

Report 6: October 2012

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

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AT-A-GLANCE SUMMARY

In this report:

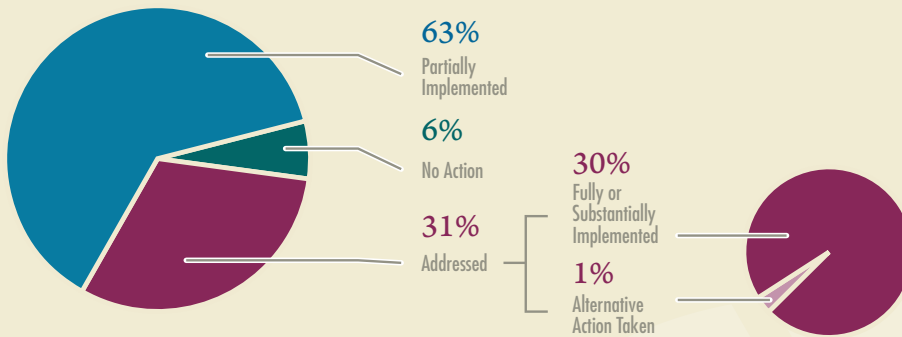
16

self-assessments completed by organizations in the government reporting entity

86

- recommendations followed-up on
- 27 addressed through implementation or alternative action
 - 54 partially addressed
 - 5 no action taken

Self-Reported Status: October 2012



Since October 2008

(start of the Office's regular self-assessed follow-ups with audited organizations):

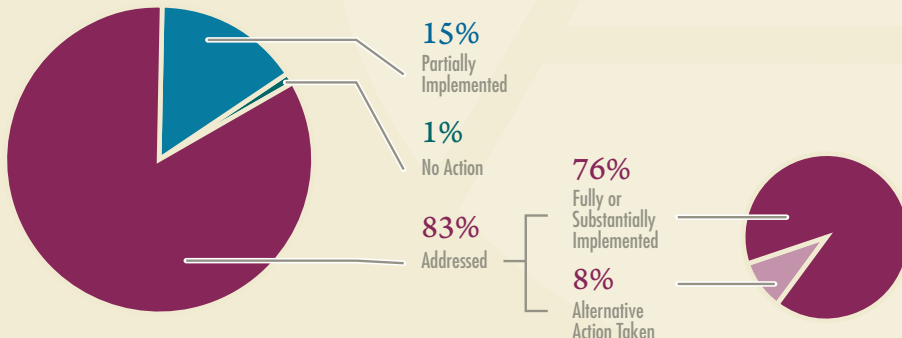
87

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

563

- recommendations followed-up on
- 471 addressed through implementation or alternative action
 - 86 partially addressed
 - 6 no action taken

Self-Reported Status: October 2008-present





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

As mandated under Section 11 of the *Auditor General Act*, I have the honour to transmit to the Speaker of the Legislative Assembly of British Columbia my 2012/2013 Report 6: *Follow-up Report: Updates on the implementation of recommendations from recent reports*.

This report includes 16 self-assessments from audited entities. It also includes a cumulative update on the implementation of all recommendations covered by this follow-up process since my Office began publishing audited organizations' self-assessments in October 2008.

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

John Doyle, MAcc, CA
Auditor General

Victoria, British Columbia
October 2012

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

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

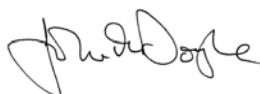
This is the ninth follow-up report issued during my term, and cumulative implementation rates since we began this process in 2008 are encouraging. However, the self-assessed progress in this recent report is less than I would have expected. Audit findings are regularly shared with organizations, as are the recommendations arising from these findings; therefore, most organizations should be able to implement my recommendations by the time they are contacted for an initial self-assessment. In this report, though, less than one third of the recommendations have been addressed in their initial follow-up. As a result, all of those organizations will be asked to complete a subsequent follow-up within the next 12 months.

In addition to the low implementation rates for initial assessments, I am also concerned by the self-assessed progress reported in the area of information technology. The recommendations arising from IT audits often address security gaps, and can be affected by the quick pace of technological change. I am therefore disappointed to note that only 7 of 22 outstanding recommendations in this area have been implemented. This is particularly concerning considering that, in some cases, government has been given four opportunities to provide me with progress updates ([Wireless Networking Security in Government: Phase II](#) and [IT Continuity Planning in Government](#)) and, in others, substantial progress was anticipated in the previous self-assessment ([Wireless Networking Security in Government: Phase III](#)). I will need to consider these results more thoroughly in order to determine the most appropriate and effective course of action in this situation.

Overall, however, with [99 percent of 563 recommendations addressed or in progress](#) since my Office began compiling these self-assessments in October 2008, our follow-up reports demonstrate the positive results that can and will continue to be achieved through the audit and review processes.

My thanks to the participating agencies, both for providing updates when requested and for their work in implementing these recommendations.

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



John Doyle, MAcc, CA
October 2012



JOHN DOYLE, MAcc, CA
Auditor General

Report	Report Initially Released	Number of Recommendations in Report	Status of Recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Substantial Action Taken
Initial Follow-ups						
An Audit of the Environmental Assessment Office's Oversight of Certified Projects	Jul 2011	6	4		2	
Organizational Costing of Fee-Based Goods and Services	Dec 2011	6			6	
The Status of Enterprise Risk Management in the Government Ministries of British Columbia	Jun 2011	10	2	1	6	1
British Columbia Coroners Service	Jul 2011	8	3		5	
Subsequent Follow-ups						
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Substantial Action Taken
School District 35 - Langley	Dec 2010	7			7	
Conservation of Ecological Integrity in B.C. Parks and Protected Areas	Aug 2010	5	5			
Audit of the Agricultural Land Commission	Sep 2010	9			9	
Information Security Management: An Audit of How Well Government is Identifying and Assessing Its Risks	Dec 2010	1			1	
Wireless Networking Security in Government: Phase 3	Dec 2011					
Camosun College		11	4		4	3
University of British Columbia		5	2		3	
Upkeep of the Provincial Roads Network by the Ministry of Transportation and Infrastructure	Nov 2010	9	3		6	
Managing Fraud Risks in Government	Aug 2010	1	1			
Year-End Government Transfer Expenditures	Aug 2010	3	1		2	
Wireless Networking Security in Government: Phase 2	Mar 2010					
Government		2			1	1
Simon Fraser University		1	1			
IT Continuity Planning in Government	April 2010	2			2	
April 2012 Follow-up: Total Recommendations		86	26	1	54	5
Percent of Total Recommendations			30.2%	1.2%	62.8%	5.8%

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

As at: August 28, 2012

Released: 7 July 2011

Discussed by the Public Accounts Committee: 16 November 2011

Self-assessment conducted by the Environmental Assessment Office

The 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 has made the enhancement of its Compliance and Enforcement Program a top priority and is actively working with other government agencies to enhance oversight of EA certified projects.

EAO accepted all six of the report’s recommendations and has made significant progress at acting upon them. To date, EAO has fully or substantially implemented four of the recommendations, and partially implemented two recommendations. It is EAO’s goal to fully or substantially implement all six of the report’s recommendations by April 2013.

EAO is addressing and going beyond the audit report’s recommendations by implementing a comprehensive Compliance and Enforcement Program and initiating work on an Effectiveness Management Program.

The goal of EAO’s 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 are readily available to the public.

The goal of EAO’s Effectiveness Management Program is for EAO to be independently and objectively confident that measures to prevent or reduce adverse effects of EA certified projects are effective. The objectives of this program are to ensure EAO is independently confident: (1) in the credentials and expertise of the professionals who are evaluating the effectiveness of measures to prevent or reduce (i.e., “mitigation measures”) adverse effects of EA certified projects; (2) in the quality of the effectiveness evaluations being conducted on EA certified projects; (3) that adaptive measures are being employed when necessary to ensure mitigation measures are effective; and, (4) that feedback systems are in place so that effectiveness evaluation data is used to understand and improve the effectiveness of mitigation measures prescribed during future EAs.

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: The Environmental Assessment Office ensure commitments are clearly written in a measurable and enforceable manner.</p> <p>Actions taken, results and/or actions planned</p> <p>EAO has revised its policy for drafting EA certificate conditions (formerly known as “commitments”) to ensure they are consistently measurable and enforceable. All draft certificate conditions are reviewed by EAO’s compliance staff, compliance staff of other agencies, and legal counsel, to ensure they are measurable and enforceable.</p> <p>An example of an EA certificate condition that would not be easily measured, and therefore enforced, is: “Access roads should not impact ungulate mineral licks, as practical.” Following EAO’s current policy, an example of how this condition could be rewritten to ensure it is measurable and enforceable, is: “Prior to finalizing access road locations, surveys must be conducted by a registered professional biologist to identify the locations of any ungulate mineral licks along the proposed access road route. The access road must not be constructed within 200 metres of any ungulate mineral licks that are identified during the surveys.”</p>	<p>Fully or substantially implemented</p>

Recommendations (Cont.)

