



OFFICE OF THE  
**Auditor General**  
of British Columbia



**ANNUAL REPORT 2018/19**

[www.bcauditor.com](http://www.bcauditor.com)

# WHO WE ARE

The Office of the Auditor General conducts audits, reviews and examinations on how well government is managing its responsibilities and resources, and issues reports and recommendations to B.C.'s legislative assembly for improvement.

We are non-partisan, independent of government, and we report directly to the legislative assembly of B.C. We provide assurance and advice about the overall operation of the B.C. government.

Our **vision** is to support B.C.'s legislative assembly, government and public service in working effectively for the people of the province.

Our **mission** is to provide independent assurance and advice to the legislative assembly, government and public service, all for the well-being of the people of B.C.

Under the [Auditor General Act](#), the Auditor General has a mandate to audit the government reporting entity, which includes ministries, Crown corporations and other organizations controlled by, or accountable to, the provincial government. This includes school districts, universities, colleges, health societies and health authorities.

**Carol Bellringer** is the Auditor General of British Columbia.

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OFFICE OF THE  
**Auditor General**  
of British Columbia

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The Honourable Daryl Plecas  
Speaker of the Legislative Assembly  
Province of British Columbia  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Mr. Speaker:

I have the pleasure of submitting this *Annual Report 2018/19* in fulfilment of the requirement as described in section 22 of the *Auditor General Act*.

Carol Bellringer, FCPA, FCA  
Auditor General  
Victoria, British Columbia  
June 2019

The Office of the Auditor General of British Columbia would like to acknowledge with respect that we conduct our work on Coast Salish territories. Primarily, this is on the Lkwungen-speaking people's (Esquimalt and Songhees) traditional lands, now known as Victoria, and the WSÁNEĆ people's (Pauquachin, Tsartlip, Tsawout, Tseycum) traditional lands, now known as Saanich.

# ACCOUNTABILITY STATEMENT

This report reflects on the performance of my office for the 12 months ending March 31, 2019, and was prepared in accordance with the *Auditor General Act* and the [B.C. Reporting Principles](#). Fiscal assumptions and policy decisions up to June 1, 2019 have been considered in the development of this report.

I am accountable for our results, our selection of performance indicators, and for ensuring that the information is measured accurately and in a timely manner. We have identified and explained any significant limitations in the reliability of the data.

Our annual report includes estimates and interpretive statements of management's best judgement. The measures we use are consistent with our mission, goals and objectives, and we focus on aspects critical to a general audience for understanding our performance. If you require more detailed information, please contact us.

Carol Bellringer, FCPA, FCA  
Auditor General  
June 2019



Carol Bellringer, FCPA, FCA

# A MESSAGE FROM THE AUDITOR GENERAL

I'M PLEASED TO PRESENT OUR 2018/19 ANNUAL REPORT, which is a chance for us to share our stories from the past year. This is my fifth annual report as British Columbia's Auditor General.

Our biggest stories are always about our work.

Our annual performance audit and financial statement audit coverage plans that we publish every year summarize the work we'll undertake over the next three years. Our annual service plan sets out our overall performance expectations for the year. Sharing our audit and service plans supports our commitment to transparency and stakeholder engagement.

While we were finalizing our *Performance Audit Coverage Plan* this year, allegations surfaced about administrative processes in the legislative assembly. We have commenced an audit in this area in light of the issues brought to our attention and concerns that my office previously raised in 2007, 2012 and 2013. We'll be releasing the results as a number of smaller reports as we complete the work, rather than one large report at the end of the audit. We anticipate releasing the first report in late summer 2019.

This year, as every year, we conducted the largest financial audit in the province. It takes us about 40,000 hours of work. We audit central government plus the

nearly 150 other government organizations, including Crown corporations, universities, colleges, school districts, health authorities and similar entities that are controlled by the provincial government. Given the magnitude of this audit and our limited capacity, we work with private-sector auditors to complete the necessary work. You can see in [Appendix B](#) the list of 40 financial audit reports, as well as the 11 performance audit reports and eight information reports and plans we completed in 2018/19.

Some of the performance audit topics we looked at included:

- ◆ promoting healthy eating and physical activity in K-12
- ◆ commercial vehicle safety
- ◆ BC Hydro's asset management, its detection and response to cybersecurity threats on its industrial control systems, and its use of rate-regulated accounting
- ◆ access to emergency health services
- ◆ the BC Oil and Gas Commission's management of non-operating oil and gas sites



Pictured with the Auditor General, all three of our CPA students passed the CFE this year.

Last year our Compliance, Controls and Research (CCR) team published its first round of reports, including:

- ◆ *Executive Expenses at SD61*
- ◆ *Understanding Tax Expenditures*
- ◆ *Master Supplier File Maintenance*
- ◆ *The Short Term Illness and Injury Plan*

All of our CCR reports have been well-received by the Select Standing Committee on Public Accounts, and have led to robust discussions. In the coming months, we plan on publishing CCR reports on audits of directly awarded contracts at the BC Liquor Distribution Branch and the executive expenses at School District 36 (Surrey). CCR audits use the same audit process and methodology as our larger performance audits, but given the narrower scope of the CCR audits, allow us to be more flexible and responsive in our work.

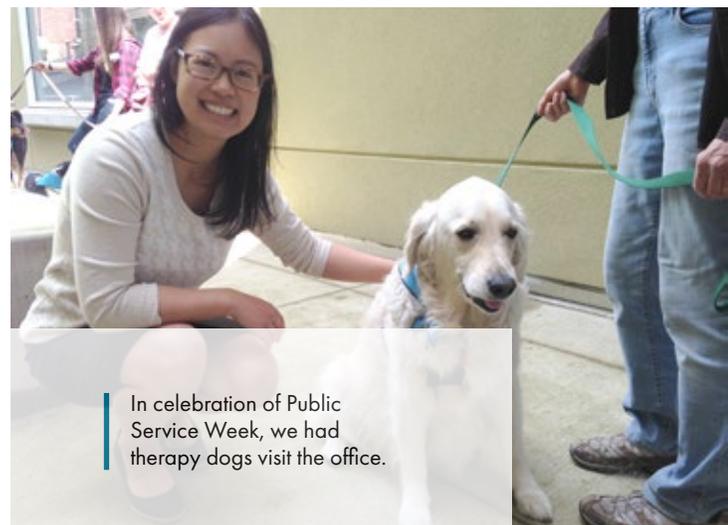
Through conversations with the general public, government employees and members of the legislative assembly (MLAs) from all sides of the house, we select audit topics that will carry the greatest relevance and value to the people of British Columbia. Last year we received almost 500 public inquires, including nearly 100 audit requests.

Over the past year, we've worked hard to ensure that we have a full complement of staff and we came very close to achieving this. We held 17 competitions and hired 32 people throughout the year. We expect the hiring climate for skilled employees to remain tight in our already tight local market.

In part, we've responded to our staffing challenges by hiring staff and training them to meet our needs.

We've been a CPA training office for over 30 years and last year we supported three more of our students through the Common Final Exam (CFE) with the Chartered Professional Accountants of Canada. We also celebrated our third annual Learn@Work week—part of a national initiative. Drawing on in-house and external expertise, we offered 56 technical and foundation skills courses on topics ranging from data analytics and audit standards, to culture and inclusivity. And to supplement our robust course delivery, we expanded digital learning, software certifications, onboarding, and, executive and supervisory training programs this year.

Beyond our audit work, we also held events to raise \$25,599 for the Provincial Employees Community Services Fund, which supports local causes across the province. In October, we participated in the Run for



In celebration of Public Service Week, we had therapy dogs visit the office.



In October, we participated in the Run for the Cure, in memory of Katrina Hall, our Executive Director of Finance and Administration.

the Cure, in memory of Katrina Hall, our Executive Director of Finance and Administration, who so sadly passed away last July. And in June, in celebration of Public Service Week, we had therapy dogs visit the office so staff could take a break to pet their stress away.

In terms of our finances, we're very pleased that our concerted effort to spend our budget in its entirety so as to complete the most audits possible, meant that we were only 2.5% or \$447,000 under budget. Salaries made up just \$88,000 of that underspend. Comparatively, we were 4.9% or \$841,000 under budget last year, and salaries made up \$525,000 of that.

In 2017, we received additional funding to become the financial auditor for the University of British Columbia and BC Hydro in 2020. Given the financial magnitude of BC Hydro, and the fact that it touches most people in British Columbia, we felt it was important to have greater oversight of this Crown corporation. We've

hired the additional resources required to carry out both of these audits, including three Vancouver-based staff members and a subject-matter expert for the complex audit work related to derivatives and hedging at BC Hydro.

A more detailed view of our finances is available in the Our Finances section ([see page 27](#)) and in our Financial Statements.

As an independent office of the legislature, we're in a unique position in that our advice can influence change across the government reporting entity. My staff and I are dedicated to the work we do, and we find this work meaningful because we're making a difference.

