October 2013

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

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Auditor General
of British Columbia

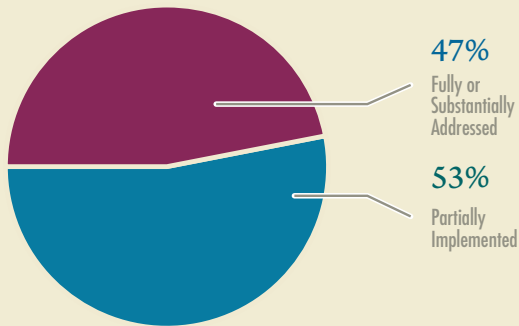# AT-A-GLANCE SUMMARY

In this report:

7

self-assessments completed
by government entities

32 recommendations followed-up on:
- 15 addressed through implementation or alternative action
- 17 partially addressed
- 0 no action taken

Self-Reported Status: October 2013

47%
Fully or
Substantially
Addressed

53%
Partially
Implemented

Since October 2008:*

114

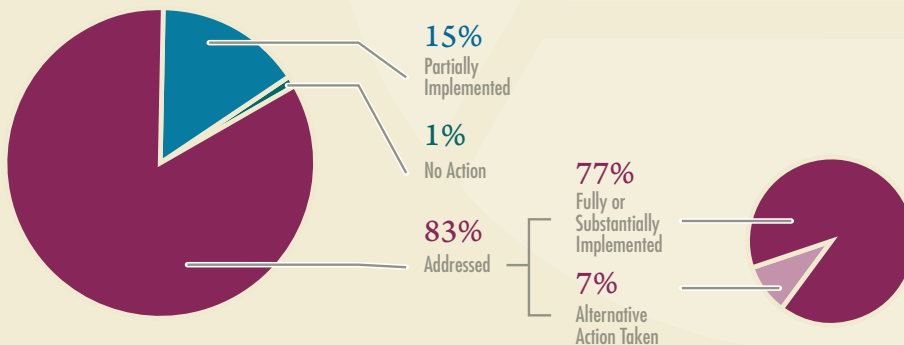self-assessments completed
by government entities

633 recommendations followed-up on:
- 529 addressed through implementation or alternative action
- 95 partially addressed
- 9 no action taken

*start of the Office's regular self-assessed follow-ups with audited organizations

Self-Reported Status: October 2008-present

15%
Partially
Implemented

1%
No Action

83%
Addressed

77%
Fully or
Substantially
Implemented

7%
Alternative
Action Taken

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OFFICE OF THE

Auditor General
of British Columbia

The Honourable Linda Reid
Speaker of the Legislative Assembly
Province of British Columbia
Parliament Buildings
Victoria, British Columbia
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Dear Madam 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 *Follow-up Report: Updates on the implementation of recommendations from recent reports.*

This report includes seven self-assessments from audited entities. It also includes a cumulative update on the implementation of all recommendations covered by my Office's follow-up reports since October 2008.

Of the 633 recommendations included in the cumulative update, entities have informed us that 83 percent have been addressed, 77 percent have been fully or substantially implemented and 7 percent were addressed through alternative action by the respective agency.

As always, I will continue to follow up on recommendations that are only partially implemented or where no substantial action has been taken and that are still relevant.

Russ Jones, MBA, CA
Auditor General
Victoria, British Columbia
October 2013

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THE RECOMMENDATIONS CONTAINED in my reports identify areas where government entities can become even more effective and efficient. This is why it is critical that my Office, on behalf of the Select Standing Committee on Public Accounts, follows up on these recommendations.

We do this in the form of a twice-yearly follow-up report, which contains self-assessments completed by the audited agency. These forms are published unedited and are not audited. The comments appear as the entity submitted them in response to the recommendations.

This report contains seven different self-assessments, two of which — *Organizational Costing of Fee-based Goods and Services* and *An Audit of the Environmental Assessment Office's Oversight of Certified Projects* — have now fully or substantially addressed all of the recommendations in their reports. My congratulations to those responsible.

It is also nice to see that all of the recommendations followed up on in this report were at least partially implemented and many organizations have outlined the work they are doing to fully address these recommendations.

Since we implemented this follow-up process in October 2008, my Office has followed up on 633 recommendations through 114 self-assessments. Currently, 77 percent of these recommendations are fully or substantially implemented.

I will continue to follow up on recommendations that are only partially implemented or where no substantial action has been taken and that remain relevant. For a list of reports currently in the follow-up stage, please see Appendix A.

My thanks to the entities that provided updates for this report and for their work in implementing the recommendations.

As always, I invite you to provide feedback about which general areas or specific responses warrant further work, or new areas for consideration.

Russ Jones MBA, CA
Auditor General

Russ Jones, MBA, CA
October 2013

THE AUDITOR GENERAL'S REPORTS OFTEN contain recommendations, specific to each audit topic, to improve the management of government resources and responsibilities. The number of recommendations varies with each audit, depending on the subject matter and the findings. The audit team discusses these recommendations with the audited organization before the report is published and encourages the organization to begin addressing them right away. The Select Standing Committee on Public Accounts (PAC) also reviews the recommendations and reports annually to the Legislative Assembly.

Follow-ups are a necessary process for ensuring that recommendations are addressed and that British Columbians receive full value from the Auditor General's work. On behalf of PAC, the Office of the Auditor General (the Office) follows up with agencies in varying formats, including action plans, agency self-assessments, progress assessments and progress audits.

ACTION PLANS

Agencies are asked to provide an action plan describing how they will implement the recommendations and by when. If the action plan is not available in time to publish in the report as part of the agency's formal response to the report, we post it on our website alongside the audit report once it is received.