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

Actions taken, results and/or actions planned

This important policy initiative is being led by the Ministry of Environment. EAO has participated in the development of this policy since its origin and continues to do so.

The Ministry of Environment, along with EAO, and other natural resource management agencies, are developing this policy to support a consistent approach to mitigating adverse effects to environmental values resulting from development projects and activities. The policy and associated procedures have three intended audiences: provincial staff in the natural resource sector who provide advice and make recommendations to proponents and statutory or delegated decision-makers; proponents who develop mitigation plans to prevent or reduce the environmental impacts of their proposed activities; and, decision-makers to consider in the process of making resource management decisions.

The Ministry of Environment and EAO are conducting trial applications of the policy and its procedures. During the trial period, which is expected to be complete at the end of the 2012/13 fiscal year, an evaluation will be conducted to revise and refine the policy and procedures and inform options for future implementation.

Recommendation 3: The Environmental Assessment Office clarify the post-certification monitoring responsibilities and compliance mechanisms for each commitment.

Fully or substantially implemented

Actions taken, results and/or actions planned

EAO is clarifying and coordinating compliance agency inspection, investigation, and enforcement roles and responsibilities for each certificate condition of EA certified projects by developing “compliance management plans” for EA projects. These plans eliminate any gaps in oversight and ensure that duplicative compliance efforts are avoided in order to make best use of government compliance and enforcement resources. As of May 2012, these plans are being developed for every proposed project that is referred to ministers for decision at the culmination of the EA process. Compliance management plans will also be developed for previously certified projects.

In addition to clarifying compliance and enforcement roles for each specific project, EAO chairs an interagency compliance and enforcement committee that identifies and implements collaborative compliance and enforcement strategies for all EA certified projects.

Recommendations (Cont.)

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

Actions taken, results and/or actions planned

When the audit was initiated, EAO did not have any dedicated compliance and enforcement staff. While the audit was being conducted, EAO established a Policy and Quality Assurance Unit, consisting of 4 full time staff, whose responsibilities include the enhancement of EAO's approach to compliance and enforcement. Following the issuance of the audit report, EAO expanded its Policy and Quality Assurance Unit further. Additional compliance specialists have been added, and there are now 5 full time and one temporary positions dedicated to establishing and managing EAO's Compliance and Enforcement Program, including the conduct of compliance and enforcement activities such as inspections and investigations. In addition to EAO's dedicated compliance and enforcement staff, staff of the Ministry of Forests, Lands and Natural Resources Compliance and Enforcement Branch (169 staff) have been authorized under the Environmental Assessment Act to inspect EA certified projects for compliance with EA certificate requirements. These staff support the implementation of compliance management plans for certified projects.

EAO has developed and is implementing a comprehensive Compliance and Enforcement Program that addresses the Auditor General's recommendations. The program has been designed with input from a consulting firm, other government agencies (e.g., Ministry of Environment; Ministry of Forests, Lands and Natural Resource Operations; Ministry of Energy and Mines), and by incorporating leading practices from other jurisdictions, such as Australia and the United Kingdom. Additional input has been received through various outreach activities, including sessions with senior environmental assessment administrators from across Canada; the International Association for Impact Assessment; and, the British Columbia College of Applied Biology.

As noted above, the goal of EAO's Compliance and Enforcement Program is for EAO to be independently and objectively confident that EA certificate conditions are being met. To support the realization of this goal, the program integrates compliance management throughout both the pre-certification and post-certification phases of the EA process. Components of the program include: interagency coordination; measurable and enforceable EA certificate conditions; compliance promotion; oversight of proponent self-monitoring; proactive compliance inspections and audits, investigations, and enforcement; an interagency information management system to track compliance inspection information; and, making outcome information available to the public. All of these program components are currently being implemented, and there are plans to make more compliance and enforcement information available to the public in the coming year than is currently made available.

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.

Partially implemented

Actions taken, results and/or actions planned

Post-certificate evaluations that identify the extent to which the mitigation measures included in EA certificate conditions are avoiding or mitigating potentially significant adverse effects have been, and continue to be, conducted on several EA certified projects. The need for such evaluations is identified on a case-by-case basis in instances where there is uncertainty about the effectiveness of mitigation measures for specific types of potential project effects. These evaluations often employ an adaptive management approach by evaluating the effectiveness of mitigation measures and prescribing alternate or enhanced mitigation measures to act on opportunities to better mitigate adverse effects. Findings of these evaluations are used to inform current and future EAs.

These evaluations will continue to be identified and prescribed in EA certificates on a case-by-case basis. In addition, EAO will be initiating work in the fall of 2012, in collaboration with other agencies, to develop EAO's Effectiveness Management Program, which will increase the frequency of effectiveness evaluations and provide better means of tracking evaluation results.

Recommendations (Cont.)

Recommendation 6: The Environmental Assessment Office Provide appropriate accountability information for projects certified through the environmental assessment process.

Partially implemented

Actions taken, results and/or actions planned

EAO provides extensive information about proposed and EA certified projects on its website, including monitoring and compliance reports, and was doing so prior to the audit. EAO is currently evaluating the best methods of reporting additional compliance information to the public. By April 2013, EAO will be providing additional information on compliance and enforcement activities and effectiveness evaluations at a level of detail that is comparable with leading practices of other jurisdictions.

An example of additional information that is being made available to the public as a result of the audit is a new performance measure that was added to EAO's 2012/13 Service Plan setting a goal for the number of compliance inspections (10 inspections) that will be carried out during the 2012/13 fiscal year. In its 2012/13 Service Plan Report, EAO will report to the public on its performance in relation to this goal. Additional performance measures related to compliance and enforcement will be identified in future EAO Service Plans.

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

As at: August 8, 2012

Released: 2 December 2011

Self-assessment conducted by Treasury Board Staff

Comments:

Treasury Board Staff at the Ministry of Finance are in the final stages of developing a new fee review process, complete with details on procedures, timing, and costing direction, to be communicated to ministries in August 2012. This follows up on recent direction from the Chair of Treasury Board that ministries must review their fee structures.

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>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.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Draft instructions to ministries on appropriate costing to justify fee rates have been completed by TBS. The intent is to forward these instructions to ministries in August 2012, along with direction on a regular review of fees by ministries and clarification on costing methodology. TBS is currently seeking comments from ministries on costing issues to ensure that the direction provided is workable.</p>	
<p>Recommendation 2: Treasury Board improve its guidance to specify how frequently fees should be reviewed, and what the review procedures should entail.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Ministries have recently been informed in writing by the Chair of Treasury Board that they are to review their fee structures. TBS currently has draft detailed direction to ministries to operationalize that review, which will include the review procedures/timing and the frequency of future reviews. The direction will be sent to ministries in August 2012, as noted above.</p>	
<p>Recommendation 3: Government assign responsibility for regularly reviewing fees to ensure that fees remain appropriate and consistent with all relevant government policies and regulations.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>The direction to ministries will be that they are responsible for reviewing their fees on a regular basis, with the procedures to be communicated by TBS in August 2012.</p>	

Recommendations (Cont.)

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. **Partially implemented**

Actions taken, results and/or actions planned

While ministries will be responsible for ongoing fee review, TBS will have general oversight responsibility to ensure ministry accountability on a regular basis.

Recommendation 5: Government develop a plan to review its fee amounts and types to ensure they are appropriate and relevant. **Partially implemented**

Actions taken, results and/or actions planned

A draft plan has been developed and the finalized version will be communicated to ministries in August 2012, a part of the aforementioned direction on fee review procedures.

Recommendation 6: Government ensure that the fee-setting process and the detailed rationale for the fees charged be transparent and readily available to the public. **Partially implemented**

Actions taken, results and/or actions planned

Ministries will be informed that they must be prepared to respond to enquiries from the public regarding process used to determine and rationale employed in setting their fee rates. Government may consider posting its fee inventory on its website once ministries have reviewed for completeness and accuracy.

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

As at: August 15, 2012

Released: 23 June 2011

Discussed by the Public Accounts Committee: 11 June 2012

Self-assessment conducted by Risk Management Branch.

Comments:

Revised Government risk management policy (CPPM Chapter 14) addressing the recommendations of the OAG report has been drafted. It is currently with Office of the Comptroller General for review and is expected to be published shortly.

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>We recommend that government develop an appropriate accountability mechanism to ensure ministries are held accountable for enterprise risk management. This should include (recommendations 1-4):</p>	
<p>Recommendation 1: Regular assessments of ERM maturity for every ministry.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Accepted. Incorporated into revised ERM policy. Using the OAG Report as a baseline, ministry risk maturity will be self-assessed every three years using the Risk Maturity Self-Assessment tool.</p>	
<p>Recommendation 2: ERM targets within Deputy Minister accountability letters.</p>	<p>No action taken</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Will be considered as new accountability letters are produced along with other strategic goals.</p>	
<p>Recommendation 3: Annual reporting of ministry-level risk registers.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Accepted. Incorporated into revised ERM policy. Communications developed and rolling out. Several ministries undertaking activity, facilitated by Risk Management Branch.</p>	
<p>Recommendation 4: Regular reporting of ministry ERM performance to the Deputy Ministers' Council.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Accepted. Incorporated into revised ERM policy. RMB to coordinate semi-annual reports.</p>	

Recommendations (Cont.)