Carol Bellringer, FCPA, FCA  
Auditor General  
June 2019



One of the events we held for the Provincial Employees Community Services Fund was dressing for Halloween.

# EXTERNAL AUDITOR'S OPINION ON THE ANNUAL REPORT



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## Independent Practitioner's Reasonable Assurance Report

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### To the Speaker of the Legislative Assembly, Province of British Columbia

We have undertaken a reasonable assurance engagement of the accompanying Annual Report (the "Annual Report") of the Office of the Auditor General of British Columbia (the "Office") for the year ended March 31, 2019 in accordance with the BC Reporting Principles presented in the attached Appendix.

#### Management's Responsibility

Management is responsible for the preparation of the Annual Report in accordance with the BC Reporting Principles.

Management is also responsible for such internal control as management determines necessary to enable the preparation of the Annual Report to conform with the BC Reporting Principles.

#### Our Responsibility

Our responsibility is to express a reasonable assurance opinion on the Annual Report based on the evidence we have obtained. We conducted our reasonable assurance engagement in accordance with Canadian Standard on Assurance Engagements (CSAE) 3001, *Direct Engagements*. This standard requires that we plan and perform this engagement to obtain reasonable assurance about whether the Annual Report conforms with the BC Reporting Principles in all significant respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an engagement conducted in accordance with this standard will always detect a significant deviation when it exists. Deviations can arise from fraud or error and are considered significant if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of our report. The nature, timing and extent of procedures selected depends on our professional judgment, including an assessment of the risks of material misstatement, whether due to fraud or error, and involves obtaining evidence about the preparation of the Annual Report in accordance with the BC Reporting Principles.

#### Our Independence and Quality Control

We have complied with the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Canadian Standard on Quality Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Engagements* and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



#### Significant Inherent Limitations

As called for by the BC Reporting Principles, the Annual Report contains a number of representations from management concerning the appropriateness of the goals, objectives, and targets established by the Office, explanations of the adequacy of planned and actual performance, and expectations for the future. Management also represents to the extent and nature of information and key performance measures that they believe are critical and meaningful. Such representations are the opinions of management and inherently cannot be subject to independent verification. Therefore, our examination was limited to ensuring the Annual Report contains those representations called for by the BC Reporting Principles and that they are consistent, where applicable with the audited financial statements.

#### Opinion

In our opinion, the Annual Report of the Office for the fiscal year ended March 31, 2019 conforms in all significant respects with the BC Reporting Principles.

*BDO Canada LLP*

Chartered Professional Accountants

Victoria, BC  
June 6, 2019



**Appendix to Independent Practitioner's Reasonable Assurance Report of BDO LLP on the 2018/19 Annual Report**

**Detailed observations**

**Principle 1 - Explain the Public Purpose Served**

The Annual Report explains the Office's mission and Public purpose, as outlined in enabling legislation. It reports on the organization's two core business areas and the services/products provided. The Annual Report includes a discussion of the involvement of private sector auditors and the quality assurance measures in place. The Annual Report details the Office's clients and stakeholders, including the accountability relationship with the Legislative Assembly. Other factors related to understanding performance are identified, including independence and objectivity.

**Principle 2 - Link Goals and Results**

The Annual Report identifies the organization's mission, mandate, goals, objectives, and successfully explains their interrelationships. Performance indicators are reported and reflect the core substance of the objectives and focus on short-term and long-term outcomes. The Annual Report explains the variances between planned and actual results, variances from prior years' results and discusses plans to achieve targeted results in the future. The Annual Report includes a revised set of measures for future years.

**Principle 3 - Focus on the Few, Critical Aspects of Performance**

The Annual Report provides information to readers by focusing on key performance indicators that management feels are critical to the understanding of the operational performance of the Office. The results of performance, both financial and nonfinancial, are clearly presented. The Annual Report manages its level of detail by referring appropriately to companion documents.

**Principle 4 - Relate Results to Risk and Capacity**

The Annual Report examines the key risks to the Office and explains the impact of risk and the resulting critical success factors on performance results, in both a short-term and long-term context. The Annual Report addresses capacity in terms of human resources and funding and how these affect the ability to deliver organizational goals and objectives.

**Principle 5 - Link Resources, Strategies and Results**

The Annual Report highlights key financial information at an organization-wide level. Explanations are provided for variances from prior year and budgeted amounts. The Annual Report conveys efficiency through its discussions and analyses of performance indicators. Links between resources and outputs are discussed and contribute to the reader's understanding of the efficiency of operations.

**Principle 6 - Provide Comparative Information**

Where available the Annual Report provides comparative data in its analyses of the performance indicators.



**Principle 7 - Present Credible Information, Fairly Interpreted**

The Annual Report covers all key aspects of performance using measures that management feels are relevant. The report clearly identifies the data sources used to assess the performance. The Annual Report is reasonably concise, effectively uses tables and graphs to present information and avoids excessive use of specialized terminology.

**Principle 8 - Disclose the Basis for Key Reporting Judgments**

The Annual Report identifies the sources of information for performance indicator data. Limitations to data sources, where present, are disclosed. The Annual Report discusses the Office's confidence in the reliability of the data and reports successes and shortcomings in a fair and balanced manner.

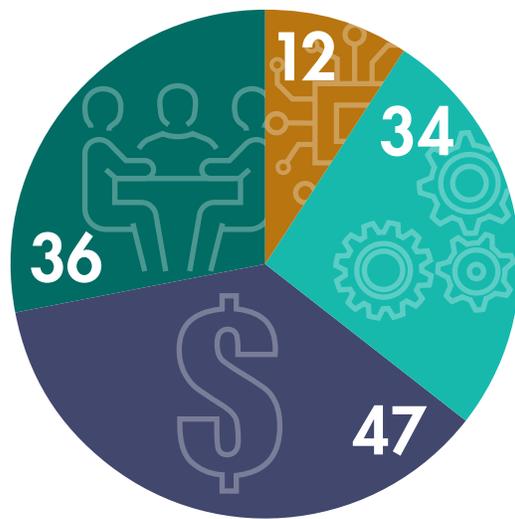


Our staff holiday charity auction.

# SERVING THE PUBLIC INTEREST

## WHO WE ARE

Office of the Auditor General: 129 staff



- Corporate services
- Financial audit
- Performance audit
- IT audit

Certifications and designations held by office staff



Corporate Services: 36 staff

Includes professional practices, legal, training and development, human resources, IT, communications, finance and administration and operational support services

- ◆ Supports auditors to ensure high-quality audits that meet assurance standards
- ◆ Published 1 of 19 performance audit/other reports

Financial Audit: 47 staff

- ◆ Determine whether an organization's financial statements are fairly presented & free of significant errors in accordance with the Canadian generally accepted accounting principles
- ◆ Audit government's Summary Financial Statements, which is the largest financial audit in B.C. taking over 40,000 hours
- ◆ Published 6 of 19 performance audit/other reports, as well as 40 audit opinions on government's financial statements
- ◆ 5 projects underway as of March 31, 2019
- ◆ 3 associates passed the CPA final exam

Performance Audit: 34 staff

- ◆ Conduct value-for-money audits that advise on whether government programs achieve efficiency, economy and/or effectiveness
- ◆ Published 7 of the 19 performance audit/other reports
- ◆ 14 projects underway as of March 31, 2019

Compliance, Controls and Research

- ◆ Delivers smaller, narrow-scoped performance audit projects primarily focused on management controls and compliance
- ◆ Published 4 of 19 performance audits/other reports on various government programs
- ◆ 7 projects underway as of March 31, 2019

IT Audit: 12 staff

- ◆ Conducts IT audits and assesses IT controls to support financial statement and performance audits
- ◆ Published 1 of the 19 performance audit/other reports on IT
- ◆ 3 projects underway as of March 31, 2019

## WHAT WE DO

We primarily conduct financial and performance audits.

**Financial audits** are independent opinions on the financial statements of government organizations. Through these audits, we can determine if those statements are presented fairly and free of material errors, misstatements and omissions. Our largest financial audit is of the Summary Financial Statements of the Government of British Columbia, which encompasses over 160 public sector entities and ministries.

**Performance audits** are value-for-money audits that assess the efficiency, economy and effectiveness of provincial programs, services and resources. Through these audits, we make recommendations for improvement. Topics include health care, education, transportation, information technology, the environment and more. The performance audit team is dedicated to delivering on the *Performance Audit Coverage Plan*, and our compliance, controls and research (CCR) team delivers narrow-scoped performance audits that focus on risks related to legislative compliance and financial management controls. The CCR team also responds to citizen inquiries.

We account for economic, social and demographic factors in our coverage plans as we determine which financial and performance audits to undertake. For example, we rotate our financial audits of school districts throughout the province to cover a variety of regions with varying economic, social and demographic influences. Similarly, we choose performance audits that impact the majority of people in British Columbia or that have large financial implications for government.

We also produce a variety of other valuable information pieces, including management letters, guides and brochures. As well, we may publicly report on work that is not an audit, such as a review or an examination.