SELF-ASSESSMENTS

Since October 2008, the Office has issued semi-annual follow-up reports such as this one. These reports are comprised of self-assessments by previously audited agencies. In their own words, agencies describe the progress they have made in implementing the Auditor General's recommendations and their plans going forward. We publish these submissions unedited and in their entirety so that readers can assess for themselves whether progress is satisfactory.

The initial follow-up is conducted approximately one year after the report is issued, often sooner for information technology reports because technology changes so quickly, as well as for urgent matters or where organizations had the opportunity to address significant issues in advance of the report's release. The Auditor General expects that most recommendations will be cleared in the initial follow-up.

Subsequent follow-ups may be required on outstanding recommendations or certain key recommendations that have not been satisfactorily addressed. Published within one year of the initial follow-up, subsequent follow-ups are also unedited self-assessments from the agency. To remain relevant, successive follow-ups where necessary will be conducted generally up to a maximum of two years.

PROGRESS ASSESSMENTS

A third form of follow-up involves assessing the organization's self-assessment of certain recommendations to confirm their reliability. The results of progress assessments are published in the next available semi-annual follow-up report.

PROGRESS AUDITS

The fourth form of follow-up is the progress audit whereby audit level assurance is provided as to the validity of the entity's self-assessments. This involves conducting the entire audit again. Given the resources required to complete this form of assessment, the Office has yet to conduct work of this nature and would only do so when prudent.

As always, your comments and feedback regarding the follow-up process are encouraged. Contact the Office of the Auditor General of British Columbia at bcauditor@bcauditor.com.

Report	Release	Number of Recommendations	Status of Recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Substantial Action Taken
Initial Follow-ups						
Securing the JUSTIN System: Access and Security Audit at the Ministry of Justice	Jan 2013	5			5	
Subsequent Follow-ups		**Outstanding Recommendations**				
Effectiveness of BC Community Corrections	Dec 2011	6	5		1	
Organizational Costing of Fee-Based Goods and Services	Dec 2011	1	1			
British Columbia Coroners Service	Jul 2011	3	1		2	
An Audit of the Environmental Assessment Office's Oversight of Certified Projects	Jul 2011	2	2			
Upkeep of the Provincial Roads Network by the Ministry of Transportation and Infrastructure	Nov 2010	6	4		2	
Audit of the Agricultural Land Commission	Sep 2010	9	2		7	
October 2013 Follow-up Total Recommendations		**32**	**15**	**0**	**17**	**0**
Percent of Total Recommendations			**46.9%**	**0%**	**53.1%**	**0%**

Securing the JUSTIN System: Access and Security Audit at the Ministry of Justice

As at: August 9, 2013
Released: 24 Jan 2013
Discussed by the Public Accounts Committee: N/A

Self-assessment conducted by Information Systems Branch, Ministry of Justice

Comments

"The Ministry of Justice continues to make significant efforts to address all of the recommendations in this audit report. The first phase of the audit response focused on two primary activities. First, it involved completing any recommendation where an immediate solution existed . Second, it mitigated the risks associated with audit findings where the recommendations were complex or required a long-term solution.

Significant progress has been made but the remaining work involves many of the more complex recommendations. Even though the ministry is dedicating considerable resources towards implementing these recommendations, this work will take time to complete.

The remaining recommendations are being treated in a more comprehensive manner. The ministry is undertaking an initiative to address the specific audit recommendations while simultaneously enhancing the overall effectiveness and capabilities of its information security functions. This approach goes beyond the audit recommendations in many areas. Although it is more time consuming, this will help ensure that JUSTIN information remains secure on an ongoing basis and that other systems also benefit from the changes being made for JUSTIN.

The specific details of the work completed for each of the five recommendations are outlined below.

Please note that the five high-level recommendations contained in the audit report summarize 100 detailed audit recommendations made by the Auditor General as well as the additional work the ministry is undertaking that goes beyond the audit recommendations. While ongoing work in each of these areas remains in progress, many of the specific recommendations have been fully completed. Ministry staff meet regularly with staff at the Office of the Auditor General to provide status updates on each of these detailed recommendations. The ministry's self assessed status of "Partially implemented" reflects the fact that there is a mixture of completed, partially completed and outstanding recommendations in each of these five areas."

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 1: Controls in network and system components in the JUSTIN environment should be reviewed, reconfigured, documented and better managed to ensure multiple layers of security are in place.	**Partially implemented**

Actions taken, results and/or actions planned

"The ministry has reviewed network controls and system components and has taken steps to ensure that multiple levels of security are in place. Immediate changes were made where possible. In order to fulfill the remainder of the recommendations related to the security of the system components, the JUSTIN system will be moved from its current infrastructure to an entirely new data centre. All the physical system components including the servers and network infrastructure will be entirely new.

Complete: Network access has been reviewed and modified to remove access to any Justice systems by employees in other ministries unless a valid business need can be proven and approvals have been given. Remote accounts issued to regular government users are no longer able to access JUSTIN or other sensitive applications within the Ministry of Justice environment. All unnecessary connections to the JUSTIN database have been eliminated.

System administrators are now required to use a "Secure Access Gateway" to connect to any high-security Justice databases, including the JUSTIN database. There are no longer any direct connections from non-government computers and password policies have been updated for privileged operating system accounts.

Criminal records checks are now required for all new employees who will have access to JUSTIN and contractors and staff with privileged administrator access to the system must now submit to enhanced security screening.

In Progress: A move to new data centres is underway which will ensure that the JUSTIN system is housed in a secure, state-of-the-art computing facility, with improved safeguards and better segregation between all ministry applications including JUSTIN. This migration requires careful planning and coordination with other stakeholders as JUSTIN contains multiple modules and many of these modules integrate with external systems. Work is scheduled to complete by April 2014.

Planned: Vulnerability scanning will be carried out for all of the ministry's most sensitive applications such as JUSTIN. This scanning will provide assurances that JUSTIN remains secure once it is migrated to the new data centre."