<p>Recommendation 5: The Risk Management Branch report to the Deputy Ministers' Council on ministries' progress towards full implementation of ERM.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Accepted. Incorporated into revised ERM policy. RMB to report based on ministries' Risk Maturity Self-Assessment results.</p>	
<p>Recommendation 6: The Risk Management Branch create and maintain an overall risk register for all ministries in the Province of B.C. based on annual ministry-level risk registers.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Accepted. Incorporated into new policy. RMB to report based on Ministry-level risk registers.</p>	
<p>Recommendation 7: Ministries maintain up to date ministry-level risk registers that clearly assess the likelihood and consequences of identified risks.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Accepted. Current policy strengthened by requiring semi-annual updates to RMB.</p>	
<p>Recommendation 8: Ministries utilize the Risk Management Branch's approved ERM process, tools, training and guidance, or consult with the Risk Management Branch to modify the tools if needed.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Standard tools, process, and guidelines have been updated and posted to RMB website. Support and facilitation offered by RMB to all ministries.</p>	
<p>Recommendation 9: Ministries appoint an ERM coordinator to assist with risk management and the maintenance of ministry-wide risk registers.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>All ministries have identified an ERM coordinator (most at the ADM level) to RMB.</p>	
<p>Recommendation 10: Ministries require their program areas to maintain a risk management process that includes a risk register, as appropriate, which can be rolled up to a ministry-wide risk register.</p>	<p>Alternative action taken</p>
<p>Actions taken, results and/or actions planned</p>	
<p>This is current policy but not a reporting requirement of revised policy. Ministry executive to determine whether program area risk registers are required.</p>	

British Columbia Coroners Service

As at: 10 August 2012

Released: 12 July 2011

Discussed by the Public Accounts Committee: 2 November 2011

Self-assessment conducted by BC Coroners Service

Comments:

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

Recommendations

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>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.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p> <p>The Coroners Service 3 year Strategic Plan was completed in April 2012 and includes the role of the Coroners Service in support of public safety as well as the agency's mission, values, goals and strategies, and timelines for completing the strategies. This is a high-level document designed to focus our priorities, our energies and our resources in support of thorough, independent investigations, meaningful public information, and recommendations that bolster positive change and inform public policy decisions that foster safe and healthy communities.</p>	
<p>Recommendation 2: The BC Coroners Service develop a communications strategy as a component of its strategic plan.</p>	<p>Fully or substantially implemented</p>

Actions taken, results and/or actions planned

One of the strategies in our 3 year Plan is the development of a communications plan to ensure the public is informed about the purpose, role, goals and priorities of the agency. The role of Coroner, Strategic Programs was created and this individual is responsible for over-seeing all strategic external communications in support of educating the public about the work of the agency. This includes providing regular updates about investigations, as well advisories regarding risks to public safety. Additional measures to inform and educate the public about the purpose and role of the Coroners Service are being included in a Communications Plan which is currently in draft form.

Recommendations (Cont.)

<p>Recommendation 3: The BC Coroners Service prepare, and make public, an annual service plan and an annual report that follow the BC Reporting Principles.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>As noted in the ministry’s annual service plan, the Coroners Service continues to conduct thorough and timely investigations, inquests and death review panels and make appropriate recommendations. We will consider developing an agency-specific service plan in future years. The 2010 BCCS annual report is close to completion with an anticipated release of early Fall 2012. There is a planned delay between deaths reported to BCCS in a calendar year and the report for the subject year, to allow for the completion of investigations and conclusive findings. The plan currently follows the BC Reporting Principles to a large degree. Future reports will include additional measurements.</p>	
<p>Recommendation 4: The BC Coroners Service include performance targets for the timeliness of investigations and reviews in its service plan and then report on actual performance in its annual report.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>The annual report will include performance measures and results with respect to timeliness of investigations, inquests and death review panels. In the past, a target of 18 weeks for completion of investigations was determined by averaging all reports completed that year. We are working towards establishing more meaningful timelines which will allow us to measure individual investigations and improvements over time. We continue to attempt to hold inquests within a year of the death that is the subject of the hearing. While this can be complicated by criminal or other agency investigations and court proceedings, we continue to work towards reducing the time between the death occurrence and the inquest date. Actual performance will be reported on in our annual report.</p>	
<p>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.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>An Accountability Agreement between the Chief Coroner and the Deputy Minister was signed in July 2011 and confirms the authority and operational independence of the Coroners Service: http://www.pssg.gov.bc.ca/coroners/about/docs/chief-coroner-accountabilities.pdf</p>	
<p>This agreement will be reviewed annually. As a matter of course, the Chief Coroner reports any potential risks to operational independence of the agency to the Deputy Minister.</p>	
<p>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.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>The Strategic Plan includes strategies aimed at addressing this recommendation. In a government procurement process earlier this Spring, a performance consulting organization was contracted to identify the skills, knowledge and abilities critical to the role of a Coroner in BC and to identify the most appropriate curriculum content and the most efficient training delivery methods to improve Coroner training from recruitment and initial training through ongoing development for experienced Coroners. A report with recommendations is expected in September 2012. Inquest training for presiding coroners will be provided on an annual basis with the next training session scheduled for September 2012.</p>	

Recommendations (Cont.)

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. **Partially implemented**

Actions taken, results and/or actions planned

A review of the community coroner staffing model and options to better support the long-term effectiveness of the Coroners Service has been completed and a new service delivery model is being implemented with an effective date of April 1, 2013. The new model is aimed at improving the ability of the Coroners Service to provide consistency in quality, timeliness and costs of investigations. Full and part-time coroners will continue to be utilized with training focused on the role being performed. Field coroners will provide coroner services in communities across the province on a 24/7 basis to ensure representation of local concerns, timely response to death scenes, and initial personal communication with families. Cases that require follow-up investigation will be transferred to full-time coroners who will assume responsibility for all additional investigation and for providing a timely report to the chief coroner as required by the Coroners Act. Efficiencies will be gained by the ability to target training to roles, balance caseloads, and ensure consistent oversight and application of BCCS investigative protocols and standards.

Equitable compensation for community coroners continues to be pursued. The potential to hire ‘as and when required’ community coroners under the Public Service Act in order to ensure equitable compensation is being reviewed by the Public Service Agency. A proposal to amend the Coroners Act and/or Regulations with respect to compensation for part-time coroners was not adopted for the last legislative session but may be revisited, dependent on the recommendations of the Public Service Agency.

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

Our Strategic Plan includes the commitment to continue to build research strength for analysis of reported deaths to identify risks to public safety and trends over time. We continue to prepare Public Safety Advisories when appropriate, and support improvements to public safety by providing statistical information and analysis for agencies and ministries in support of safety initiatives. The database developed from our TOSCA case management system and from protocols completed by coroners for many classifications of death has now reached a size that it is becoming recognized as providing comprehensive and often unique, information that can be used to inform policy and promote public safety. In addition to providing numerous targeted reports in response to specific requests in 2012, the following Public Safety Advisories and Special Reports were released in the past year:

- ◆ Intimate Partner Violence in British Columbia, 2003-2011
- ◆ BC Interior Motor Vehicle Incident Fatalities (2010)
- ◆ MDMA (Ecstasy) Related Deaths (2006-2011)
- ◆ Accidental Water-Related Fatalities (2006-2010)
- ◆ Drowning Public Safety Bulletin
- ◆ Mobile home fire safety Public Safety Bulletin

Statistical analyses are now being routinely posted to the Coroners Service internet site to make this information freely available to all.

We are committed to enhancing our recommendation program by engaging with agencies receiving coroners’ recommendations to track progress and measure impacts over time. This will include analyzing trends in recommendations and responses to support positive change and measure impacts.

School District 35 – Langley (*Summary Report – Results of Completed Projects*)

As at: August 22, 2012

Released: 8 December 2010

1st Follow-up: October 2011

Discussed by the Public Accounts Committee: 9 February 2011

Self-assessment conducted by School District 35 - Langley

Comments:

In the 12 months since the Board’s last self-assessment much has been accomplished. A new Board of Education was elected in November 2011, which consists of two new trustees and five incumbents. A new superintendent is in place along with two new assistant superintendents. The Board has been actively engaged in the development of a Strategic Plan for its term and continues to work towards the goals of the District’s Achievement Contract and Aboriginal Enhancement Agreement. The Board has also engaged the community in several ways - consultation meetings on long term planning, partner group meetings and liaison meetings with local governments. Implementing the Recommendations made by the Auditor General in 2010 remains forefront in the Board’s mind. While the Board is pleased with the progress to date, we recognize that there is more to be done and are committed to continuing to work towards full implementation.

