



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

## **ANNUAL REPORT 2017/18**

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

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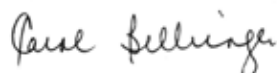
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The Honourable Daryl Plecas  
Speaker of the Legislative Assembly  
Province of British Columbia  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Mr. Speaker:

I have the pleasure of submitting this Annual Report 2017/18 in fulfilment of the requirement as described in section 22 of the *Auditor General Act*.



Carol Bellringer, FCPA, FCA  
Auditor General  
Victoria, British Columbia  
June 2018

Cover photo credit: Chris Bordeleau

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

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# ACCOUNTABILITY STATEMENT

This report reflects on the performance of the Office of the Auditor General of British Columbia for the 12 months ending March 31, 2018, and was prepared in accordance with the [Auditor General Act](#) and the B.C. Reporting Principles. Fiscal assumptions and policy decisions up to June 1, 2018 have been considered in the development of this report.

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

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



Carol Bellringer, FCPA, FCA  
Auditor General  
June 2018

# REFLECTIONS OF THE AUDITOR GENERAL



Carol Bellringer, FCPA, FCA

Our annual report is a chance for us to tell the story of our work for the last year. Every year, we conduct the largest financial audit in the province, which takes approximately 40,000 hours of work. As shown in Appendix B, we produced 40 financial audit reports, as well as seven performance audit reports and seven information reports and plans in 2017/18.

Over the last fiscal year, some of the performance audit topics we looked at included:

- ◆ grizzly bear management
- ◆ recruitment and retention of rural and remote nurses in northern B.C.
- ◆ budget forecasting
- ◆ IT security measures at the Regional Transportation Management Centre

We also published a report on B.C.'s management of climate change risks, as part of a [collaborative report on climate change action in Canada](#). This project involved most provinces and territories. Governments at all levels in Canada identify climate change as one of the defining challenges of our time, with impending economic and social impacts.

Through conversations with the general public, government employees and members of the legislative assembly (MLAs) from all sides of the house, we select performance audit topics that will carry the greatest relevance and value to the people of British Columbia. This year we published our third annual [Performance Audit Coverage Plan](#).

We also published our annual [Financial Statement Audit Coverage Plan](#). Together, these plans summarize the work we'll undertake over the next three years. Our annual [Service Plan](#) sets out our overall performance expectations for the year. Sharing our audit and operational plans supports our commitment to transparency and stakeholder engagement.

In 2017, we received additional funding to become BC Hydro's financial auditor in 2020. Given the financial magnitude of BC Hydro, and the extent to which the government provides direction to BC Hydro, and the fact that it touches most people in British Columbia, we felt it was important to have greater oversight of this Crown corporation. We're already planning for how best to take on the role of financial auditor, and we're in the midst of some project work regarding aspects of BC Hydro as well. In 2017/18, the Select Standing Committee on Public Accounts gave us permission to do the audit, and in January 2018, the Select Standing Committee on Finance and Government Services approved it in our budget.

New for us this year was our Indigenous relations strategy. We're building on our relationships with Indigenous groups at the provincial, sector and regional levels. We're working with

# REFLECTIONS OF THE AUDITOR GENERAL

Indigenous advisors to create guidance to assist our staff with protocols and engagement to ensure respectful and reciprocal relations with our Indigenous partners. Also over this past year, our staff participated in training to practice protocols and further develop their cultural agility skills. Our intent is for these actions to bolster our efforts to be grounded in the [United Nations Declaration on the Rights of Indigenous Peoples](#) and the [Truth and Reconciliation Commission's 94 Calls to Action](#).

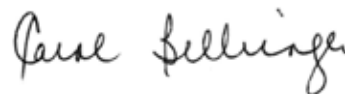
Over the past year, we worked hard to ensure a full complement of staff. At the end of 2016/17, we had 14 vacancies compared to just eight at the end of 2017/18. Our current vacancies are largely due to not being able to recruit qualified people directly into specialized positions. Not only is the job market very competitive in the auditing and accounting sector right now, the high cost of living in Victoria has resulted in prospective candidates declining our offer of employment. Filling all of our 120 full time equivalent (FTE) positions remains a priority for us.

Every year, our staff completes the Workplace Environment Survey (WES). I'm proud to say that we have a very high participation rate of 95% and an overall strong engagement score of 68 points. That said, we continue to look for ways to improve our scores because employee engagement is critical to our success. In fact, it's so important, that our scores in this area are one of our annual key performance indicators (KPI) ([see page 22](#)).