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

Recommendations (Continued)

Recommendation 2: User access to JUSTIN information should be granted and managed based on the principle of 'need to know'.   **Partially implemented**

Actions taken, results and/or actions planned

"The ministry took immediate steps to remove any user that did not have a current need for access to the system. Security around sensitive files was reviewed and some groups of users had their access reduced. For a more permanent and complete solution the ministry is reviewing the current access model and will undertake system changes to allow JUSTIN access to be controlled in a way that permits users to only have access to the information they need to do their jobs. The access model currently built into the system does not allow for this level of access control.

Complete: JUSTIN access has been reviewed and users who no longer require access have had their permissions removed. We have ensured that the security features in JUSTIN that should restrict access are applied properly to all active sensitive RCCs. Staff changes are carefully monitored and access to JUSTIN is removed immediately when an employee changes jobs or no longer requires access.

In Progress: A working group representing all of the major JUSTIN stakeholders was tasked with determining need-to-know requirements for the RCC data for each user role in JUSTIN. The group has developed a draft model of JUSTIN information access requirements. This is being analyzed to determine the gaps between the required access controls and what is possible with JUSTIN's current application software. The final result will be a new security access matrix. This work is scheduled to complete by November 2013.

Planned: Based on the findings of the working group the ministry will determine which additional security access controls can be incorporated into the existing system and will implement these changes by rewriting parts of JUSTIN's software. It may not be feasible to make all changes within the existing system so the ministry will be using a risk to cost analysis to determine which changes to make. If any new security access controls cannot be added to the existing system, these will be documented and maintained for future consideration.

Maintaining JUSTIN user access lists still involves many manual steps. Future enhancements to user access management are planned to help automate the process which will make it more efficient and less vulnerable to human error. The scope of this will extend beyond JUSTIN to many of the ministry's systems."

Recommendation 3: Highly sensitive JUSTIN information should be properly classified and secured with extensive monitoring in place.   **Partially implemented**

Actions taken, results and/or actions planned

"The ministry has ensured that all users are aware of current system controls for securing information within JUSTIN. Changes to JUSTIN and a new monitoring program, described under recommendations two and five respectively, will enable us to fully complete this recommendation.

Complete: Training materials and guidelines have been updated to ensure that staff and partners are aware of JUSTIN's existing security features and are properly securing data within the system.

Planned: Pending the completion of work to design JUSTIN's new security access model, the ministry will carry out further updates to business processes and JUSTIN usage policies. Additional classification of information and monitoring of access are included in this scope.

Further details of monitoring enhancements are provided under recommendation five below."

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

Recommendations (Continued)

Recommendation 4: More effective audit trails and tools should be in place to enable detection and investigation of suspicious or unauthorized activity.	**Partially implemented**

Actions taken, results and/or actions planned

"Maintaining JUSTIN's user access lists still involves many manual steps. Future enhancements to user access management are planned to help automate the process which will make it more efficient and less vulnerable to human error. The scope of this will extend beyond JUSTIN to many of the ministry's systems.

Audit trails have been added to the system which now allow for the detection of unauthorized users. New tools are being introduced that will allow for enhanced detection of suspicious activity and easier auditing of inappropriate user access.

Complete: JUSTIN system access is now being monitored to detect compromised accounts: this enhances our ability to detect anomalous system usage that could be could be indicative of inappropriate access.

In Progress: New audit tool software has been acquired and is currently being deployed. This software not only provides additional audit trails regarding access to the JUSTIN database, it also makes it much easier to interpret this information and can provide automated security alerts of suspicious activity. The audit tool will be applied to JUSTIN as well as several other sensitive ministry databases.

The audit tool is scheduled to be in place by December 2013.

Planned: Additional audit capabilities will be developed as part of the enhanced information security program that ministry is undertaking. Details are provided under recommendation five below."

Recommendation 5: An effective monitoring program should be in place to enable proactive detection of unauthorized access and removal of copied JUSTIN information.	**Partially implemented**

Actions taken, results and/or actions planned

"In response to this audit the ministry is enhancing its overall information security capabilities. Initial steps to implement improved system monitoring have been completed. A new security program is being implemented and will feature an enhanced monitoring function that will significantly increase our capacity to monitoring for unauthorized and inappropriate access.

Complete: Unauthorized external connections and inappropriate access to data from operating system accounts is now being monitored on the JUSTIN database.

In Progress: A new information security program is being developed which will incorporate existing information security staff into an enlarged group under a new director of information security. The ministry is currently running a competition to fill the new director position. The position is expected to be filled by September 2013.

Planned: After the director is in place, the next information security position to be filled will be a security analyst responsible for security auditing and monitoring. This role will oversee the operation of the audit tool described under recommendation four as well as be responsible for additional monitoring of JUSTIN and its infrastructure.

Beyond the audit recommendations but as part of this enhanced security initiative the ministry is exploring options to deploy a Security Information Event Management solution. This solution will allow security log information to be correlated from multiple sources, thereby enhancing our ability to detect unauthorized access."

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

Auditor General of British Columbia | October 2013
Follow-up Report: Updates on the implementation of recommendations from recent reports

Effectiveness of BC Community Corrections

Self-assessment conducted by Bill Small, Provincial Director, Community Corrections Division, BC Corrections Branch, Ministry of Justice

Comments

"BC Community Corrections is pleased to provide an 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." This update follows up on our last update, submitted in February 2013 and published in the Auditor General's Follow-up Report in April, 2013.

BC Community Corrections has continued in its commitment to address the issues identified by the Auditor General. To date we have fully or substantially implemented seven of the recommendations and partially implemented the remaining one. It remains our goal to fully or substantially implement all eight recommendations during the remainder of 2013."