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Recommendation 3: The Board require senior management to provide it with sufficient, appropriate and regular information.	Fully or substantially implemented
Recommendation 4: The Board require senior management to provide it with sufficient, appropriate and regular information.	Fully or substantially implemented

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 1: Board trustees develop ways to work together to effectively discharge their responsibilities.	Partially implemented

Actions taken, results and/or actions planned

The newly elected Board is functioning reasonably well, with all trustees continuing to further their own perspective of governance. Having said that there is a perception of a lack of trust among trustees. We have gone back to the standard Chair/Vice-Chair concept for running meetings. Trustees have taken part in BCSTA Pro-D activities in December 2011 and April 2012, at which board governance was a topic. In June the Board took part in a House of Governance review by staff of the OAG, at which the Auditor General was in attendance. A half day governance session is planned for later in August which will be conducted by an experienced and well-respected Board Chair. Further governance sessions are planned along with more Board Orientation sessions.

Recommendations (Cont.)

Recommendation 2: Board trustees ensure that they understand, accept, and address their governance roles and responsibilities. **Partially implemented**

Actions taken, results and/or actions planned

The Board continues to make progress in implementing this recommendation but more inservice is required to ensure trustees fully understand their roles and responsibilities. Board meetings are functioning well, being managed well by the Chair and Vice-Chair and the Audit Committee continues to function well. The Board is also working on a communications plan in order to improve communication between itself and the community. Meetings with stakeholders and local governments have taken place and more are scheduled.

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

Actions taken, results and/or actions planned

Updates on the internal control points raised by the Auditor General in 2010 along with the management letter points from the 2011 and 2010 audits were shared with the Audit Committee in September 2011 and February 2012, with reports going to the Board, both at In-Camera and Regular Meetings. Although progress has been made in several areas, more work is required. Progress during this past year was hampered by staff shortages in the Finance Department but with the hiring of an Assistant Secretary Treasurer this fall the action plan previous developed will be updated and progress on implementing this recommendation will improve. Management continues to employ larger scale control and review procedures in the areas of purchasing and budget to mitigate the risks the District has been exposed to in the past. The board feels there is greater transparency when it comes to discussions on internal controls.

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

Actions taken, results and/or actions planned

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

Recommendations (Cont.)

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

Partially implemented

Actions taken, results and/or actions planned

The Board has had a long-standing practice of developing 3 year District Strategic Plans which focus on educational programming, facilities, human resources, operations & community engagement and has worked diligently to develop a Strategic Plan for its term. While it remains a 3-year plan there has been a focus on the longer term, particularly in areas of succession planning and facilities. Budget decisions continued to be based on the Board’s priorities as set out in the Strategic Plan. For the next three years, the Board’s priority will be on ensuring that the objectives of the Deficit Elimination Plan are adhered to and educational goals will continue to be guided by the District Strategic Plan and the Achievement Contract. In order to meet the requirements of the Deficit Elimination Plan, a complete review of the current DDM funding allocation system has taken place and a new system for allocating resources has been implemented. The Board recognizes the value of a longer term Strategic Plan. With the significant progress in eliminating the deficit, the Board has begun discussions on the purpose and utilization of a longer term plan with a goal of presenting a formal written document which links educational goals with District resources in ways that enhance educational opportunities for student success and improves equity among our schools.

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

Partially implemented

Actions taken, results and/or actions planned

Management has provided the Board with updates on longer- term strategic and facilities planning and progress with respect to property disposals, new school construction, the annual facilities grant spending plan, property acquisitions and the status of our school facilities. More work is however required with respect to annual evaluation of facilities planning and financial management, which will be addressed in a more formal way in 2012-2013.

Recommendation 9: The District prepare a 10-year School District Facilities Plan.

Partially implemented

Actions taken, results and/or actions planned

The District has engaged a consultant to work with staff on the development of a long-term facilities plan. The Board has been involved in this process by taking part in the public consultation meetings that have taken place as well as meeting directly with the consultant. The plan will be presented to the Board this fall in time to inform the district’s next five-year capital plan submission. The last phase of this plan will be establishing procedures for annual reviews and update of the plan. At that point the Board would consider this recommendation to be fully or substantially implemented.

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

As at: August 20, 2012

Released: 23 August 2010

1st Follow-up: October 2011

Discussed by the Public Accounts Committee: 7 December 2010

Self-assessment conducted by BC Parks

Comments:

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

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Recommendation 1: The ministry update its BC Parks Program Plan so that it includes clarification of ecological integrity and performance targets that adequately address the ministry's goal of proactive stewardship of ecological integrity.	Alternative action taken
Recommendation 7: The ministry report periodically to the Legislative Assembly and public on how it is conserving ecological integrity in the province's parks and protected areas system.	Fully or substantially implemented

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 2: The ministry complete the strategic direction and procedural guidelines for its Conservation Management Program and ensure that the Conservation Program policies are consistently upheld.	Fully or substantially implemented

Actions taken, results and/or actions planned

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

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

Recommendations (Cont.)

<p>Recommendation 3: Government develop a plan to address current gaps in the parks and protected areas system.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Ministry response: The Ministry will maintain the land acquisition program and ensure that ecological representation continues to be a primary consideration in the prioritization of properties. Work will continue with other provincial resource management ministries to use a variety of land management tools to manage for ecological function across regional landscapes. This includes specific identification and protection of rare and endangered habitats.</p>	
<p>Implementation: BC Parks reviewed and revised the land acquisition criteria to ensure that ecological values are appropriately represented. The revised criteria have been shared with BC Parks regional planning staff for their use in assessing and recommending private lands for acquisition.</p>	
<p>Recommendation 4: The ministry obtain the information it needs in order to determine management actions for the conservation of ecological integrity and ensure that its policy of developing a five-year conservation management activities plan (research, inventory and monitoring) is met.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Ministry response: Staff training will occur on the use of the Conservation Risk Assessment (CRA) tool and annual business plans will be updated to include targets for completion of the risk assessments. BC Parks will update its policies to reflect advancements in the CRA model. The ministry will continue to develop the Citizen Science Monitoring Program for protected areas and pilot this approach in regions in 2011/12.</p>	
<p>Implementation: The BC Parks Conservation Risk Assessment is an existing tool that holds both information about ecological values and threats to those values on a park by park basis. Updating this database occurs on an ongoing basis. Refresher training for staff groups commenced in 2011 and is ongoing through 2012/13. Regional Conservation Specialists are accountable for training regional staff and for seeing that the CRA is up to date in their region. The goal is to ensure that all field staff are trained in using CRA which includes, adding data and using the data to assist with management decisions. The second major piece of work related to this recommendation is the development of a long term ecological monitoring program using citizen science. The program has been rolled out in summer 2012 in eight major biomes of BC. Simple protocols for key indicators continue to be field tested with data beginning to be collected in all regions. A data storage system has been developed. The program will continue to grow in the years to come as more sites and volunteers come on board.</p>	
<p>Recommendation 5: The ministry review and update its Master Plans Policy to clarify what type of management plan is required for each park and protected area, how ecological integrity in each area will be conserved and when each plan should be reviewed and updated.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Ministry response: By the end of 2011/12 the Management Plan policy will be updated to reflect current approaches. This will include the shift from prescriptive to outcome based direction. Management plans will be developed and reviewed on a priority basis using a risk management approach subject to available funding.</p>	
<p>Implementation: Strategic policies for management planning are largely complete and in the final approval stage. The strategic policies will be available on the BC Parks website once approved.</p>	

Recommendations (Cont.)

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

Fully or substantially implemented

Actions taken, results and/or actions planned

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

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

Audit of the Agricultural Land Commission

As at: August 2012

Released: 7 September 2010

1st Follow-up: October 2011

Discussed by the Public Accounts Committee: 7 December 2010

Self-assessment conducted by the Agricultural Land Commission

Comments:

Since its last update in October 2011 there have been significant steps taken to improve the operations of the Agricultural Land Commission (ALC). In November 2011 Government announced a number of improvements including legislation that will allow the ALC to charge service fees to augment provincial funding. In accordance with Government’s announcement, the ALC with the assistance of the Ministry of Agriculture, has reviewed potential fee opportunities.

Four potential funding sources have been identified: Increased application fees; service fees associated with the ALC completing its administration of approved applications; monitoring fees associated with the ALC’s ongoing monitoring and site inspections of long term approvals; and auditing fees associated with the ALC’s oversight and administration of delegation agreements with local governments and other authorities. The ALC, working with the Ministry of Agriculture, is currently undertaking the consultation phase of the fee review. Following consultation, the ALC will await direction from Government regarding fees.

In the interim, Government provided the ALC with \$625,000 in transitional funding for fiscal year 2011/12 and a further \$975,000 this fiscal year to facilitate a transition to a more self-supporting operating model by 2013. The ALC has embarked on a number of significant projects that pertain to the recommendations of the Auditor General in his 2010 report; Audit of the Agricultural Land Commission. Reference is made to these projects in the ALC’s following responses. Fees would support the transitional projects now underway. Fees would also 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.