Billions of \$ in government

**REVENUE**  
AUDITED

52

Billions of \$ in government

**EXPENSES**  
AUDITED

52

Billions of \$ in government

**ASSETS**  
AUDITED

92

## WHO WE SERVE

- ◆ First and foremost, we serve the legislative assembly of B.C.
- ◆ Second, through the legislative assembly, we serve the people of B.C.
- ◆ Third, we serve senior government officials and governing boards of Crown corporations and organizations that are controlled by the provincial government, such as school districts, universities, colleges, health societies and health authorities.

## PLANNING AND REPORTING CYCLE

All of our activities support the vision and mission in our strategic plan. Our annual planning and reporting cycle guides the development of our work plans and operations, and includes, among other accountability documents, our *Annual Report*, *Service Plan*, *Financial Statement Audit Coverage Plan* (FSACP) and *Performance Audit Coverage Plan* (PACP).

Our planning cycle accelerates when we submit our FSACP to the Select Standing Committee on Public Accounts (PAC), as required under section 10(6) of the *Auditor General Act*. This plan summarizes the financial audit work we aim to undertake over the next three years. Once approved by PAC, we estimate the cost of doing the work outlined in both our FSACP and PACP and then submit our budget request (estimate of resources) to the Select Standing Committee on Finance and Government Services for approval; it is then included in the main estimates for the Government of British Columbia.

Delivering on the commitments we have made in our FSACP and PACP, as well as our budget, means maintaining enough staff to complete the work, and providing them with clear direction to guide their everyday activities. Our workforce plan sets our strategy for maintaining optimal staffing and creating organizational health. Our operational plan guides staff on how to implement our goals, objectives and commitments over the coming year. We update both documents annually.

ENTITIES IN THE 2018/19  
SUMMARY FINANCIAL  
STATEMENTS AUDIT

147

REPORTS & PUBLICATIONS  
COMPLETED

59

FINANCIAL AUDIT  
REPORTS

40

PERFORMANCE  
AUDIT REPORTS

11

OTHER REPORTS  
AND PUBLICATIONS

8

PUBLIC INQUIRES

483

RESPONSES TO PUBLIC INQUIRIES

164

AUDIT REQUESTS RECEIVED

89

**PUBLIC INQUIRES**

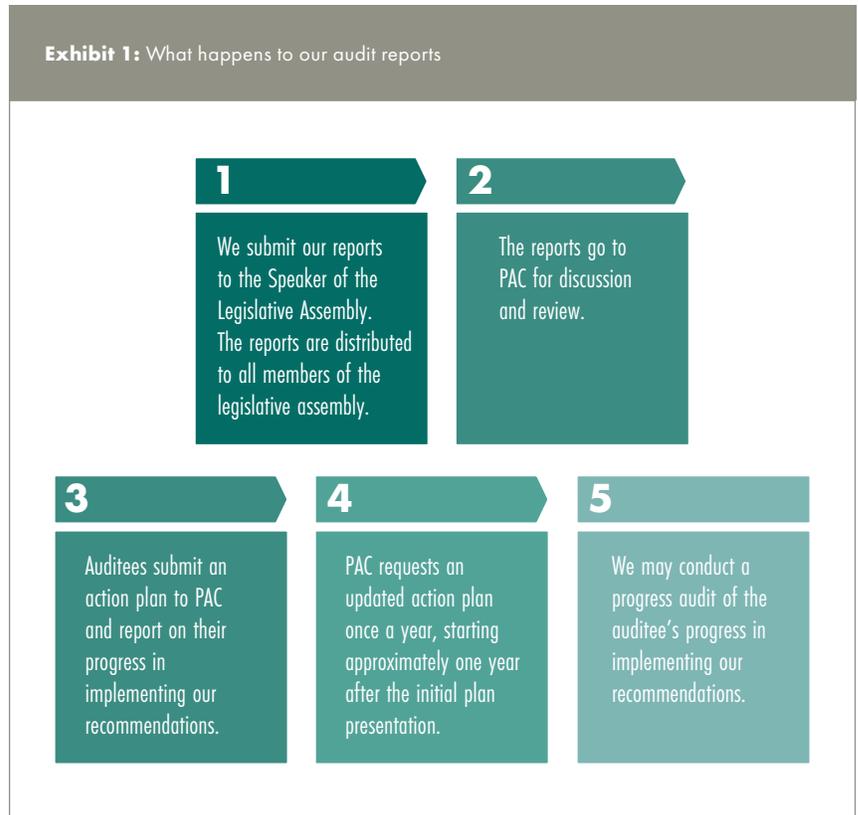
We encourage the public to contact us with feedback, queries and audit suggestions.

This year we received 483 messages from the public, or public inquires. Some were information, others were questions, and we even got a few invitations and thank you notes. Of the 483 messages, 164 required a response—which we were happy to provide—and 89 were audit suggestions. We received inquiries via our website, email, fax, phone and we even had a few hand-delivered to our office.

**SELECT STANDING COMMITTEE ON PUBLIC ACCOUNTS (PAC)**

PAC is an all-party committee of the legislative assembly, chaired by a member of the official opposition. The committee reviews and reports to the legislative assembly on our audit reports.

**Exhibit 1:** What happens to our audit reports



When reviewing one of our reports, PAC:

- ◆ invites the Auditor General to present the report
- ◆ contacts the Office of the Comptroller General to coordinate attendance by the audited organization
- ◆ submits its own report to the Speaker annually, including which of our recommendations it endorses

Additional information is available on PAC’s web page.

## RISKS TO OUR CAPACITY

In 2018/19, our leadership team went through a process of identifying and analyzing key risks we face in fulfilling our mandate. Staffing risks, including recruitment and retention, were identified as being among the highest risks the office faces, both in the short and long term as the market for qualified auditors is forecast to remain tight.

As in prior years, staff continue to leave our organization to take on more senior positions in both the private and public sectors. This is a reflection of the high-quality training and experience we provide our staff, the current external market for trained accountants and auditors, and the higher salary levels that other organizations can offer. It's also a reflection that the positions our staff are leaving for may be a better match for their interests and future plans. In addition, we continue to see some external candidates declining our employment offers, primarily because of the high cost of living in Victoria.

To help us address this risk in the short term, we track *percentage of vacant staff* positions as one of our key performance indicators. This gives us up-to-date data on our staffing situation so we can respond strategically and in a timely manner.

Our leadership team also identified relations with our external stakeholders as being another of the high-level risks facing our office. The high level of risk reflects our recognition of the importance of building positive working relationships across government. We have increased our efforts to manage these relationships by using our external stakeholder engagement strategy and plan. We also survey annually, as two of our key performance indicators, those MLAs who are members of the Select Standing Committee on Public Accounts, as well as all deputy ministers, for their perspective on our work and the value that we add to their work. In 2019/20, we will continue to monitor the effectiveness of these efforts.

Ever changing accounting and auditing standards, and regulations were also identified as some of our higher risks. We continue to mitigate this risk by staying on top of potential changes to accounting and auditing practices by participating in organizations such as CCOLA, CAAF, IFAC, AASB, AASOC, IIA, ISACA, and PSAB.



We spent 15.75 hours with PAC over 5 meetings discussing 11 different reports.

### ACCOUNTING AND AUDITING ORGANIZATIONS

**CCOLA** – Canadian Council of Legislative Auditors

**CAAF** – Canadian Audit & Accountability Foundation

**IFAC** – International Federation of Accountants

**AASB** – Auditing and Assurance Standards Board

**AASOC** – Auditing and Assurance Standards Oversight Council

**IIA** – Institute of Internal Auditors

**ISACA** – Information Systems Audit and Control Association

**PSAB** – Public Sector Accounting Board

A longer-term risk that we're actively learning more about is government's use of blockchain technology. As government creates new programs underpinned by blockchains and adds blockchain to existing programs and services, we will need to audit them. Although data will become more readily available, assessing its reliability will be more complex. As such, we'll need to update our audit methods as we work to understand this new and evolving environment.

We will monitor these and the other risks identified during the enterprise risk assessment on an ongoing basis and continually scan for emerging risks. Enterprise risk management will continue to be an integral part of our planning process.



Two members of our CCR team, with matching casts, coming back from a PAC meeting.

# OUR GOALS, OBJECTIVES AND PERFORMANCE MEASURES

This section tells the story of our achievements against our commitments. Our goals, objectives, performance measures and key performance indicators (KPIs) are intended to move us toward our vision of supporting B.C.'s legislative assembly, government and public service in working effectively for the people of the province.

Our goals are what we want to achieve, our objectives are how we do it, our performance measures describe in more detail what we'd like to do, and the KPIs are how we measure our success against our performance measures (see [Appendix B](#) for a complete list of our KPIs).

This annual report shows our progress for the 2018/19 fiscal year. Our goals, objectives and performance measures remain unchanged from last year.

## OUR GOALS

We want to be widely recognized as a high-performing leader in providing independent audit assurance and advice.