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 1: We recommend that the Community Corrections and Corporate Programs division 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**
Recommendation 6: We recommend that the Community Corrections and Corporate Programs division ensure that probation officers thoroughly document their rationale for risk/needs assessment ratings and how offenders' risks and needs will be effectively addressed.	**Fully or substantially implemented**

Outstanding Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 2: We recommend that the Community Corrections and Corporate Programs division extend its evaluation framework to understand the effectiveness of contracted service providers and community programs in reducing re-offending.	**Partially implemented**

Actions taken, results and/or actions planned

"The BC Corrections Performance, Research and Evaluation (PPREv) Unit undertakes research to determine program effectiveness for internally supported and externally contracted programs. In 2013, the PPREv unit released the Violence Prevention Program (VPP) evaluation, demonstrating significant reductions in recidivism by offenders who completed the program, as compared to similar offenders who did not participate in or complete VPP. 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.

The Division has initiated a process to develop 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 included in new contracts and used to evaluate contract performance on an ongoing basis."

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

Outstanding Recommendations (Continued)

Recommendation 3: We recommend that the Community Corrections and Corporate Programs division complete a comprehensive impact assessment to determine if there are any gaps between its staff capacity and caseload level currently and in the future.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The Division has completed the development of a comprehensive assessment tool to examine staff capacity and caseload level. This tool will inform high level strategic planning and resourcing, including treasury board submissions and the Branch's capital asset management planning."

Recommendation 4: We recommend that the Community Corrections and Corporate Programs division 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.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The Division has completed a thorough review of its training program for this purpose and confirmed the specific courses that are required prior to a probation officer being assigned corresponding supervision responsibilities. An enhanced training plan and other tools have also been developed to assist community corrections Local Manager to track their staff training.

The Division has also developed a framework to provide greater structure for local managers' quality management generally, and quality assurance activities specifically, within the office. Enforcing policies around training and ensuring that Local Managers are effectively applying the available tools is included in this framework."

Recommendation 5: We recommend that the Community Corrections and Corporate Programs division strengthen its quality assurance model to ensure it is consistently applied and provides accurate and complete information on the quality of probation officers' work.	**Fully or substantially implemented**

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 has been developed for a yearly Quality Management Plan that will be implemented as a method of ensuring policy requirements are being met and that the quantity and quality of work is in keeping with existing policy.

The Division has recently developed a comprehensive Quality Management framework, under which quality assurance falls. The development of the Quality Management model, through its oversight of the quality assurance application, strengthens quality assurance in the Division, ultimately providing consistent, accurate and complete information on the quality of a probation officer's work."

Recommendation 7: We recommend that the Community Corrections and Corporate Programs division ensure offenders receive and complete the interventions required in their case management plans.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The Division is implementing a new Case Management Form that provides probation officers further structure in the area of applying interventions, including stronger alignment between probation officers' case management plans and the risk assessment tools which inform them. The introduction of this new form, coupled with enhancements that have been made to policy, will support probation officers to properly identify, priortize and target criminogenic needs through the application of appropriate interventions.

Effective application of this new Case Management Form will be monitored through the enhanced Quality Assurance outlined in Recommendation #5."

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

Outstanding Recommendations (Continued)

Recommendation 8: We recommend that the Community Corrections and Corporate Programs division ensures that enforcement guidelines are consistently applied, and that all breaches are documented in compliance with policy.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"As indicated in Recommendation #5, the Division has strengthened its quality assurance model through the development of a quality management framework. Ensuring that enforcement guidelines are being consistently applied, and that breaches are documented in compliance with community corrections policy, is addressed through this enhanced quality assurance process."

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

Organizational Costing of Fee-Based Goods and Services (Summary Report – Results of Completed Projects)

As at: August 2, 2013
Released: 2 December 2011
First Follow-up: October 2012
Second Follow-up: April 2013

Self-assessment conducted by Treasury Board Staff, Ministry of Finance

Comments

"Treasury Board Staff (TBS), working collaboratively with the Ministries, has fully or substantially implemented all six of the recommendations contained in the Auditor General's Report 9 (2011). These recommendations focussed on improving the fee review process, and in particular providing direction regarding appropriate costing for programs/services for which fees are charged. The work began in Fall 2012 and by Spring 2013, ministries had substantially completed updating their fee lists and completed their fee reviews after being supplied with the costing methodology from Treasury Board Staff. The review and final updated lists are expected to be fully completed by Fall 2013, as there are a few ministries accountable for a large proportion of government fees that were provided a Summer 2013 due date for completing their fees list and forwarding to TBS for our review.

As of the most recent self-assessment report provided by TBS, five of the six recommended actions had been "Fully or Substantially Implemented." As of the current report, the one remaining recommended action (Recommendation #6) has achieved the same status, as described below."

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S)	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**
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**
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**
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**
Recommendation 5: Government develop a plan to review its fee amounts and types to ensure they are appropriate and relevant.	**Fully or substantially implemented**

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

Outstanding Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
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.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"In the original fee review instructions forwarded to ministries from the Deputy Minister of Finance, it was communicated that this recommendation would be addressed by ministries being prepared to respond to enquiries from the public regarding the fee process and rationale for fees charged. This is consistent with TBS's "distributed accountability" model of government financial management. TBS expects that as of Fall 2013, when the fee inventory is 100% updated, all ministries will be in a position to deliver on this accountability."

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

British Columbia Coroners Service

As at: August 9, 2013
Released: 12 July 2011
First Follow-up: October 2012
Second Follow-up: April 2013
Discussed by the Public Accounts Committee: 2 November 2011

Self-assessment conducted by Lisa Lapointe, Chief Coroner

Comments

"The Coroners Service is continuing to build knowledge and expertise in support of public health and safety in British Columbia. Independent, thorough, and timely coroners' reports, expert death reviews, public inquests and death review panels all support public safety by accurately determining the circumstances of death in British Columbia and supporting interventions and initiatives to prevent similar loss of life in the future. The Service is actively engaged in building partnerships with other agencies, ministries and stakeholders to use accurate and timely mortality data in support of meaningful policies and practices. Objective, impartial investigations and reviews conducted by the Coroners Service support public confidence in the agency's recommendations and advisories, and ensure critical questions and concerns are addressed."