Outstanding Recommendations:

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

Actions taken, results and/or actions planned

Transitional funding is being used to update the ALC’s ALR boundary review procedural manual to provide clear and concise guidance regarding the methodology to be employed for reviews and to ensure boundary reviews are conducted in an open and transparent manner. The ALC has also had the agricultural capability mapping converted from a paper to a digital format. This mapping will form part of the technical foundation for ALR boundary reviews. The digital conversion of the agricultural capability mapping for the ALR is essentially complete. The ALC has also embarked on a large data entry project related to approximately 20-25,000 hardcopy files of previous ALC decisions. This information is essential to identifying areas of potential boundary review. Due to the extent of work involved, the data entry project will continue into the next fiscal year.

Reviews of the ALR boundary will be targeted to specific regions of the province, not the entire ALR. The ALC will focus its attention for the first boundary review in the Regional District of East Kootenay and has drafted a work plan and embarked on preliminary work to identify the target area.

Recommendations (Cont.)

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

On August 23, 2012 the ALC Chair released a message entitled, Changing The Way We Do Business: An Update On The Transition of the Agricultural Land Commission. The ALC will no longer allow the purely reactive role of dealing with applications to drive our allocation of priorities. Instead of application work accounting for 80% of the ALC’s budget, the ALC is initially targeting to have that work account for 30% of our budget. Moreover, applications will not be addressed according to a simple “first in time” rule, but rather according to the priority of the application, after a screening process that takes into account the nature and purpose of the application and the application’s potential to encourage farming and the larger purposes of the Agricultural Land Commission Act (ALCA). Within the targeted 30% budget allocated to application work, the ALC will increase its efficiency by streamlining the processing of applications.

To achieve the streamlining objective, several initiatives are being given active consideration; some are underway. One involves creating an application process – in due course, a fully electronic one - that places the onus to provide all relevant information on the person making the application. Transitional funding is being used to design and build a web-based application portal and client self-help kiosk to provide enhanced web services to clients and greater access to information. Establishing the ability to file applications electronically will further reduce the amount of ALC resources devoted to processing applications. The design phase is underway and it is expected that building of the application portal will commence shortly with product delivery by the end of December 2012 or early January 2013. The ALC is targeting April 1, 2013 to bring the electronic application process online.

This change in approach to dealing with applications is intended to allow the ALC to focus more on pro-active planning and policy initiatives that will help the ALC to more effectively preserve agricultural land and encourage farming.

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 will no longer allow the purely reactive role of dealing with applications to drive our allocation of priorities. Instead of application work accounting for 80% of the ALC’s budget, the ALC is initially targeting to have that work account for 30% of our budget. Some of the resources freed up with the shift away from application processing will be dedicated to enhancing the ALC’s ability to engage in proactive planning with local governments and provincial ministries, agencies and Crown Corporations. This reflects the ALC’s larger responsibility to communicate with and educate local communities and provincial ministries, agencies and Crown Corporations regarding the ALCA in particular and agriculture generally.

Recommendation 4: Work with Fraser-Fort George Regional District to address concerns it has with the District’s processes. **Partially implemented**

Actions taken, results and/or actions planned

The ALC is compiling and assessing the application decisions made by the FFGRD under the delegation agreement. Following its review of the delegated decisions, the ALC will confer with its legal advisors to ensure decisions made under the delegation agreement reflect the purpose and intent of the ALCA and regulation. The review will also serve to identify opportunities to improve the delegation agreement.

Recommendations (Cont.)

<p>Recommendation 5: Work with the Oil and Gas Commission to develop an action plan to implement the recommendations of the 2009 audit.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned

The ALC has been working with the OGC to amend the delegation agreement to reflect recommendations of the 2009 delegation audit. The ALC will engage its legal advisors to ensure the delegation agreement, and any amendments thereto, reflect the purpose and intent of the ALCA and regulation. The review will also serve to identify opportunities to improve the delegation agreement .

<p>Recommendation 6: Ensure that it has a sufficiently robust compliance and enforcement program.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned

The ALC has appointed 38 provincial government employees from the Ministry of Forest and Natural Resource Operations as “officials” to aid in the ALC’s compliance and enforcement activities around the Province. Appointees provide for greater oversight of the ALR on the ground and operate at the request and direction of the ALC. Appointments now provide the ALC with enhanced compliance and enforcement capabilities in the South Coast, Interior, Okanagan and Kootenay Boundary regions. The ALC is planning for additional appointments in 2012 and 2013 to provide enhanced compliance and enforcement coverage in other areas of the Province.

<p>Recommendation 7: Prioritize completion of the new database and finalize conversion of the original paper ALR maps into digitalized format.</p>	<p>Partially implemented</p>
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Actions taken, results and/or actions planned

Transitional funding is being used to design and build a web-based application portal and client self-help kiosk to provide enhanced web services to clients and greater access to information. Establishing the ability to file applications electronically will further reduce the amount of ALC resources devoted to processing applications. The design phase is underway and it is expected that building of the applicant portal will commence shortly with product delivery by the end of December 2012 or early January 2013. The ALC is targeting April 1, 2013 to bring the electronic application process online.

Online Application Tracking System (OATS) fixes and upgrades are underway. The first upgrade was completed and installed in March 2012. It is anticipated work on OATS will continue throughout fiscal year 2012/13.

Auxiliary employees have been hired and work is underway to retrieve application files, verify digital mapping of properties, enter application data into the database and to scan relevant file documents. It is estimated that 20-25,000 applications will be processed as part of the data entry, document scanning and mapping quality assurance project. Due to the extent of work involved, the data entry project will continue into the next fiscal year.

Historical (original) ALR application history maps have been converted to GIS digital format and quality assurance is partially complete.

Recommendations (Cont.)

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

Auxiliary employees have been hired and work is underway to retrieve application files, verify digital mapping of properties, enter application data into the database and to scan relevant file documents. It is estimated that 20-25,000 applications will be processed as part of the data entry, document scanning and mapping quality assurance project. Due to the extent of work involved, the data entry project will continue into the next fiscal year.

This work will ensure that all historical decisions of the ALC are 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 project will also facilitate ALR boundary reviews and improved statistical reporting.

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

Actions taken, results and/or actions planned

Auxiliary employees have been hired and work is underway to retrieve application files, verify digital mapping of properties, enter application data into the database and to scan relevant file documents. It is estimated that 20-25,000 applications will be processed as part of the data entry, document scanning and mapping quality assurance project. Due to the extent of work involved, the data entry project will continue into the next fiscal year.

This work will ensure that all decisions of the ALC are 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 work currently underway to design and build an electronic application portal and self-help kiosk, will also enable detailed and timely public access to the work and decisions of the ALC. Preliminary work is also being done to determine how best to provide public access to all historical decisions and mapping.

Information Security Management (*Summary Report – Results of Completed Projects*)

As at: 22 July 2012

Released: 8 December 2010

1st Follow-up: March 2012

Discussed by the Public Accounts Committee: 9 February 2011

Self-assessment conducted by the Ministry of Labour, Citizens’ Services and Open Government

Comments:

The Ministry of Labour, Citizens’ Services and Open Government supports and appreciates the ongoing efforts of the Auditor General of BC in auditing the Government’s Information Security Management process. The Government of British Columbia places a high priority on the protection of information. The progress in implementing the recommendations will contribute to our ongoing efforts to protect information and technology resources.

The Government Chief Information Officer is pleased to report that most of the recommendations listed in the report have been addressed, and the last recommendation is partially implemented.

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Recommendation 1: Develop more detailed guidance for ministries to follow in gathering appropriate support at each scoring level in their annual security review self-assessments.	Alternative action taken
Recommendation 2: Establish an audit process to ensure ministry assessment levels are reasonable and supported with sufficient and appropriate documentation.	Fully or substantially implemented
Recommendation 3: Develop a process that will identify causes of fluctuations in ministry compliance results, and develop specific action plans to deal with those causes.	Fully or substantially implemented
Recommendation 4: Require all ministries to complete a ministry-wide Security HealthCheck assessment regardless of whether a particular application is selected for a more detailed assessment.	Fully or substantially implemented
Recommendation 6: Ensure that all ministries use the same assessment tool for their information security self-assessments.	Fully or substantially implemented

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 5: Work with ministries to develop compliance performance targets suited for each ministry.</p>	<p>Partially implemented</p>

Actions taken, results and/or actions planned

Actions Taken: The Office of the Chief Information Officer, Information Security Branch has partially implemented the framework for compliance performance targets through:

- ◆ discussions with ministries to review their ministry 2010/11 annual information security results;
- ◆ discuss the value of completing these annual reviews; and
- ◆ standardize on the approach to complete the 2011/12 annual information security review.

The 2011/12 annual information security review results were presented to ministry information security officers on 12th July 2012. The 2011/12 annual information security review results form the baseline on which to create the performance targets for each ministry going forward.

Actions Planned: Meetings are now being set up with each Ministry Information Security Officer to discuss the framework for the compliance performance targets and set the targets for each individual ministry. Expected timeframe for completion is 31st October 2012.