Through our actions, advice and professionalism, our aim is therefore to influence three corporate goals:

- ◆ sound financial administration and financial reporting across the B.C. government
- ◆ effectively governed and well-managed provincial programs, services and resources
- ◆ comprehensive public sector accountability reporting

To do this, we will focus on five key objectives described on the following pages.



We hosted two CAAF fellows from Guyana.

## CAAF EMERGING LEADERS

*Two of our auditors were chosen as part of the Canadian Audit & Accountability Foundation 2018 class of Emerging Leaders.*

## OUR OBJECTIVES

We will reach our goals through our five objectives. They don't line up on a one-to-one basis; rather, achieving our objectives as a whole will ensure we meet our goals.

### Objective 1: Valuable assurance and advice

We will provide assurance and advice that adds tangible value and helps government improve programs and services.

We want elected officials and public service employees to value our advice and recommendations as they look for ways to improve government programs and services.

Therefore, we must audit topics that add the greatest value and ensure that our work paints a complete and accurate picture. Our findings and recommendations must speak to government in a way that is understandable, meaningful and practical. The reports we produce must be clear and useful. And, where possible, we must monitor and measure the impact of our work.

### Objective 2: Focus on our stakeholders

We will engage and involve our stakeholders in our work.

We want our work to be meaningful to our stakeholders and partners. Therefore, it's important to engage with them as we do our work. We define a stakeholder as any person, group or organization that may be affected or impacted by our work.

Engaging with stakeholders means reaching out to members of the legislative assembly (MLAs) and members of the Select Standing Committee on Public Accounts to explain our role and understand their needs. We may also invite input before we plan our work or we may consult with individuals and groups during our work. And our audit reports are public and available to all stakeholders. By properly engaging with stakeholders, we can enhance the relevance and effectiveness of what we do.



Our grizzly bear audit was featured by the CAAF. It features audits from across the country, highlighting interesting findings, techniques used and lessons learned.

## OUR THRIVING CULTURE

*We raised \$5,407 at our annual holiday auction.*

*We raised/pledged over \$25k for the B.C. Public Services Agency's Provincial Employees Community Services Fund, through payroll deductions and fundraisers during the 2018 campaign.*

*Our staff volunteered to teach one another through lunch and learns. Topics included how to make sourdough bread, wilderness survival tips, bike maintenance and how to research your family history.*



In January, we volunteered at Our Place. We served hundreds of plates of food and had an amazing and eye-opening experience.

### Objective 3: Be a trusted advisor

We will be considered a credible and trusted advisor to the legislature, its committees and government.

We want our stakeholders to seek out our work and support it. We must therefore demonstrate our credibility through the skills and experience we use to carry out our work. We must also be trusted to adhere to rigorous, recognized standards for auditing and to provide an objective, unbiased view of government's performance. We do not want to surprise anyone, sensationalize anything we report, or speculate.

When others use our work, we take that as an acknowledgment of our credibility and the trust put in our audit procedures, findings, conclusions and recommendations. For example, the legislature, or a committee of the legislature, can ask us to complete a particular task. We see this kind of formal request as a strong indication that we are a credible and trusted advisor.

We also receive less formal, but more regular, requests for audits from individual MLAs, government and the public. This volume of requests is, we believe, an indication that we are trusted to provide advice.

### Objective 4: Thriving culture

We will maintain a collaborative and supportive work environment.

We want to both attract and retain the best talent possible to continue meeting our commitments and to provide the valued and relevant advice that our stakeholders have come to expect from us.

We must therefore foster a collaborative and supportive work environment. About 80% of our office staff are auditors or accountants by training. The remaining 20% make our work possible through their contribution as communicators, business analysts, administrators, human resources professionals or other professionals.

We recognize that we can always do more to improve our work culture. Staff should feel included, highly engaged and supported by senior management. By focusing on our human resources practices, particularly in the areas of leadership and staff support and recognition, we will strive to be an employer of choice.

## Objective 5: Productive and forward thinking

We will remain an innovative, effective and efficient organization.

We want to excel at our mission by operating in an environment of continuous improvement, serving our stakeholders as best we can and setting an example for others to follow.

We must therefore be prepared to adapt to changes and to create a workplace culture where staff feel welcome to propose new ideas.

Our policies, practices and processes should always be current and meet our needs, and staff should be willing to comply with them.

Our aim is to meet or exceed our targets for the number of audits completed. This means finding better ways to create more value and striving to accomplish as much as possible with the resources at our disposal.

## MEASURING PERFORMANCE

Performance measures and KPIs tell us whether or not we're achieving our objectives, and therefore our goals. We've added one new KPI for 2018/19, to ensure that we track the implementation of all of our audit report recommendations, including recommendations related to both financial administration and performance management. This new KPI will show the percentage of our performance audit report recommendations that auditees have self-reported as accepted and fully implemented.

We've adjusted our performance measures every year over the last three years, but we've kept our objectives the same. Our objectives are stable because they're broader in scope, longer-term and generally more important from an overall organizational perspective. Performance measures are more specific, and so they're more transient—mostly because we keep finding ways to improve the way we track our progress.

As for our targets, we believe in challenging ourselves to continually improve our performance so we always set ambitious targets. As such, if our actual achievement doesn't quite meet our target, that's important information for us.

We can then go back and see if our target was just too great a stretch or if there's an opportunity for us to better work towards meeting it the following year.

We view ourselves as agile and adaptive, and changing the specifics of our performance measures makes them more meaningful to our work. All of our performance measures presented this year align, in aggregate, with our goals and objectives.

### **Reliable performance data**

We collected the performance data for this report from our internal management information systems, our publicly available audit reports, and third-party data. We describe data sources and quality for each key performance indicator.

Our staff compiles internally-generated data. Professional, third-party survey providers supply externally generated data and produce statistics on our behalf. We disclose any significant limitations in the quality of the information presented.

Performance data in this annual report is reliable, verifiable and independently assessed by external auditors ([see page 8](#)).

**Exhibit 2:** Performance measures and KPIs

Performance measure	KPI	2016/17 Actual	2017/18 Actual	2018/19 Target	2018/19 Actual
We will increase our relevance and our influence to support effectively governed and well-managed provincial programs, services and resources.	Percentage of auditees (including deputy ministers) reporting by survey that our reports and recommendations will add value to their organization	N/A	80%	90%	63%
	<p><b>What these results mean:</b> 63% of our auditees strongly agreed or agreed with this survey question, 33% were neutral and 4% disagreed. This is the second year that we've measured this KPI and once again, we set an ambitious target. Our target was our best guess at the time. We will analyze the results to determine if there are opportunities to improve our performance even further. We're pleased with our response rate this year of almost 50%.</p>				
	Percentage of OAG audit report recommendations that auditees have self-reported as accepted and fully implemented within three years of publication <sup>1</sup> (NEW)	N/A	72%	80%	63%
<p><b>What these results mean:</b> We always aim to write our recommendations in a way that is achievable for the auditee, though we recognize our limitations in compelling the auditee to implement our recommendations.</p> <p>We calculated this KPI using the 62 recommendations we made in our 11 audit reports, and the vast majority of our auditees are making great progress. However, one report has 10 recommendations and the auditee has only fully implemented one recommendation—but has made progress on eight. As a result, we are under our target for this year.</p>					
We will sustain our current strong contribution to the broader public interest.	Percentage of PAC MLAs satisfied that our office is effectively delivering on our legislated mandate and is making a real difference for the people of B.C.	N/A	90%	95%	93%
<p><b>What these results mean:</b> This is the second year that we've measured this KPI. This year, we extended the survey to all MLAs in the hopes of gathering more feedback than we have in previous years. Due to a technical glitch, we weren't able to separate out the data from PAC MLAs, so this year, this number represents all MLAs who responded to our survey. We're pleased with both the response rate (24%) and the outcome. History has shown us that PAC MLAs usually view us more favourably than other MLAs because of their deeper knowledge of our work and their interactions with us at committee meetings. Next year, we'll update our processes so that we can accurately report on the views of PAC MLAs.</p>					

**Exhibit 2:** Performance measures and KPIs (continued)

Performance measure	KPI	2016/17 Actual	2017/18 Actual	2018/19 Target	2018/19 Actual
We will meet planned levels of public reporting.	Total number of reports and opinions completed (#)	66	54	58	59
	Opinions on financial statements (#)	44	40	42	40
	Performance audits (#)	15	7	12	11
	Other publications (#)	7	7	4	8

**What these results mean:** We produced two fewer financial audit opinions last year than our target because of natural fluctuations in the timing of these specialized audits. For example, we issued some opinions on various federal-provincial funding agreements after the end of fiscal, rather than during fiscal 2018/19, so they will be reflected in fiscal 2019/20 totals.

For our performance audit reports, some of our performance auditors devoted their time to producing information reports this year, rather than performance audits. For example, we released reports on rate regulated accounting and tax expenditures. These reports are captured in the “Other Publications” measure and is why that number is higher than the target this year.