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S)	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 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.	**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 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**

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

Outstanding Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 3: The BC Coroners Service prepare, and make public, an annual service plan and an annual report that follow the BC Reporting Principles.	**Partially implemented**

Actions taken, results and/or actions planned

"The Coroners Service most recent annual report substantially follows the BC Reporting Principles, as will subsequent reports. At this time, the Service does not publish its own annual service plan. This information is included in the Ministry of Justice Service Plan."

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.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The Coroners Service Strategic Plan confirms the importance of maintaining and developing coroner expertise and includes strategies to achieve that goal. One of those strategies is the implementation of a redesigned coroners' training program. In support of that strategy, a Learning and Development Coordinator role has been established within the agency and an incumbent has been recently hired."

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

"The Coroners Service continues to utilize information gathered through coroners' investigations to build mortality data in support of identifying risks to public safety and inform activities to improve public safety. Projects to measure the impact of recommendations are now in the early planning stages."

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

An Audit of the Environmental Assessment Office's Oversight of Certified Projects

As at: August 9, 2013
Released: 7 July 2011
First Follow-up: October 2012
Discussed by the Public Accounts Committee: 16 November 2011

Self-assessment conducted by the Environmental Assessment Office

Comments

"Environmental Assessment Office (EAO) is pleased to provide this update on progress made implementing the recommendations provided by the Office of the Auditor General in its 2011 report on EAO's oversight of environmental assessment (EA) certified projects. EAO accepted all six of the report's recommendations and has fully or substantially implemented all of them.

Building on progress over the last two years, EAO continues to make the enhancement of its Compliance and Enforcement Program a top priority. The EAO Compliance and Enforcement Program is based on leading practices from other jurisdictions and other BC Government compliance agencies. EAO works collaboratively with other agencies to coordinate and enhance oversight of projects that have received an EA certificate.

The goal of the EAO Compliance and Enforcement Program is for EAO to be independently and objectively confident that EA certificate conditions are being met. The objectives of this program are: (1) EAO ensures that compliance management is addressed throughout EA, and certificate conditions are measurable and enforceable; (2) EAO manages a comprehensive Compliance and Enforcement Program and coordinates with other agencies to promote compliance and enforce when necessary; and (3) information about EAO's Compliance and Enforcement Program and actions is readily available to the public.

EAO is focussed on continuous improvement of the Compliance and Enforcement Program and will continue to evolve the program to expand on the work completed to respond to the Auditor General's recommendations. For example, EAO has expanded the Electronic Project Information Centre to include compliance reports from Certificate Holders and is developing a new compliance website that will allow the public to quickly review all compliance information in one place for all EA projects. The EAO Compliance and Enforcement Program has developed and will continue to develop mechanisms to track and relay information regarding the effectiveness of specific measures identified as mitigation for adverse effects during EAs. The EAO Policy and Quality Assurance Team is committed to refining and expanding EA and compliance tools, policies, and procedures to ensure EAO conducts effective EAs and effective compliance and enforcement."

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S)	SELF-ASSESSED STATUS
Recommendation 1: The Environmental Assessment Office ensure commitments are clearly written in a measurable and enforceable manner.	**Fully or substantially implemented**
Recommendation 2: The Environmental Assessment Office continue to work with the Ministry of Environment to finalize a policy framework that will provide provincial guidance on environmental mitigation.	**Fully or substantially implemented**
Recommendation 3: The Environmental Assessment Office clarify the post-certification monitoring responsibilities and compliance mechanisms for each commitment.	**Fully or substantially implemented**
Recommendation 4: The Environmental Assessment Office develop and implement a comprehensive compliance and enforcement program that includes an integrated information management system to monitor project progress and ensure compliance.	**Fully or substantially implemented**

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

Oustanding Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 5: The Environmental Assessment Office conduct post-certificate evaluations to determine whether environmental assessments are avoiding or mitigating the potentially significant adverse effects of certified projects.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"EAO and compliance partner agencies conduct inspections on certified projects to evaluate whether mitigation measures are being implemented as required by Environmental Assessment Certificates. Through compliance inspections and third party audits, EAO gains knowledge about the effectiveness of mitigation measures. In addition, EAO has initiated a multi-year evaluation of key conditions across multiple projects. EAO continues to participate in the development of the environmental mitigation policy framework led by the Ministry of Environment, including examining the effectiveness of mitigation measures through select case studies.

To ensure these findings inform current and future environmental assessments, EAO has initiated various tracking procedures for the effectiveness of mitigation measures and lessons learned through on the ground compliance activities. The Policy and Quality Assurance Team discusses the effectiveness of mitigation measures at regular policy and practice forums which include staff from project assessment, policy, compliance and corporate teams at EAO."

Recommendation 6: The Environmental Assessment Office provide appropriate accountability information for projects certified through the environmental assessment process.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"EAO has added two new Service Plan measures respecting accountability information for projects certified through the environmental assessment process: 1) the number of inspections per year completed on certified projects; and 2) timely response to reviewing and posting compliance reports submitted by Certificate holders on the EAO website. EAO will be reporting to the public on these measures in the Ministry of Environment Annual Service Plan Report.

EAO is continuing to expand the extensive information about proposed and EA certified projects on its website to include summaries of compliance and enforcement activities, certificate holder compliance self-reports and information about how EAO collaborates with other compliance agencies to manage compliance oversight. A compliance and enforcement email address has been created to allow the public, Aboriginal Groups and industry to raise questions and concerns about certified projects directly with EAO's compliance team. These improvements will make it easier to find information on compliance and enforcement activities and to ensure complaints are addressed in a timely manner."