Wireless Networking Security: Phase 3 (Summary Report – Results of Completed Projects) Camosun College

As at: August 1, 2012

Released: 2 December 2011

1st Follow-up: March 2012

Self-assessment conducted by Camosun College IT Services

Comments:

Progress continues to be made on the majority of the recommendations. College has just completed a full external security audit, including a wireless component. Recommendations from that review will be the next priority in the security project portfolio.

Camosun College has completed the majority of work recommended in this audit and recommends that the AG close this audit file.

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Maintain Effective Management of Wireless Security	
Recommendation 3: Formalize the IT security function by detailing the responsibilities in the Senior Network and Security Administrator job description; and ensure that senior IT management provides strong oversight and monitoring of the IT security function.	Fully or substantially implemented
Recommendation 5: Establish a formal training program for key IT staff to ensure that their knowledge in IT is kept up-to-date and they are able to properly maintain and install the network.	Alternative action taken
Monitor Wireless Security	
Recommendation 11: Implement secure back-up procedures for activity logs in case the original logs are accidentally or intentionally deleted or altered.	Fully or substantially implemented
Recommendation 13: Perform regular scanning to validate the functionality of the wireless controller to ensure it is functioning in accordance to expected functionality.	Fully or substantially implemented

Recommendations (Cont.)

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Maintain Effective Management of Wireless Security	
<p>Recommendation 1: Finalize and formally adopt the Information and Network Security Policy, and support the policy with detailed standards on wireless networking security and specific procedures or guidelines to manage wireless networking resources.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p> <p>Policies and procedures developed and awaiting adoption by governance group in fall 2012</p>	
<p>Recommendation 2: Update communication of IT security policies, guidelines, procedures and standards to wireless device users; work to make people aware of the risks of using unsecured wireless networking; and communicate this message more visibly (e.g. by posting notices in Wi-Fi areas, by running a warning page on the log-on screen).</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p> <p>Communication will occur after governance has endorsed & adopted policy & procedures.</p>	
<p>Recommendation 4: Periodically update the job descriptions for key IT positions to ensure proper accountability for the associated roles and responsibilities.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p> <p>Done.</p>	
<p>Recommendation 6: Formally document the network infrastructure, with details showing how the network is integrated with the wired and wireless networks; and have senior IT management formally approve the network infrastructure diagram and update it periodically.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p> <p>Documentation complete and approved by Director, IT Services</p>	
<p>Recommendation 7: Change certain wireless connecting practices to higher level security settings.</p>	<p>No action taken</p>
<p>Actions taken, results and/or actions planned</p> <p>College requires public wireless connections and no further action will be taken.</p>	

Recommendations (Cont.)

<p>Recommendation 8: Require all staff who have higher level access rights to systems, applications and data to use only secured wireless methods, such as Eduroam.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Eduroam is the standard for staff and recommended for student use</p>	
<p>Recommendation 9: Follow best practice to properly segment the IT network in order to mitigate the risk of the whole network being exposed should security be compromised.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Logistically challenging and no further action is planned</p>	
<p>Recommendation 10: Follow recognized best practices relating to password security, requiring the:</p>	<p>No action taken</p>
<ul style="list-style-type: none"> ◆ regular changing of passwords; ◆ creation of effective passwords; and ◆ enforced change of passwords for key personnel. 	
<p>Actions taken, results and/or actions planned</p>	
<p>Mandate from Governance committee expected in Fall 2012</p>	
<p>Monitor Wireless Security</p>	
<p>Recommendation 12: Establish formal policies and procedures for monitoring network activities. The policies should cover, at a minimum: types of monitoring; frequency of monitoring; designated authorized individuals; documentation requirements; retention of logs; and reporting.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>In process of development</p>	
<p>Recommendation 14: Formulate action plans to deal with: unauthorized access devices; security/privacy breaches; and intrusive or malicious activities against the college network either through wired or wireless network.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Documentation and publication still in progress</p>	
<p>Recommendation 15: Ask the vendor to provide a list of criteria for use in determining whether the monitoring devices are programmed adequately with sufficient logic to detect malicious activities.</p>	<p>No action taken</p>
<p>Actions taken, results and/or actions planned</p>	
<p>No further action is anticipated.</p>	

Wireless Networking Security: Phase 3 (Summary Report – Results of Completed Projects) University of British Columbia

As at: August, 2012

Released: 2 December 2011

1st Follow-up: March 2012

Self-assessment conducted by the University of British Columbia

Comments:

The University of British Columbia would like to thank the Auditor General office for working with us to identify improvements to the management and security of our wireless LAN. We have made progress with four recommendations being fully or substantially implemented and expect to be able to fully or substantially complete the remaining recommendations by the end of the calendar year.

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Maintain Effective Management of Wireless Security	
Recommendation 4: Require that all job description documents for key IT personnel show evidence of having been formally approved, and when, by Human Resources and senior IT personnel.	Fully or substantially implemented
Monitor Wireless Security	
Recommendation 5: Implement secure back-up procedures for activity logs in case the original logs are accidentally or intentionally deleted or altered.	Fully or substantially implemented

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Maintain Effective Management of Wireless Security	
Recommendation 1: Expand WLAN policies to cover the minimum areas listed in best practice guides, in order to ensure the enforcement of undisputed direction for WLAN security and infrastructure.	Partially implemented
Actions taken, results and/or actions planned	
UBC committed to performing a gap analysis against the points listed in the audit to identify which ones would be applicable for our institution and then implement the changes. To-date we have completed the gap analysis and are initiating the process of drafting changes to Policy #130.	
Recommendation 2: Require that the Information Network Security Policy be supported by detailed formal documentation of standards on wireless security networking and by specific procedures and guidelines to manage wireless networking resources.	Partially implemented

Recommendations (Cont.)

Actions taken, results and/or actions planned

We are consolidating our technical, product, process and reference standards into detailed formal documentation and are approximately 50% complete.

Recommendation 3: Have senior IT management periodically review, update and approve key policies and guidelines. **Fully or substantially implemented**

Actions taken, results and/or actions planned

The university currently has Policies #104 and #106 under review via a dedicated committee. That review will also set out terms for the periodic reviews. Policy #130 is being updated to address issues identified in the report and will also have a set review period as part of that update.

Monitor Wireless Security

Recommendation 6: Perform regular scanning to validate the functionality of the wireless controller to ensure it is functioning in accordance to expected functionality. **Fully or substantially implemented**

Actions taken, results and/or actions planned

We previously had an informal practice of war-walking, whereby we validate the effectiveness of our automated rogue AP detection via the WCS. As a result of this recommendation we have formalised this process so that the results of that war-walking exercise are documented, tracked, correlated and reported to management on a regular basis. To carry out this activity we have hired an individual and provided training to carry out the activity.

Recommendation 7: Ask the vendor to provide a list of criteria for use in determining whether the monitoring devices are programmed adequately with sufficient logic to detect malicious activities. **Partially implemented**

Actions taken, results and/or actions planned

The Cisco WCS is a state of the art WLAN management system that detects rogue APs in real-time. We have contacted the vendor but have had difficulty obtaining a clear response as to whether or not they will provide the criteria.

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

As at: August 10, 2012

Released: 18 November 2010

1st Follow-up: October 2011

Discussed by the Public Accounts Committee: 10 February 2011

Self-assessment conducted by the Ministry of Transportation and Infrastructure

Comments:

The Auditor's recommendations continue to be a key area of focus for the ministry as we continue to improve our maintenance services across the province. The ministry continues to consider the recommendations of the Auditor General's Report and seeks opportunities to integrate the recommendations into the business practices for highway maintenance.

Recommendations

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

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	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

Actions taken, results and/or actions planned

The ministry has established a list of critical factors that impact the condition of the highway network. Factors within the list will be monitored over time and an annual report will be prepared and used to determine whether a comprehensive needs assessment is required.

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
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Actions taken, results and/or actions planned

The ministry completed a review of available lifecycle costing models and identified areas where existing asset management systems could be improved. The ministry is considering the recommendation from this review and will take steps to improve asset management systems.

Recommendations (Cont.)

<p>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.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>Discussions with industry and internally with ministry staff were undertaken. It was recommended that the current foundation of performance assessment and incentive compensation for assessment remain in the contract.</p>	
<p>The performance bonus is intended to ensure the maintenance contractors strive to meet or exceed the basic acceptable level of performance required by the contract. Based on the historic data surrounding the basic contract requirements component of the local assessment, there is a trend of increased performance over recent years and added value. The ministry will work with internal staff to ensure we continue to achieve consistency, transparency and fairness in the performance bonus assessment.</p>	
<p>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.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>A working group has been struck to improve the stakeholder portion of the contractor assessment program and consultations with stakeholders have been concluded. Additional industry consultations will occur over the next few months; a standard information package for stakeholders will be developed and other potential improvements will be considered.</p>	
<p>Recommendation 6: Reassess its current service area configuration to determine if there are opportunities to improve efficiency.</p>	<p>Fully or substantially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>The ministry hired a consultant to provide options for improving efficiency through minimizing costs while maintaining service quality under a private sector delivery model and maintaining competition in the industry. The consultant made a number of recommendations for consideration in the next round of bidding. The consultant also concluded that there is no benefit to reconfiguring the service areas.</p>	
<p>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.</p>	<p>Partially implemented</p>
<p>Actions taken, results and/or actions planned</p>	
<p>The ministry completed a study that assessed the current safety performance measures, reviewed the practices of other jurisdictions and identified additional safety related performance measures that could be adopted by the ministry.</p>	
<p>Potential new performance measures identified will be reviewed and considered for implementation and publication in fiscal year 2013/14.</p>	

Recommendations (Cont.)