We will always experience natural variation from year to year in the number of publications we release. For example, in 2017/18, we fell short of our target for performance audits by five reports. As such, and given that most performance audits take over a year to complete, it meant that 2017/18 was a year of audits in progress and we released many of them in 2018/19. Over the past three years, we completed an average of 11 performance audits per year. This is just slightly shy of our target of 12 per year. We are examining our processes to identify potential efficiencies and keep working toward our target.

We will sustain our contribution to sound financial administration and financial reporting across the B.C. government.	Percentage of recommendations from management letters that auditees have fully implemented within three years <sup>2</sup>	N/A	73%	75%	76%
--	--	-----	-----	-----	-----

**What these results mean:** Our auditees are listening to our recommendations. As standard auditing practice, we provide management letters as a part of our financial audits. The letter informs management of any issues that we’ve found during our audit, and identifies any issues from previous years that haven’t been resolved yet.

**Exhibit 2:** Performance measures and KPIs (continued)

Performance measure	KPI	2016/17 Actual	2017/18 Actual	2018/19 Target	2018/19 Actual
We will increase our contribution to comprehensive public sector accountability reporting.	Percentage of recommendations made to improve accountability reporting that auditees have accepted and self-reported as fully implemented within three years	N/A	100%	100%	40%
	Number of reports downloaded annually from our website (#)	29,091	22,447	27,500	22,917

**What these results mean:** We are concerned about the significant drop from last year in the number of auditees implementing our recommendations. We have brought this to the attention of the Select Standing Committee on Public Accounts.

As for the number of reports downloaded annually from our website, for 2017/18, we changed the way we track downloads to be more precise. As such, our target was our best guess at the time. We will analyze the results to determine if we need to revise our target for 2019/20.

We will increase the degree to which staff are motivated and inspired by their work.	Work Environment Survey (WES) score	70	68	N/A <sup>3</sup>	N/A
We will increase the efficient use of our internal financial and human resources.	Percentage of vacant staff positions	10.4%	6.7%	<5%	3.1%
	Percentage of our annual budget that is unspent each year	7.1%	4.5%	1%	2.5%

**What these results mean:** We've moved to conducting the WES survey every second year, consistent with most B.C. government offices.

We really focused on these two KPIs this year. The results show that we've gotten better at proactively recruiting, given our historical trends in staff turnover. Consequently, we've reduced the percentage of vacant staff positions, and spent a greater proportion of our overall budget on staffing costs. We will continue to explore opportunities for further improvement so that our budget allocation is spent even more fully on audit work, as explained in Our Finances section.

<sup>1</sup> This KPI captures recommendations that were published between 24 and 36 months prior to the end of the fiscal year.

<sup>2</sup> We did not track our results through 2015/16 and 2016/17 as originally anticipated.

<sup>3</sup> The Work Environment Survey is now conducted every second year.

MILLIONS IN THE OFFICE'S  
2018/19 BUDGET

17.67

# OUR FINANCES

## MANAGEMENT'S DISCUSSION AND ANALYSIS

In this section, we discuss and analyze our business operations, as compared to our budget and prior year results. This includes significant events that have affected our results and financial position for the year ended March 31, 2019. This discussion and analysis of our financial performance should be read in conjunction with our financial statements and related notes. Our financial statements have been prepared in accordance with Canadian public sector accounting standards.

We have made forward-looking statements, including statements regarding our business and anticipated financial performance. These statements are subject to a number of risks and uncertainties, and therefore, actual results may differ from those expected in the forward-looking statements.

### Financial and business highlights

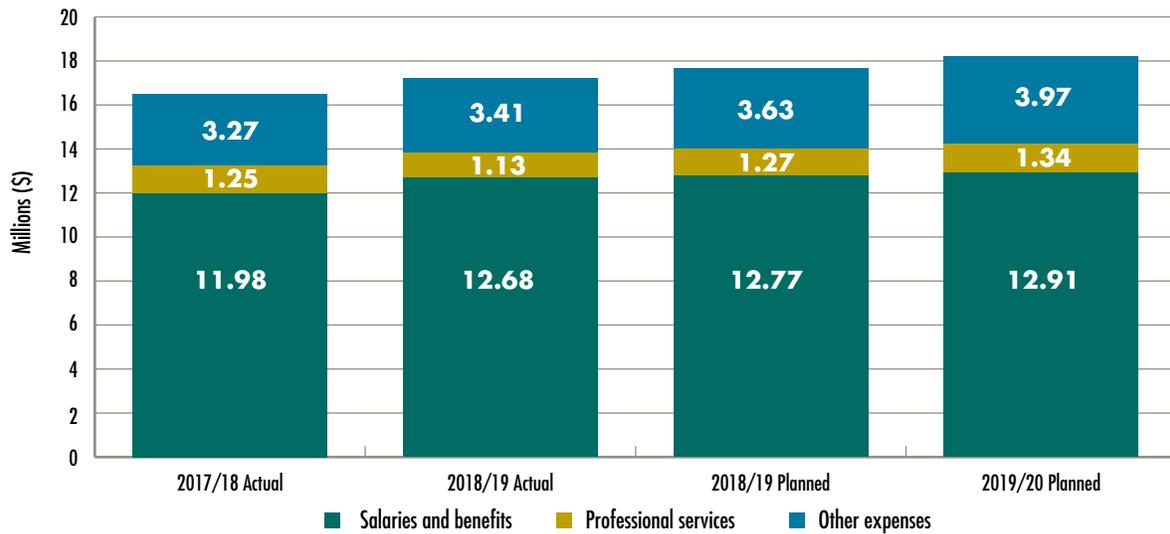
The Auditor General's mandate is broad, covering audits not only of the province's financial statements, but also of government's performance reports and the delivery of specific programs and services. Through our work, the Auditor General helps the public and the legislative assembly hold government to account for how it delivers programs and services.

For 2018/19, the voted appropriation (funding) we received from the legislative assembly was \$17.7 million. This is the estimated full cost of our operations. The legislative assembly also approved a separate appropriation for capital expenditures of \$250,000. Any unused appropriation cannot be used in subsequent fiscal years.

In 2018/19, the actual total cost of our operations was \$17.2 million and our capital expenditures were \$245,000. Salaries and benefits, along with professional service contracts, made up 80% of our total operating expenses. This means that changes or fluctuations in staffing or contractors can shift our financial position significantly from what was planned.

Exhibit 3 summarizes the high-level variances. We provide further details in the rest of this discussion and analysis.

**Exhibit 3:** High-level analysis of variances for 2018/19 (\$millions)



Source: Office of the Auditor General of British Columbia

For the fiscal year 2019/20, the legislative assembly approved an increase of 3.1% to our operating budget, which will total \$18.2 million. The primary reason for the increase to our budget is increased travel and professional services costs related to our audit of BC Hydro, and increased Information Technology expenses, as we plan to upgrade our communications system and other software in the office. This increased amount represents our estimate of the resources we need to complete our work, as outlined in both our [performance audit](#) and [financial statement audit](#) coverage plans.