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

Upkeep of the Provincial Roads Network by the Ministry of Transportation and Infrastructure

As at: August 13, 2013
Released: 18 November 2010
First Follow-up: October 2011
Second Follow-up: October 2012
Discussed by the Public Accounts Committee: 10 February 2011

Self-assessment conducted by Ian Pilkington, Director of Rehabilitation and Maintenance

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S)	SELF-ASSESSED STATUS
Recommendation 1: Identify the factors that could impede its success in meeting its road network condition standard. In addition, the ministry should periodically monitor the likely impact of such factors and determine when a comprehensive needs assessment is required to enable adjustments in condition standards, actions or funding.	**Fully or substantially implemented**
Recommendation 2: Set firm but attainable timelines for each highway district to have the Central Highway Resource Information System (CHRIS) fully functional and updated with the inventory of road and bridge assets.	**Fully or substantially implemented**
Recommendation 4: Collaborate with the wider road-building industry to assess whether or not the performance incentives are effective in encouraging excellence and, if they are not, modify the system appropriately.	**Fully or substantially implemented**
Recommendation 6: Reassess its current service area configuration to determine if there are opportunities to improve efficiency.	**Fully or substantially implemented**

Outstanding Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 3: Make it a priority to complete the development of a network level lifecycle costing model to improve the estimating process used in planning for network upkeep.	**Partially implemented**

Actions taken, results and/or actions planned

"Following the identification of areas of improvement within our asset management systems, the Ministry has committed resources to enhance its asset management practice. More specifically, two projects to improve the Pavement Management System and the Bridge Management System are currently underway and are expected to be completed within a year."

Outstanding Recommendations (Continued)

Recommendation 5: Revise the stakeholder consultation part of its contractor assessment program to ensure that judging of contractor performance by ministry staff is done in a way that is clearly fair and objective.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"A working group was created to improve the stakeholder portion of the Contractor Assessment Program. The efforts of the working group are now complete and the recommendations from the group have been implemented. The Ministry's Quality Plan and Contractor Assessment Program Manual was revised in January 2013."

Recommendation 7: Set safety-related performance objectives and measures for its road upkeep programs so that Legislators and the public can better assess how well the programs are contributing to the ministry-wide goal of providing a safe environment for travel.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The Ministry has implemented new safety performance measures for the road upkeep programs. The new performance measures will monitor the safety contribution of three program areas: guardrail, rumble strip, and wildlife fence installations."

Recommendation 8: Provide the results of network-wide assessments of road and bridge condition, and options for future funding, to personnel responsible for planning and overseeing upkeep work at the district and regional levels. In addition, a summary of those results and the funding options provided should be presented to Legislators and to the public as a report card on ministry efforts at network upkeep.	**Partially implemented**

Actions taken, results and/or actions planned

"The Ministry completed an assessment of the practices of other jurisdictions regarding the publication of asset condition data. Based on the findings of this assessment, the Ministry will take steps to improve access to asset condition information."

Recommendation 9: Create a set of service-related objectives and performance measures to assess its own contributions to the success of contracted routine maintenance services.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The ministry created a semi-annual performance measure to monitor the number and type of audits conducted by ministry staff to ensure that trends in each service area are understood and corrective actions are taken. First results will be tallied in the fall for the period April 1 - September 30, 2013. The winter period will run from October 1 - March 31 each year."

Recommendation 10: Analyze customer complaints and enquiries, and use this information to identify areas for making improvements in the road upkeep programs and in results reporting.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The Ministry has established a new process to analyze customer feedback received through the Annual Customer Satisfaction Survey. The Customer Satisfaction Survey is collected annually during the summer using electronic and in-person questionnaires. As part of the new process, maintenance and rehabilitation related comments will be extracted from the survey and analysed by the managers responsible for road upkeep who will identify province wide trends and determine whether changes to our road maintenance practice are required."

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

Audit of the Agricultural Land Commission

As at: August 2013
Released: 7 September 2010
First Follow-up: October 2011
Second Follow-up: October 2012
Discussed by the Public Accounts Committee: 7 December 2010

Self-assessment conducted by the Agricultural Land Commission

Comments

"Since its last update in October 2012 work has continued on improving the operations of the Agricultural Land Commission (ALC) by building on the transitional projects initiated in fiscal year 2011/12 and continuing throughout fiscal year 2012/13 using $1.6 million in funding provided by Government. Reference is made to these projects in the ALC's following responses.

In Budget 2013/14 Government increased the ALC's base budget from $1.974 million in 2012/13 to $2.905 million for this fiscal year; an increase of $931,000. Government has also indicated the ALC's operating budget will increase by a further $611,000 in 2014/15 bringing the ALC's operating budget for that fiscal year to $3.516 million. In 2015/16 the ALC's budget will stabilize at $3.391 million.

The ongoing projects intended to improve the operations of the ALC will now be funded from its increased operating budget. The projects now underway will enhance the ALC's ability to: undertake ALR boundary reviews; proactively engage stakeholders to encourage farming and preserve agricultural land; shift to a proactive planning organization; monitor and audit delegation agreements; conduct more compliance and enforcement; and to enhance its information technology capabilities."

Oustanding Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 1: Ensure that ALR boundaries are accurate and include land that is both capable of and suitable for agricultural use.	**Partially implemented**

Actions taken, results and/or actions planned

"Reviews of Agricultural Land Reserve (ALR) boundaries will be targeted to specific regions of the province, not the entire ALR. As noted in its 2012 update, the ALC will focus its attention for the first boundary review in the Regional District of East Kootenay. The purpose of the review is to refine the ALR boundaries so that they encompass land that is both capable and suitable for agricultural use. The Elk Valley review began in late 2012 and the ALC has researched and developed its methodology for carrying out boundary reviews. It has compiled extensive land use and ownership data and land quality mapping information for the review area. The ALC has identified 175 properties comprising a 1,380 hectares for potential exclusion from the ALR and 16 properties comprising 800 hectares for potential inclusion; field work has been carried out in collaboration with Ministry of Agriculture staff and the ALC has sought input from local government, agricultural stakeholders and government agencies. On July 15, 2013 the ALC Board sanctioned the proposed boundary adjustments moving forward to a public hearing on August 15, 2013. Work on the second review in the East Kootenays is well underway."

