	Feb 2010	9	9			
Conservation of Ecological Integrity in B.C. Parks and Protected Areas	Aug 2010	7	6	1		
Audit of the Agricultural Land Commission	Sep 2010	9			9	
An Audit of the Management of Groundwater Resources in British Columbia	Dec 2010	7	1		6	
An Audit of the Environmental Assessment Office's Oversight of Certified Projects	Jul 2011	6	4		2	
An Audit of the Ministry of Forests, Lands and Natural Resource Operations' Management of Timber	Feb 2012	6	1		5	
Britannia Mine Water Treatment Plant Project	Jul 2012	3	1		2	
Finance						
Keeping the Decks Clean: Managing Gaming Integrity Risks in Casinos	Jul 2005	13	12	1		
British Columbia Audit Committees: Doing the Right Things	Dec 2006	2	2			
Financial Framework Supporting the Legislative Assembly	Apr 2007	4		4		
Strengthening Accountability in British Columbia: Trends and Opportunities in Performance Reporting	Apr 2008	5	5			
Public Participation: Principles and Best Practices for British Columbia	Nov 2008	1		1		
How Are We Doing? The Public Reporting of Performance Measures in British Columbia	Dec 2008	4	3		1	

Report	Released	Recommendations	Cumulative status of recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Action Taken
British Columbia Crown Corporations Executive Compensation Arrangements: A Work in Progress	Nov 2009	8	7	1		
School District 35 - Langley	Dec 2010	9	5		4	
The Status of Enterprise Risk Management in the Government Ministries of British Columbia	Jun 2011	10	2	1	6	1
Development Initiative Trusts*	Apr 2012	9	9			
Crown Agency Board Governance	Jun 2012	25	15		10	
Health						
In Sickness and in Health: Healthy Workplaces for British Columbia's Health Care Workers	Jun 2004	37	33	1	3	
Managing PharmaCare: Slow Progress Toward Cost-Effective Drug Use and a Sustainable Program	Mar 2006	15	15			
Infection Control: Essential for a Healthy British Columbia	Mar 2007	126	124	2		
The Child and Youth Mental Health Plan: A Promising Start to an Urgent Need	Jun 2007	11	11			
Preventing and Managing Diabetes in British Columbia	Dec 2007	3			3	
Interior Health Authority: Working to Improve Access to Surgical Services	Aug 2008	12	8	2	2	
Electronic Health Record Implementation in British Columbia	Feb 2010	1	1			
Information Technology						
IT Audits of the Corporate Accounting System	2005/2006	25	24	1		
Managing Access to the Corrections Case Management System *	Mar 2008	9	9			
Managing Government's Payment Processing	May 2008	34	26	4	4	
Wireless Networking Security in Victoria Government Offices: Gaps in the Defensive Line	Feb 2009	4	3		1	
The PARIS System for Community Care Services: Access and Security	Feb 2010	10	9		1	
Wireless Networking Security in Government: Phase 2	Mar 2010	17	9	6	1	1
IT Continuity Planning in Government	Apr 2010	9	7		2	

* The report's three recommendations were directed to each of the three Statutory Trusts separately.

APPENDIX A: CUMULATIVE RESULTS OF SELF-ASSESSMENTS, OCTOBER 2008-APRIL 2013

Report	Released	Recommendations	Cumulative status of recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Action Taken
Information Security Management: An Audit of How Well Government is Identifying and Assessing Its Risks	Dec 2010	6	5		1	
Wireless Networking Security in Government: Phase 3	Dec 2011	22	14	1	4	3
Social Services						
Management of Aboriginal Child Protection Services: Ministry of Children and Family Development	May 2008	10	4	6		
Home and Community Care Services: Meeting Needs and Preparing for the Future	Oct 2008	10	9		1	
Homelessness: Clear Focus Needed	Mar 2009	7	5	2		
British Columbia Coroners Service	Jul 2011	8	5		3	
Effectiveness of BC Community Corrections	Dec 2011	8	2		6	
Transportation						
Changing Course – A New Direction for British Columbia’s Coastal Ferry System: A Review of the Transformation of BC Ferries	Dec 2006	3	1	2		
Switching Tracks: A Review of the BC Rail Investment Partnership	Mar 2007	1	1			
Upkeep of the Provincial Roads Network by the Ministry of Transportation and Infrastructure	Nov 2010	10	4		6	
Sea-to-Sky Highway Improvement Project	Jul 2012	5	2		3	
Total Recommendations		630	476	44	103	7
Percent of Total Recommendations			75.6%	7.0%	16.3%	1.1%

Reports by Sector	Released	1st Follow Up	2nd Follow Up	3rd Follow Up
Education				
School District 40's (New Westminster) Business Company Examination	Dec-12	Oct-13		
Managing for Results: Post-Secondary Accountability Framework Audit	Dec-11	Apr-13	Oct-13	
Environment				
Audit of the Agricultural Land Commission	Sep-10	Oct-11	Oct-12	Oct-13
An Audit of the Management of Groundwater Resources in British Columbia	Dec-10	Apr-12	Apr-13	Apr-14
An Audit of the Environmental Assessment Office's Oversight of Certified Projects	Jul-11	Oct-12	Oct-13	
An Audit of the Ministry of Forests, Lands and Natural Resource Operations' Management of Timber	Feb-12	Apr-13	Apr-14	
An Audit of Biodiversity in B.C.: Assessing the Effectiveness of Key Tools	Feb-13	Apr-14		
Britannia Mine Water Treatment Plant Project	Jul-12	Apr-13	Oct-13	
Finance				
Organizational Costing of Fee-Based Goods and Services	Dec-11	Oct-12	Apr-13	Oct-13
Health				
Health Benefits Operations: Are the Expected Benefits Being Achieved?	Feb-13	Apr-14		
Governance & Accountability				
The Status of Enterprise Risk Management in the Government Ministries of British Columbia	Jun-11	Oct-12	Apr-13	Apr-14
Crown Agency Board Governance	May-12	Apr-13	Oct-13	
Information Technology				
Securing the JUSTIN System: Access and Security Audit at the Ministry of Justice	Jan-13	Oct-13		
Justice & Public Safety				
British Columbia Coroners Service	Jul-11	Oct-12	Apr-13	Oct-13
Effectiveness of BC Community Corrections	Dec-11	Apr-13	Oct-13	
Transportation & Infrastructure				
BC Transit Audit	Dec-12	Oct-13		
Audit of the Sea-to-Sky Highway Improvement P3 Project	Jul-12	Apr-13	Oct-13	
Upkeep of the Provincial Roads Network by the Ministry of Transportation and Infrastructure	Nov-10	Oct-11	Oct-12	Oct-13