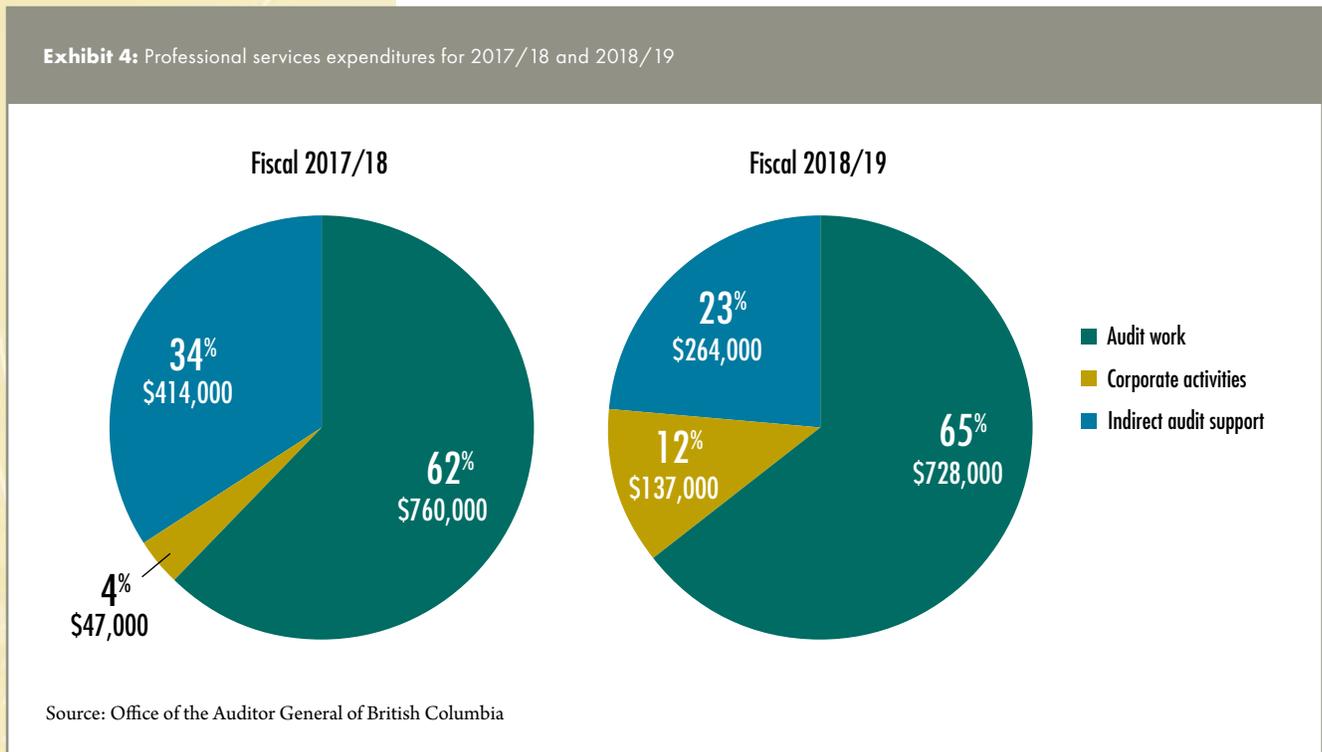
### Use of operational resources

In 2019/20, we plan to maintain a targeted staffing level of 120 employees. With attrition, which means the gradual reduction in the size of a workforce when people retire or resign and are not replaced, the average full-time equivalent (FTE) rate for 2018/19 was 119—up 1 from the prior year and 1 less than planned.

Our actual spending on salaries and benefits in 2018/19 was \$88,000 less than planned, and \$707,000 more than in the prior year. Recruitment and retention continue to be a challenge, but we spent more than 99% of our budget for salaries and benefits.

In 2018/19, we spent \$135,000 less than we had planned on professional services and \$124,000, less than the prior year. This underspend relates to some information systems projects being deferred due to the urgent need to prepare a new platform for staff to access critical audit software. The office was also able to save money by using employees to do tasks that we had budgeted contract money for.

Exhibit 4 shows the professional service expenditures during 2018/19.



In 2017/18, 4% (\$47,000) of total professional fees were related to corporate services. In 2018/19, that amount increased to 12% (\$137,000). The increase in professional services fees in corporate services primarily relates to freedom of information requests and the development of a new business continuity plan. The decrease in indirect audit support from 34% (\$414,000) in 2017/18 to 23% (\$264,000) in 2018/19 primarily relates to the amount we underspent in IT services, discussed above.

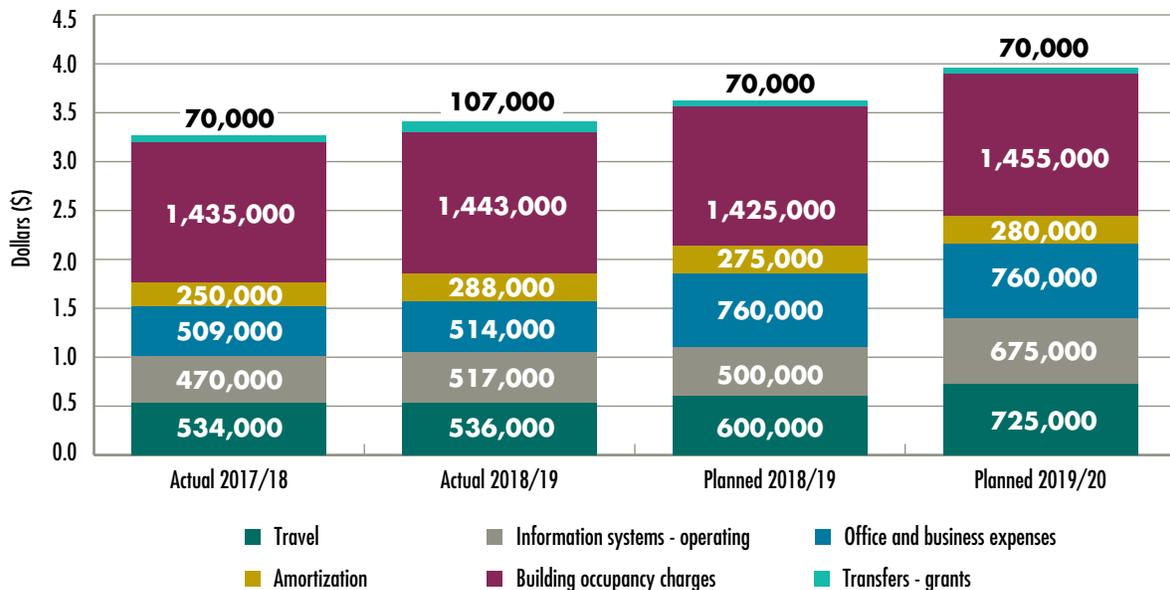
### Resources to support our staff

In 2018/19, we spent \$3.4 million on office and support infrastructure, which includes both indirect audit support and overhead. In total, we spent \$225,000 less than planned, with a \$137,000 decrease over the prior year’s spending. Exhibit 5 shows the major elements and provides a comparison of actual over planned and prior year expenditures.

Variance from the planned amount comes from a few different areas. The variance in office and business expenses comes from reclassifying some professional services. We also over budgeted the cost of our CPA student training fees and professional dues, resulting in a \$60,000 underspend. Travel for our audits cost less than expected (\$60,000). While spending is consistent with the prior year, we have underspent on this budget. We will be trimming and reallocating a future budget to accommodate for this change in spending pattern.

Compared to 2017/18, most of the other expenses (excluding office expenses discussed above) were stable, varying less than \$21,000 (see Exhibit 5) from our budget.

Exhibit 5: Other expenses, actual and planned (\$)

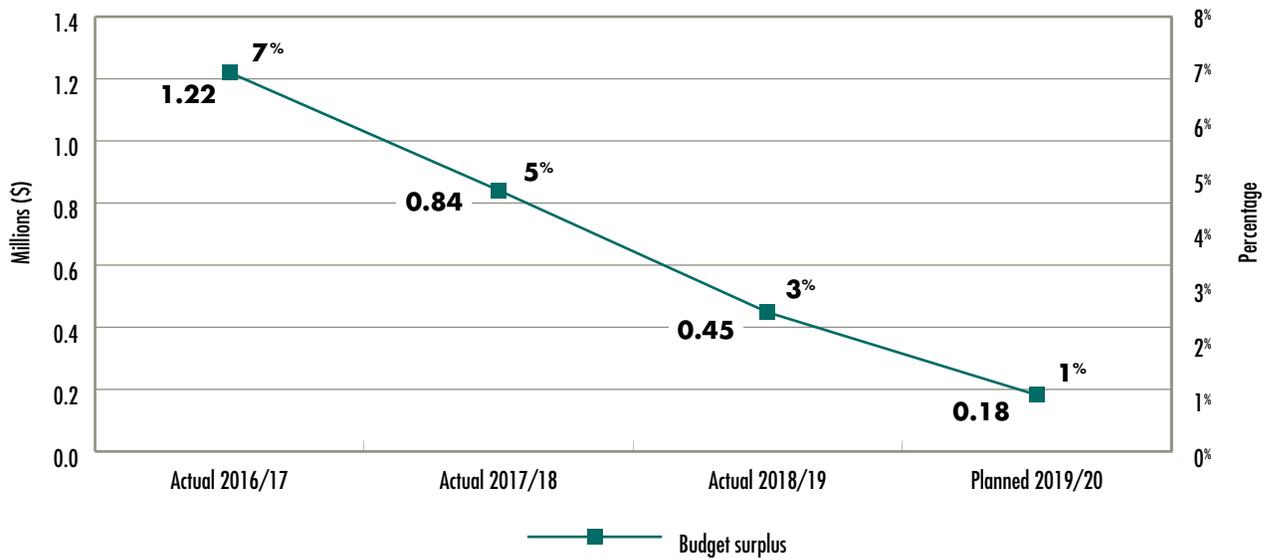


Source: Office of the Auditor General of British Columbia

### A glance at our past and a look into our future

One of our key performance indicators is to have at most, 1% of our budget, unspent or to use at least 99% of our budget. Over the last three years, we have made steady progress towards that goal. We've had to change our approach to budgeting for staffing and we're looking at improving our budget processes in other areas of the office. We expect that in 2019/20, we will reach our goal of having 1% or less of our budget underspent by year end.

**Exhibit 6:** Budget surplus, 2016/17 – 2019/20 (\$millions and as a percent of total budget)



Source: Office of the Auditor General of British Columbia

# APPENDIX A: YEAR IN REPORTS

We have finite resources, so we choose topics for performance audits on specific factors, such as:

- ◆ financial, social and environmental impact
- ◆ relevance to the people of British Columbia
- ◆ our capacity to do the work
- ◆ our goal to cover a wide range of government programs and organizations

We constantly watch for emerging risks and update our audit coverage plans and priorities to add maximum value to government operations.