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

Oustanding Recommendations (Continued)

Recommendation 2: Seek government's support to make changes that will allow it to more effectively preserve agricultural land and encourage farming through the application process.

Partially implemented

Actions taken, results and/or actions planned

"The ALC's business objective is to significantly reduce the amount of operational resources it expends on processing applications from historic levels of approximately 80% to 30% to allow redeployment of resources to other program areas such as ALR boundary reviews, long range planning, policy development, auditing delegation agreements and compliance and enforcement. As reported in 2012 within the 30% targeted budget allocation devoted to applications, the ALC will increase its efficiency by streamlining the processing of applications.

The ALC recently reviewed processing times for applications received from January 1, 2012 to May 31, 2013. During this period, the ALC made approximately 400 decisions. The majority of applications (80%) received a decision within 83 days. Processing times have not increased, and in some cases have decreased, as a result of the ALC implementing early vetting of applications for completeness, triaging simple applications for immediate processing, early identification of the need for additional information for more complex files, more frequent Commission meetings and through the establishment of criteria for delegated decision-making to the ALC's Chief Executive Officer.

Other initiatives to enable the more efficient processing of applications involve the ALC improving its information technology and management capacity to facilitate the electronic submission of applications. The ALC has designed a new self-service Online Application Portal, and with its consultants, is currently testing the prototype. The Portal will be accessible via the ALC website. The ALC has also reviewed and redesigned its website and is preparing to retain a consultant to build the website changes to link with the Portal. It is anticipated the improvements to the website, roll out of the Online Application Portal and other internet-based features will be available in fall 2013."

Recommendation 3: Engage in proactive long-term planning with local governments to encourage farming.

Partially implemented

Actions taken, results and/or actions planned

"The ALC Board has made changes to its staff organizational structure which includes the required staff positions to carry out its business functions in support of its mandate. The structure is designed in part to provide more effective service by focusing the staff secretariat operations on pro-active planning and policy development functions. With the increased funding provided by Government, the ALC plans to recruit additional staff. Since late 2012 the ALC has been working with the Public Service Agency (PSA) to review job profiles and classifications for both existing and new positions. With regard to proactive planning and encoraging farming the ALC plans to recruit for the following positions:

-2 professional Agrologists specializing in soil science to assist with ALR boundary reviews and other planning initiatives; and

- 3 planners and 1 planning manager to enable the ALC to strengthen ties to local government land use planning. These positions will also enable the ALC to respond more readily to emerging issues that directly relate to agriculture as well as those that may impact agriculture.

The ALC plans to fill the positions in 2013."

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

Outstanding Recommendations (Continued)

Recommendation 4: Work with Fraser-Fort George Regional District to address concerns it has with the District's processes.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"In its 2012 self-assessment report the ALC advised that it was compiling and assessing the application decisions made by the Fraser-Fort George Regional District (FFGRD) between 2001-2012 under the delegation agreement. The ALC has completed its review of 38 non-farm use applications and 89 subdivision applications decided upon by the FFGRD with the specified time frame. At the time of this self-assessment, the ALC has not yet released its report to the FFGRD, and as such, any reporting out regarding the findings of the review in this self-assessment is inappropriate. However, the ALC has identified matters for discussion with the FFGRD and plans to provide its report to the FFGRD in August 2013. The ALC will follow up with the FFGRD shortly thereafter to make arrangements for a meeting to discuss in detail the findings of the ALC's review."

Recommendation 5: Work with the Oil and Gas Commission to develop an action plan to implement the recommendations of the 2009 audit.	**Fully or substantially implemented**

Actions taken, results and/or actions planned

"The ALC has been working with the OGC to amend the delegation agreement. In June 2013, the agreement was updated and the OGC is currently working on an implementation plan with the intent that the updated agreement be brought into use in fall 2013.

The changes to the agreement better address unconventional gas development and some of the short-comings of the current agreement and maintain protection of the agricultural land in the long term. The basis of the agreement is:

- All oil and gas activities are considered temporary non-farm uses in the ALR;

- The location of activities are planned to have minimum impact on agricultural use of the land;

- A pre-development site assessment helps ensure soil conservation and effective reclamation potential;

- Activities are streamed as Exempt from ALC Act decision or requiring an application & decision under ALC Act;

- Sites no longer required for oil and gas are reclaimed to the same agricultural condition – confirmed by a reclamation report; and

- No change in purpose; streamline and improve the review and approval of oil and gas activities on ALR lands while preserving agricultural land and encouraging farming on those lands.

The ALC Board has also made changes to its staff organizational structure which includes the required staff positions to carry out its business functions in support of its mandate. The structure is designed in part to provide access to professional advice from professional Agrologists regarding soil quality and land reclamation. With the increased funding provided by Government, the ALC plans to recruit additional staff. Since late 2012 the ALC has been working with the Public Service Agency (PSA) to review the job profile and classification for the position of Staff Agrologist. The ALC plans to recruit for two professional Agrologists specializing in soil science and to fill the positions in 2013."

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

Outstanding Recommendations (Continued)

Recommendation 6: Ensure that it has a sufficiently robust compliance and enforcement program.	**Partially implemented**

Actions taken, results and/or actions planned

"The ALC Board has made changes to its staff organizational structure which includes the required staff positions to carry out its business functions in support of its mandate. The structure is designed in part to provide more effective service regarding compliance and enforcement operations.