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. The findings of this assessment will be reviewed and considered for implementation and publication in future fiscal years.

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.

Partially implemented

Actions taken, results and/or actions planned

A project team has been established to assess the ministry's current service performance measures. Recommendations being considered include a 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.

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.

Partially implemented

Actions taken, results and/or actions planned

The best practice is for local staff to assess and determine short-term trends in complaints and enquiries and take action at the local level as required. The ministry project team is reviewing our current practice for determining longer term trends and will be making recommendations for best practices.

Managing Fraud Risks in Government (*Aspects of Financial Management*)

As at: August 2012

Released: 25 August 2010

1st Follow-up: October 2011

2nd Follow-up: March 2012

Discussed by the Public Accounts Committee: 17 November 2010

Self-assessment conducted by Ministry of Finance

Comments:

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

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

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

Outstanding Recommendations:

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

Actions taken, results and/or actions planned

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

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

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

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

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

Year-End Government Transfer Expenditures (*Aspects of Financial Management*)

As at: July, 2012

Released: 25 August 2010

1st Follow-up: October 2011

2nd Follow-up: March 2012

Discussed by the Public Accounts Committee: 17 November 2010

Self-assessment conducted by the Office of the Comptroller General

Comments:

The implementation of revised PSAB guidance on Government Transfers is underway and will be the main initiative to address the recommendations in the report. The implementation will be completed in Fiscal year 2012/13 and will focus on policy guidance, and, operational tools and strategies, as well as financial accounting.

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 1: In keeping with good financial management practices, government not advance significant government transfers until the funds are needed by the recipient, unless the results of a cost-benefit analysis show there is a net benefit.</p> <p>Actions taken, results and/or actions planned</p> <p>Transfers and transfer programs are designed to ensure risks and opportunities are assessed to determine the appropriate schedule of payments for significant government transfers. Policy changes are being implemented across ministries. Procedural tools are being developed in collaboration with target ministries.</p>	<p>Partially implemented</p>
<p>Recommendation 2: All transfer agreements include appropriate accountability requirements and provisions to recover or re-direct any funds not spent for the intended purposes.</p> <p>Actions taken, results and/or actions planned</p> <p>Transfers and transfer programs are reviewed to ensure appropriate accountability provisions are included in transfer agreements. Active review of significant transfer programs are being undertaken by ministries, in consideration of revised policy and procedural guidance.</p>	<p>Partially implemented</p>
<p>Recommendation 3: Government ensure that government transfers are recorded consistently to provide better information for financial management and decision making.</p> <p>Actions taken, results and/or actions planned</p> <p>Transfers and transfer programs are recorded and reported consistently as government transfers. Ongoing training and guidance is provided to support ministries transition to revised PSAB guidance and will continue through the implementation year 2012/13.</p>	<p>Fully or substantially implemented</p>

Wireless Networking Security in Government: Phase 2 Ministry of Labour, Citizens' Services and Open Government

As at: July 20, 2012

Released: 8 December 2010

1st Follow-up: April 2011

2nd Follow-up: October 2011

3rd Follow-up: March 2012

Discussed by the Public Accounts Committee: 26 May 2010

Self-assessment conducted by Ministry of Labour, Citizens' Services and Open Government

Comments:

Currently three recommendations are fully or substantially implemented and two are partially implemented.

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Recommendation 1: To support the government's IM/IT (information technology and management) policies relating to wireless network security, government establish adequate procedures to ensure ministry compliance with the policies as established by the Office of the Chief Information Officer.	Fully or substantially implemented
Recommendation 2: Shared Services BC regularly update the job descriptions of all key IT personnel to ensure the roles and responsibilities are clearly delineated.	Fully or substantially implemented
Recommendation 5: For monitoring purposes, Shared Services BC develop a process for establishing and updating an inventory list of authorized wireless access devices and that the list be verified periodically.	Fully or substantially implemented

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
Recommendation 3: Government develop a network access control solution for monitoring and detecting, on a real time basis, unauthorized computing devices — particularly wireless — connected to the government network, including devices that are not configured properly.	Partially implemented

Actions taken, results and/or actions planned

To provide rogue device detection and guest network capability, a pilot for one of the major government IT facilities is starting in August 2012. Another extended proof of concept is also planned, which will provide capability to apply policy controls for enabling both user and device authentication for access control.

Implementation and service delivery of the Network Access Control infrastructure is in scope for the large network outsourcing contract planned this year.

Recommendations (Cont.)

Recommendation 4: Shared Services BC implement mechanisms and procedures to scan and confirm that only properly configured and authorized wireless access devices are installed when connecting to the government network infrastructure.

No action taken

Actions taken, results and/or actions planned

No action since previous report, fully addressing this recommendation is dependent on the implementation of Recommendation 3. Network Access Control will fulfill this requirement.

Wireless Networking Security in Government: Phase 2 Simon Fraser University

As at: August 10, 2012

Released: 8 December 2010

1st Follow-up: April 2011

2nd Follow-up: October 2011

3rd Follow-up: March 2012

Discussed by the Public Accounts Committee: 26 May 2010

Self-assessment conducted by Simon Fraser University

Comments:

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Recommendation 1: Establish a formal IT committee with a strong mandate to oversee IT strategic direction, IT needs of the university community and, most importantly, the protection of the university's IT network.	Fully or substantially implemented
Recommendation 2: Establish an IT Security Officer position that has exclusive duties and responsibilities relating to IT security and is accountable to independent senior management.	Fully or substantially implemented
Recommendation 4: Establish policy and procedures to ensure that users are formally and regularly asked online to accept the policy for appropriate use of communication technology (including wireless) provided by the university.	Alternative action taken
Recommendation 5: Enforce periodic change of password.	Alternative action taken
Recommendation 6: Require staff with high-level access rights to systems, applications and data to access system resources using secured wireless methods only.	Alternative action taken
Recommendation 7: Conduct review to limit the use of ad hoc and peer-to-peer networking.	Alternative action taken
Recommendation 8: While monitoring wireless networking activities, ensure that log reviews are fully documented and include such information as the type of reports reviewed, the date of the review, and what action has taken place.	Alternative action taken

Recommendations (Cont.)

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 3: Ensure that the Information Security Policy is supported with detailed wireless security standards and procedures to guide the implementation and maintenance of a robust wireless security network.</p>	<p>Fully or substantially implemented</p>

Actions taken, results and/or actions planned

The committee described in Recommendation 1, called “IT Strategies” meets bi-monthly, and has made deliberate progress towards articulating and establishing an over-arching policy & practice framework for Information Security, IT Security, and Wireless Security (among a number of other agenda items). An initial draft is being revised by a subcommittee, expected to report during the Fall 2012 term. When this activity concludes, we anticipate some small number of formal policies to be proposed under SFU’s policy on policies, and other parts of the framework to be put into effect directly. We currently expect the wireless standards and procedures to fall into the latter category, implying more timely formal approval.

IT Continuity Planning in Government

As at: August 2012

Released: 29 April 2010

1st Follow-up: April 2011

2nd Follow-up: October 2011

3rd Follow-up: March 2012

Discussed by the Public Accounts Committee: 9 February 2011

Self-assessment conducted by the Provincial Emergency Program, Ministry of Justice

Comments:

EMBC & SSBC continue to address the recommendations of the Office of the Auditor General and are pleased to report on our status.

Work on recommendations 2 and 3 is currently under way with an anticipated conclusion in the fall of 2012. Please see below for details.

Recommendations

RECOMMENDATIONS ADDRESSED IN PREVIOUS FOLLOW-UP REPORT(S):	SELF-ASSESSED STATUS
Recommendation 1: Preparation of a business impact analysis and risk assessments annually, as outlined in government policy.	Fully or substantially implemented
Recommendation 2: Prioritization of the recovery of mission-critical applications at the ministry level and across government.	Fully or substantially implemented
Recommendation 4: Assessment of risk associated with alternate arrangements being in the same geographical area as the primary operations and data centre facility, and feasibility of relocation.	Fully or substantially implemented
Recommendation 5: Finalization of business continuity plans for all mission-critical business functions.	Fully or substantially implemented
Recommendation 6: Preparation of disaster recovery plans to support the availability of significant operating environments and network infrastructures within the timelines required.	Fully or substantially implemented
Recommendation 7: Inclusion, in contracts with third-party providers of critical services, of provisions regarding both the preparation and testing of business and IT continuity plans and the assessment of risks where inclusion of these provisions is not feasible.	Fully or substantially implemented
Recommendation 9: Updating of business continuity plans for all mission-critical business functions annually.	Fully or substantially implemented

Recommendations (Cont.)