## [Service Plan 2018/19 – 2020/21](#)

April 2018

Our Service Plan covers the 2018/19 fiscal year, and includes targets through to 2020/21. It provides strategic direction for the office, and outlines our goals for the coming year and the indicators that we will use to evaluate progress.

Total report downloads: 725

YouTube presentation views:  
no video



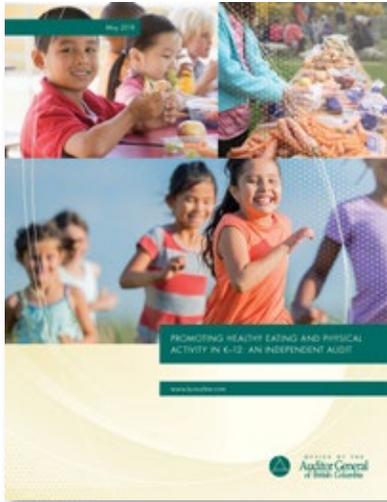
## [An Independent Audit of Executive Expenses at School District 61](#)

May 2018

In this audit, we looked at the expense payments for six executives from School District 61 in Victoria. Specifically, we looked to see whether expenses that the school district paid on behalf of these executives complied with the district's policies, and followed the spirit and intent of core government policy.

Total report downloads: 568

YouTube presentation views: 148



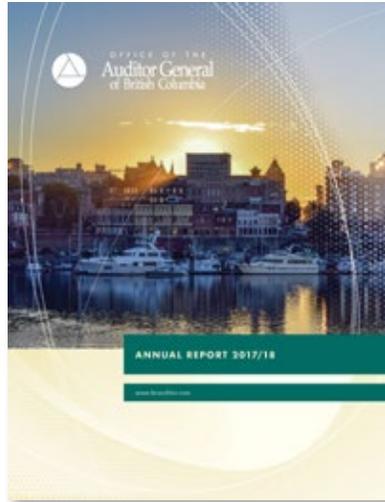
[Promoting Healthy Eating and Physical Activity in K-12: An Independent Audit](#)

May 2018

In this audit, we looked at whether the Ministries of Health and Education were working together to effectively oversee public school programs and policies that promote healthy eating and physical activity for children and youth in Kindergarten to Grade 12.

Total report downloads: 966

YouTube presentation views: 400



[Annual Report and Financial Statements 2017/18](#)

July 2018

Our 2017/18 annual report and accompanying financial statements provides an overview of our performance and financial position over the last year, as well as a look ahead at our current goals and priorities.

Total report downloads: 634

YouTube presentation views: no video



[An Independent Audit of the Ministry of Citizens' Services Real Estate Asset Sales Management](#)

July 2018

In this audit, we looked at the Ministry of Citizens' Services appropriate processes to manage the sales of surplus government real estate assets during its two-year initiative called the Release of Assets for Economic Generation (RAEG). We also looked at whether the ministry obtained the three stated benefits of its RAEG initiative.

Total report downloads: 678

YouTube presentation views: 34



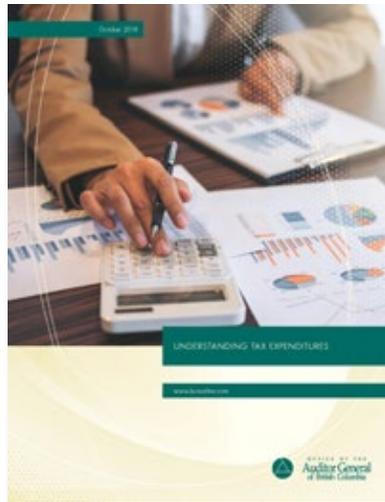
[Understanding Our Audit Opinion on B.C.'s 2017/18 Summary Financial Statements](#)

August 2018

Each year, we audit the province's summary financial statements and its debt-related statements, and then issue our opinion. This report explains our qualified audit opinion on government's 2017/18 summary financial statements.

Total report downloads: 618

YouTube presentation views:  
no video



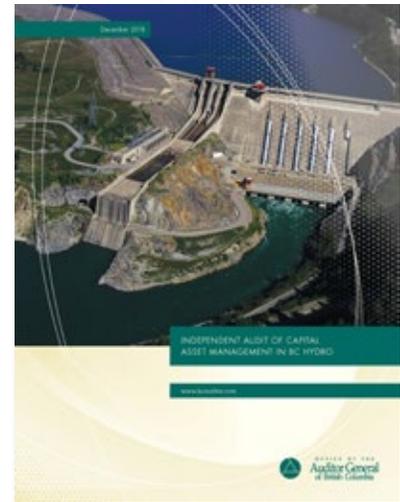
[Understanding Tax Expenditures](#)

October 2018

This information report explains tax expenditures and how they relate to provincial spending.

Total report downloads: 283

YouTube presentation views: 116



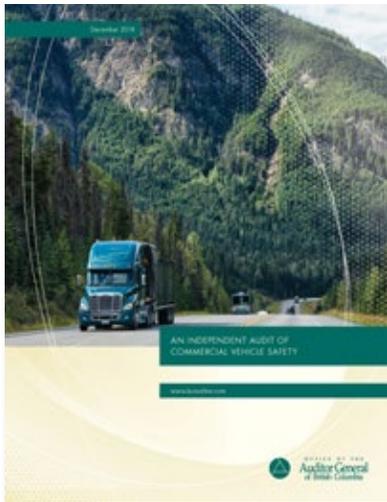
[Independent Audit of Capital Asset Management in BC Hydro](#)

December 2018

In this audit, we looked at capital asset management in BC Hydro. Specifically, we looked at whether BC Hydro was managing its assets well through appropriate information, practices, processes and systems. We found that it is.

Total report downloads: 375

YouTube presentation views: 125



[An Independent Audit of Commercial Vehicle Safety](#)

December 2018

In this audit, we looked at whether the Ministry of Transportation and Infrastructure, the Insurance Corporation of British Columbia and the Ministry of Public Safety and Solicitor General have effectively managed their respective programs to promote the safe operation of commercial vehicles on B.C. roads.

Total report downloads: 839

YouTube presentation views: 199



[Performance Audit Coverage Plan 2019/20 – 2021/22](#)

January 2019

This plan lists in-progress audits as well as those that we anticipate starting over the next three years. This year, new performance audit topics include mental health and addictions, capital planning, and programs that impact Indigenous people. The plan also reflects work we have started over the past year, which includes audits of the avalanche program, resource roads and wetlands.

Total report downloads: 537

YouTube presentation views:  
no video



[Financial Statement Audit Coverage Plan 2019/20 – 2021/22](#)

January 2019

This plan outlines our three-year financial audit plan, detailing which government organizations our office will audit directly and which will be audited by private sector auditors. The plan is prepared according to the Auditor General Act and professional auditing standards, and presented to the Select Standing Committee on Public Accounts for approval.

Total report downloads: 260

YouTube presentation views:  
no video



*Master Supplier File Maintenance*

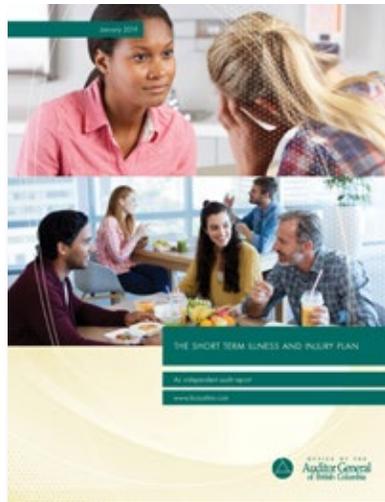
January 2019

In this audit, we determined whether the Ministry of Finance maintains secure, valid, complete and accurate supplier information in the Corporate Accounting System.

Total report downloads: 150

YouTube presentation views: 16\*

\*Note: This captures views from February 11 – March 31, 2019. Because of an error, views before this time weren't recorded.



*The Short Term Illness and Injury Plan*

January 2019

In this audit, we looked at whether the Public Service Agency and a sample of ministries had controls in place to effectively manage the short term illness and injury plan.

Total report downloads: 241

YouTube presentation views: 101



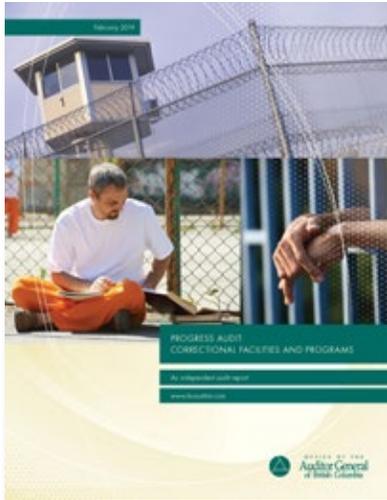
*Rate-regulated Accounting at BC Hydro*

February 2019

In this information report, we explain rate-regulated accounting, both in general and how it has been applied at BC Hydro.