With the increased funding provided by Government, the ALC plans to recruit additional staff. Since late 2012 the ALC has been working with the Public Service Agency (PSA) to review job profiles and classifications for both existing and new positions. The ALC plans to recruit for a Compliance and Enforcement Coordinator who will oversee the compliance and enforcement activities of the ALC's 2 officers and the 38 officials appointed from the Ministry of Forests, Lands and Natural Resource Operations (FLNRO) pursuant to the Agricultural Land Commission Act. The FLNRO officials are empowered to act on behalf of the ALC regarding compliance and enforcement related matters. These appointments provide the ALC with enhanced compliance and enforcement capabilities in the South Coast, Interior, Okanagan and Kootenay Boundary regions. Continuing to build on collaborative opportunities regarding compliance and enforcement will be key to the ALC's success regarding this aspect of its mandate.

The new Coordinator position will continue to actively seek opportunities to establish proactive alliances with other provincial ministries and agencies as well as with local governments.

The ALC plans to fill the position in 2013."

Recommendation 7: Prioritize completion of the new database and finalize conversion of the original paper ALR maps into digitalized format.	**Partially implemented**

Actions taken, results and/or actions planned

"In 2011, the ALC embarked on a project to retrieve 20,000 - 25,000 application files, verify digital mapping of properties, enter application data into the database and to convert (scan) relevant paper documents to a digital format.

Progress to date:

- 5,350 files have been completed (documents scanned, data entered and GIS mapping verified);

- 15,475 files have historical documents scanned (data entry and GIS mapping verification underway and ongoing); and

- 6,860 files have digital mapping of properties verified.

The data entry portion of the project is proving to be the most time consuming aspect of this work because there is often a need to interpret the data prior to entering it into the database.

The conversion project is already enabling quicker access to data by ALC staff and Commissioners, and is a key element of enhancing the ALC's ability to work efficiently on ALR boundary review projects, being proactive with local governments in planning, improving administration and oversight, and improving compliance and enforcement.

The ALC expects to complete the scanning of historical documents by the end of this fiscal year with data entry and map verification continuing throughout fiscal year 2014/15."

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

Outstanding Recommendations (Continued)

Recommendation 8: Evaluate the collective impacts of its decisions on applications and its broader policy decisions.	**Partially implemented**

Actions taken, results and/or actions planned

"In 2011, the ALC embarked on a project to retrieve 20 - 25,000 application files, verify digital mapping of properties, enter application data into the database and to convert (scan) relevant paper documents to a digital format.

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The ALC expects to complete the scanning of historical documents by the end of this fiscal year with data entry and map verification continuing throughout fiscal year 2014/15.

When this work is completed all historical decisions of the ALC will be accessible via the database and GIS mapping. This will enable the ALC to analyse applications, review the cumulative impact of its decisions, conduct planning exercises and analysis, and provide information for improved policy development. The project will also facilitate ALR boundary reviews, which has been the case regarding the Elk Valley review, and improved statistical reporting."

Recommendation 9: Report publicly on the cumulative impacts of its decisions.	**Partially implemented**

Actions taken, results and/or actions planned

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The ALC expects to complete the scanning of historical documents by the end of this fiscal year with data entry and map verification continuing throughout fiscal year 2014/15.

When this work is completed all historical decisions of the ALC will be accessible via the database and GIS mapping. The ALC will be better positioned to analyse applications, review the cumulative impact of its decisions, conduct planning exercises and analysis and provide information for improved policy development. The data entry, document scanning and mapping quality assurance project, coupled with the improvements to the website, roll out of the Online Application Portal and other internet- based features in fall 2013, will also enable detailed and timely public access to the work and decisions of the ALC."

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

Reports by Sector	Report Initially Released	1st Follow Up	2nd Follow Up	3rd Follow Up
Education				
School District Board Governance	Apr 2013	Apr 2014		
Managing for Results: Post-Secondary Accountability Framework Audit	Dec 2011	Apr 2013	Apr 2014	
Environment				
Audit of the Agricultural Land Commission	Sep 2010	Oct 2011	Oct 2012	Oct 2013
An Audit of the Management of Groundwater Resources in British Columbia	Dec 2010	Apr 2012	Apr 2013	Apr 2014
An Audit of the Ministry of Forests, Lands and Natural Resource Operations' Management of Timber	Feb 2012	Apr 2013	Apr 2014	
Britannia Mine Water Treatment Plant Project	Juil 2012	Apr 2013	Apr 2014	
An Audit of Biodiversity in B.C.: Assessing the Effectiveness of Key Tools	Feb 2013	Apr 2014		
An Audit of Carbon Neutral Government	Mar 2013	Apr 2014		
Health				
Health Benefits Operations: Are the Expected Benefits Being Achieved?	Feb 2013	Apr 2014		
Striving for Quality, Timely and Safe Patient Care: An Audit of Air Ambulance Services in BC	Mar 2013	Apr 2014		
Governance & Accountability				
The Status of Enterprise Risk Management in the Government Ministries of British Columbia	Jun 2011	Oct 2012	Apr 2013	Apr 2014
Crown Agency Board Governance	May 2012	Apr 2013	Apr 2014	
Information Technology				
Securing the JUSTIN System: Access and Security Audit at the Ministry of Justice	Jan 2013	Oct 2013	Oct 2014	
Justice & Public Safety				
Effectiveness of BC Community Corrections	Dec 2011	Apr 2013	Oct 2013	April 2014
Transportation				
BC Transit Audit	Dec 2012	Apr 2014		
Audit of the Sea-to-Sky Highway Improvement P3 Project	Jul 2012	Apr 2013	Apr 2014	
An Audit of the Evergreen Line Rapid Transit System	Mar 2013	Apr 2014		

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