Outstanding Recommendations:

RECOMMENDATION AND SUMMARY OF PROGRESS	SELF-ASSESSED STATUS
<p>Recommendation 3: Establishment of realistic and achievable recovery timelines for shared systems and program applications.</p> <p>Actions taken, results and/or actions planned</p> <p>The joint SSBC and EMBC Information Sessions designed to assist Ministries with the development of realistic and achievable recovery timelines will conclude this fall.</p> <p>SSBC has established and communicated recovery times to assist Ministries to clarify their own.</p>	<p>Partially implemented</p>
<p>Recommendation 8: Regular testing of continuity plans and restoration procedures for all mission-critical applications and supporting systems.</p> <p>Actions taken, results and/or actions planned</p> <p>Testing of supporting systems (SSBC managed infrastructure) is dealt with through existing contract language for DRP. Ministries are responsible for the testing of their own managed applications and data sets.</p> <p>The cross government Business Continuity Scorecard will be adjusted to collect information on the number of mission applications owned by each Ministry and the status of annual DR tests.</p>	<p>Partially implemented</p>

APPENDIX A: CUMULATIVE TOTALS SINCE OCTOBER 2008

Report	Released	Number of Recommendations	Cumulative status of recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Substantial Action Taken
Education						
Literacy: Creating the Conditions for Reading and Writing Success	Feb 2008	8	7		1	
A Major Renovation: Trades Training in British Columbia	Nov 2008	11	10		1	
Planning for School Seismic Safety	Dec 2008	7	1		6	
Finance						
An Audit of Joint Solutions Procurement and the Revenue Management Project	Apr 2008	8	6	2		
BC Arts Council Grant Administration	Dec 2008	9	6		3	
Management of Working Capital by Colleges and School Districts	Aug 2010	4	3	1		
Managing Fraud Risks in Government	Aug 2010	1	1			
Infrastructure Grants	Aug 2010	5	5			
Year-End Government Transfer Expenditures	Aug 2010	3	1		2	
BC Hydro: The Effects of Rate-Regulated Accounting	Oct 2011	2			1	1
Organizational Costing of Fee-Based Goods and Services	Dec 2011	6			6	
Environment						
Preventing Fatalities and Serious Injuries in B.C. Forests: Progress Needed	Jan 2008	15	9	5	1	
Removing Private Lands from Tree Farm Licenses 6, 19 & 25: Protecting the Public Interest? *	Jul 2008					
Oil and Gas Site Contamination Risks: Improved oversight needed	Feb 2010	9	9			
Conservation of Ecological Integrity in B.C. Parks and Protected Areas	Aug 2010	7	6	1		
Audit of the Agricultural Land Commission	Sep 2010	9			9	
An Audit of the Management of Groundwater Resources in British Columbia	Dec 2010	7	1		6	
An Audit of the Environmental Assessment Office's Oversight of Certified Projects	Jul 2011	6	4		2	
Governance & Accountability						
Keeping the Decks Clean: Managing Gaming Integrity Risks in Casinos	Jul 2005	13	12	1		
British Columbia Audit Committees: Doing the Right Things	Dec 2006	2	2			
Financial Framework Supporting the Legislative Assembly	Apr 2007	4		4		
Strengthening Accountability in British Columbia: Trends and Opportunities in Performance Reporting	Apr 2008	5	5			
Public Participation: Principles and Best Practices for BC	Nov 2008	1		1		
How Are We Doing? The Public Reporting of Performance Measures in British Columbia	Dec 2008	4	3		1	
British Columbia Crown Corporations Executive Compensation Arrangements: A Work in Progress	Nov 2009	8	7	1		
School District 35 - Langley	Dec 2010	9	2		7	
The Status of Enterprise Risk Management in the Government Ministries of British Columbia	Jun 2011	10	2	1	6	1

APPENDIX A: CUMULATIVE TOTALS SINCE OCTOBER 2008

Report	Released	Number of Recommendations	Cumulative status of recommendations			
			Fully or Substantially Implemented	Alternative Action Taken	Partially Implemented	No Substantial Action Taken
Health						
In Sickness and in Health: Healthy Workplaces for British Columbia's Health Care Workers	Jun 2004	37	33	1	3	
Managing PharmaCare: Slow Progress Toward Cost-Effective Drug Use and a Sustainable Program	Mar 2006	15	15			
Infection Control: Essential for a Healthy British Columbia	Mar 2007	126	124	2		
The Child and Youth Mental Health Plan: A Promising Start to an Urgent Need	Jun 2007	11	11			
Preventing and Managing Diabetes in British Columbia	Dec 2007	3			3	
Interior Health Authority: Working to Improve Access to Surgical Services	Aug 2008	12	8	2	2	
Electronic Health Record Implementation in British Columbia	Feb 2010	1	1			
Information Technology						
IT Audits of the Corporate Accounting System	2005/2006	25	24	1		
Managing Access to the Corrections Case Management System **	Mar 2008	9	9			
Managing Government's Payment Processing	May 2008	34	26	4	4	
Wireless Networking Security in Victoria Government Offices: Gaps in the Defensive Line	Feb 2009	4	3		1	
The PARIS System for Community Care Services: Access and Security	Feb 2010	10	9		1	
Wireless Networking Security in Government: Phase 2	Mar 2010	17	9	6	1	1
IT Continuity Planning in Government	Apr 2010	9	7		2	
Information Security Management: An Audit of How Well Government is Identifying and Assessing Its Risks	Dec 2010	6	5		1	
Wireless Networking Security in Government: Phase 3	Dec 2011	22	14	1	4	3
Social Services						
Management of Aboriginal Child Protection Services: Ministry of Children and Family Development	May 2008	10	4	6		
Home and Community Care Services: Meeting Needs and Preparing for the Future	Oct 2008	10	9		1	
Homelessness: Clear Focus Needed	Mar 2009	7	5	2		
British Columbia Coroners Service	Jul 2011	8	3		5	
Transportation						
Changing Course – A New Direction for British Columbia's Coastal Ferry System: A Review of the Transformation of BC Ferries	Dec 2006	3	1	2		
Switching Tracks: A Review of the BC Rail Investment Partnership	Mar 2007	1	1			
Upkeep of the Provincial Roads Network by the Ministry of Transportation and Infrastructure	Nov 2010	10	4		6	
Total Recommendations		563	427	44	86	6
Percent of Total Recommendations			75.8%	7.8%	15.3%	1.1%

* Formal recommendations were not made in the TFL report; however, the Ministry's update notes improvements in documentation, public consultation and communication - consistent with our Public Participation Report.

** 92 recommendations refers to the total number of recommendations in the detailed management report. Due to the sensitivity of the information involved, the public report contained only nine summarized recommendations.

APPENDIX B: PROJECTED FOLLOW-UP SCHEDULE 48

Reports by Sector	Report Initially Released	1st Follow Up	2nd Follow Up	3rd Follow Up
Education				
School District 35 – Langley	Dec 2010	Oct 2011	Oct 2012	Oct 2013
Managing for Results: Post-Secondary Accountability Framework Audit	Dec 2011	Apr 2013		
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	
An Audit of the Environmental Assessment Office's Oversight of Certified Projects	Jul 2011	Oct 2012	Apr 2013	
An Audit of the Ministry of Forests, Lands and Natural Resource Operations' Management of Timber	Feb 2012	Apr 2013		
Finance				
Audit of the Legislative Assembly's Financial Records	Jul 2012	Apr 2013		
Organizational Costing of Fee-Based Goods and Services	Dec 2011	Oct 2012	Apr 2013	
Governance & Accountability				
The Status of Enterprise Risk Management in the Government Ministries of British Columbia	Jun 2011	Oct 2012	Apr 2013	
Crown Agency Board Governance	May 2012	Apr 2013		
Development Initiative Trusts: An Audit of Legislative Compliance and Public Accountability Practices in the Three Statutory Trusts	Apr 2012	Apr 2013		
Information Technology				
Information Security Management: An Audit of How Well Government is Identifying and Assessing its Risks	Dec 2010	Apr 2012	Oct 2012	Apr 2013
Wireless Networking Security in Government: Phase 3	Dec 2011	Apr 2012	Oct 2012	Apr 2013
Justice & Public Safety				
British Columbia Coroners Service	Jul 2011	Oct 2012	Apr 2013	
Effectiveness of BC Community Corrections	Dec 2011	Apr 2013		
Transportation				
Audit of the Sea-to-Sky Highway Improvement P3 Project	Jul 2012	Apr 2013		
Audit of the Britannia Mine Water Treatment Plant P3 Project	Jul 2012	Apr 2013		
Upkeep of the Provincial Roads Network by the Ministry of Transportation and Infrastructure	Nov 2010	Oct 2011	Oct 2012	Apr 2013



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