Total report downloads: 644

YouTube presentation views: 232



[Progress Audit: Correctional Facilities and Programs](#)

February 2019

In this progress audit, we looked at changes government has made since our 2015 audit of the Adult Custody Division’s correctional facilities and programs.

Total report downloads: 131

YouTube presentation views: 48



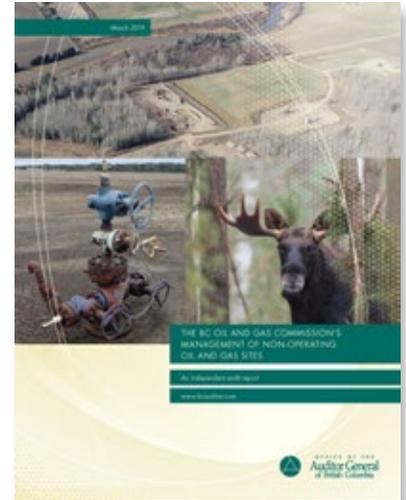
[Access to Emergency Health Services](#)

February 2019

In this audit, we looked at whether British Columbia Emergency Health Services had effectively managed access to ambulance and emergency health services.

Total report downloads: 679

YouTube presentation views: 326



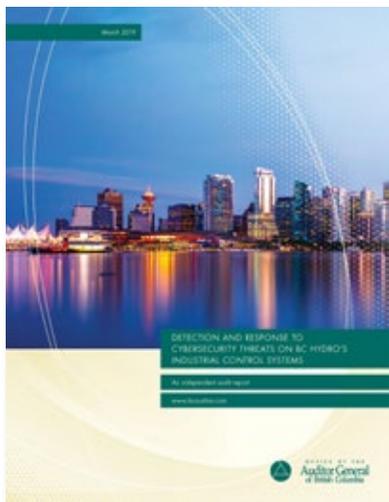
[The BC Oil and Gas Commission’s Management of Non-Operating Oil and Gas Sites](#)

March 2019

In this audit, we focused on how the BC Oil and Gas Commission is managing the environmental and financial risks of non-operational oil and gas well sites.

Total report downloads: 422

YouTube presentation views: 179



*Detection and Response to  
Cybersecurity Threats on BC  
Hydro's Industrial Control Systems*

March 2019

In this audit, we looked at whether BC Hydro was effectively managing its cybersecurity risk by detecting, and responding to, cybersecurity incidents on its industrial control systems, which form an integral part of its electric power infrastructure.

Total report downloads: 253

YouTube presentation views: 119

# APPENDIX B: SUMMARY OF WORK ISSUED IN 2018/19

## Financial Audits

### Public Accounts

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1. Summary Financial Statements, Province of British Columbia
2. Summary of Provincial Debt, Key Indicators of Provincial Debt and Summary of Performance Measures

### Post-secondary institutions

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3. The University of Victoria
4. Vancouver Community College

### Additional opinions issued for post-secondary institutions

---

5. The Foundation for the University of Victoria
6. University of Victoria – The Annualized Full-Time Equivalents Enrolment Report Excluding Full-Cost Undergraduate Students
7. University of Victoria – Independent Auditor’s Report on Compliance with Requirements that Could have a Direct and Material Effect on the Federal Program and on Internal Control over Compliance and the Schedule of Expenditures of Federal Awards in Accordance with the Uniform Guidance (compliance opinion)
8. University of Victoria – Independent Auditor’s Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

### School Districts

---

9. Board of Education School District No. 39 (Vancouver)
10. Board of Education School District No. 48 (Sea to Sky)
11. Board of Education School District No. 53 (Okanagan Similkameen)
12. Board of Education School District No. 71 (Comox Valley)
13. Board of Education School District No. 93 (Conseil Scolaire Francophone)

### Health authorities

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14. Vancouver Coastal Health Authority
15. Interior Health Authority

### Crown corporations

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16. BC Immigrant Investment Fund Ltd.
17. British Columbia Enterprise Corporation
18. BC Liquor Distribution Branch
19. British Columbia Railway Company
20. BC Transit
21. Columbia Power Corporation
22. Destination BC
23. Oil and Gas Commission
24. Transportation Investment Corporation
25. BC Transportation Financing Authority
26. BC Clinical and Support Services Society

### **Subsidiaries of Columbia Power Corporation**

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- 27. Arrow Lakes Power Corporation
- 28. Brilliant Power Corporation
- 29. Brilliant Expansion Power Corporation

### **Other organizations and special reports**

---

- 30. Office of the Representative for Children and Youth
- 31. Provincial Employees Community Services Fund (review report, not an opinion)
- 32. Legislative Assembly of British Columbia
- 33. Disaster Financial Assistance Arrangement 2012 Spring Flood Claim

### **Federal government labour market and job training agreements**

---

- 34. British Columbia Benefits and Measures Statement of Operations
- 35. The Statement of Revenue and Expenses, Canada – British Columbia Workforce Development Agreement
- 36. Canada – British Columbia Job Fund Agreement – Statement of Revenue and Eligible Costs\*

\*This opinion was re-issued on April 13, 2018, due to errors identified in the initial report prepared by the entity.

### **BC Transportation Financing Authority federal funding agreements**

---

- 37. Canada – British Columbia Building Canada Fund Contribution Agreement
- 38. Canada – British Columbia New Building Canada Fund Contribution Agreement
- 39. Canada – Province of British Columbia Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund Agreement
- 40. Canada – British Columbia Building Canada Fund Agreement for the BC Transit Improvement Program

## Performance Audit Reports

1. *Detection and Response to Cybersecurity Threats on BC Hydro's Industrial Control Systems*
2. *The BC Oil and Gas Commission's Management of Non-Operating Oil and Gas Sites*
3. *Access to Emergency Health Services*
4. *Progress Audit: Correctional Facilities and Programs*
5. *Master Supplier File Maintenance*
6. *The Short Term Illness and Injury Plan*
7. *An Independent Audit of Commercial Vehicle Safety*
8. *Independent Audit of Capital Asset Management in BC Hydro*
9. *An Independent Audit of the Ministry of Citizens' Services Real Estate Asset Sales Management*
10. *Promoting Healthy Eating and Physical Activity in K-12: An Independent Audit*
11. *An Independent Audit of Executive Expenses at School District 61*

## Other Publications

1. *Rate-regulated Accounting at BC Hydro*
2. *Financial Statement Audit Coverage Plan 2019/20 – 2021/22*
3. *Performance Audit Coverage Plan 2019/20 – 2021/22*
4. *Understanding Tax Expenditures*
5. *Understanding Our Audit Opinion on B.C.'s 2017/18 Summary Financial Statements*
6. *Annual Report and Financial Statements 2017/18*
7. *Service Plan 2018/19 – 2020/21*
8. *BC Clinical and Support Services Society CSAE 3416 engagement*

# APPENDIX C:

## VISION, MISSION, GOALS, OBJECTIVES AND KPIS

### Vision

A legislative assembly, government and public service that works effectively for the people of British Columbia

### Mission

To provide independent assurance and advice to the legislative assembly, government and the public service for the well-being of the people of British Columbia

### Objectives

- 1 Valuable assurance & advice**  
Provide assurance and advice that adds tangible value and helps government improve programs and services
- 2 Stakeholder focus**  
Engage and involve our stakeholders in our work
- 3 Trusted advisor**  
Be a credible and trusted advisor to the legislature, its committees, and to government
- 4 Thriving culture**  
Maintain a collaborative and supportive work environment
- 5 Productive & forward-thinking**  
Be an innovative, effective, and efficient organization

### Goals

We want to be recognized as a high-performing leader in providing independent assurance, advice, and influence:

- ◆ sound financial administration and reporting across government
- ◆ effectively governed and well-managed provincial programs, services and resources
- ◆ comprehensive public sector accountability reporting

### KPIs

- ◆ Percentage of auditees (including deputy ministers) reporting by survey that our reports and recommendations led to improved performance (%)
- ◆ Percentage of PAC MLAs satisfied that our office is effectively delivering on our legislated mandate and is making a real difference for the people of B.C. (%)
- ◆ Total number of reports and opinions completed (#)
- ◆ Opinions on financial statements (#)
- ◆ Performance audits (#)
- ◆ Other publications (#)
- ◆ Percentage of recommendations from audit reports and management letters that are accepted and adopted within three years (%)
- ◆ Percentage of recommendations made to improve accountability reporting that are implemented within three years (%)
- ◆ Number of reports and documents downloaded annually from our website (#)
- ◆ Work Environment Survey (WES) score
- ◆ Percentage of vacant staff positions (%)
- ◆ Percentage of our annual budget that is unspent each year (%)



### **Location**

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Canada V8W 1G1

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In Vancouver dial: 604-660-2421

**Fax:** 250-387-1230

**Email:** [bcauditor@bcauditor.com](mailto:bcauditor@bcauditor.com)

**Website:** [www.bcauditor.com](http://www.bcauditor.com)

This report and others are available at our website, which also contains further information about the office.

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