Last year, we held a culture day to solicit feedback from staff members on our office's cultural principles and to get their ideas about practical, meaningful and very real ways for how we can be innovative and improve our office culture. We also had WES discussion meetings to unpack the scores and get staff insight and feedback. And, we hosted operational plan days to engage and involve everyone in the office in determining how we'll accomplish our goals.

This report marks the first time that we're reporting on the new KPIs that we developed last year. We shifted to these performance measures to focus more on our outcomes rather than our processes, and to better align with the B.C. Reporting Principles ([see page 17](#)).

As an independent office of the legislature, we're in a unique position to have a voice to advise and influence change across the government reporting entity. Our WES scores show that our staff are dedicated to the work they do, and that they find this work meaningful because we're making a difference.



Carol Bellringer, FCPA, FCA  
Auditor General  
Victoria, B.C.  
June 2018



*In memory of, and immense gratitude for, Katrina Hall, Executive Director of Finance and Administration of the Office of the Auditor General of British Columbia, who so sadly passed away, July 1, 2018.*

# EXTERNAL AUDITOR'S OPINION ON THE ANNUAL REPORT



## Independent Auditors' Report

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To the Speaker  
The Legislative Assembly, Province of British Columbia

We have been engaged to report whether the Annual Report of the Office of the Auditor General of British Columbia (the "Office") for the year ended March 31, 2018 fulfills the requirements of the BC Reporting Principles. The eight BC Reporting Principles outline the characteristics of good performance reporting, and have been endorsed by the Legislative Assembly's Select Standing Committee on Public Accounts for use by public sector organizations in British Columbia. The principles are detailed in the appendix to this report. This Annual Report is the responsibility of the Office.

### Auditors' responsibility

Our responsibility is to assess whether the Annual Report has met the requirements of the BC Reporting Principles. We conducted our audit in accordance with Canadian standards for assurance engagements and accordingly included such tests and procedures as we considered necessary in the circumstances. The conclusion in our report is based on procedures that we determined to be necessary for the collection of sufficient, appropriate evidence in order to obtain a high, though not absolute, level of assurance that the Annual Report fulfills the requirements of the BC Reporting Principles.

As called for by the BC Reporting Principles, the Annual Report contains a number of representations from management concerning the appropriateness of the goals, objectives, and targets established by the Office, explanations of the adequacy of planned and actual performance, and expectations for the future. Such representations are the opinions of management and inherently cannot be subject to independent verification. Therefore, our examination was limited to ensuring the Annual Report contains those representations called for by the BC Reporting Principles and that they are consistent with the audited performance information and audited financial statements. Comparative results for certain performance indicators were not available at the time of our report.

### Opinion

In our opinion, with the exception of the effect of adjustments, if any, which we might have determined to be necessary had the Office had the comparative results for certain performance indicators been available, this Annual Report fairly presents, in all significant respects, the performance of the Office for the year ended March 31, 2018, in accordance with the BC Reporting Principles. The following appendix contains details supporting our conclusion for each of the BC Reporting Principles, and is an integral part of our opinion.

Victoria, Canada  
July 3, 2018

A stylized signature of "Grant Thornton LLP" in a cursive font.

Chartered professional accountants

Audit • Tax • Advisory  
Grant Thornton LLP, A Canadian Member of Grant Thornton International Ltd

# EXTERNAL AUDITOR'S OPINION ON THE ANNUAL REPORT



## Appendix to Auditors' Report of Grant Thornton LLP on the 2017/18 Annual Report

### Detailed observations

#### Principle 1 – Explain the Public Purpose Served

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

#### Principle 2 – Link Goals and Results

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

#### Principle 3 – Focus on the Few, Critical Aspects of Performance

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

#### Principle 4 – Relate Results to Risk and Capacity

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

the ability to deliver organizational goals and objectives.

#### Principle 5 – Link Resources, Strategies and Results

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

#### Principle 6 – Provide Comparative Information

Where available the Annual Report provides comparative data in its analyses of the performance indicators. However it is noted that for four first year key performance indicators the Office was unable to provide comparative data, compromising a reader's ability to judge relative performance. Other than for the new performance indicators multi-year trends are used and referenced to actual results and planned performance.

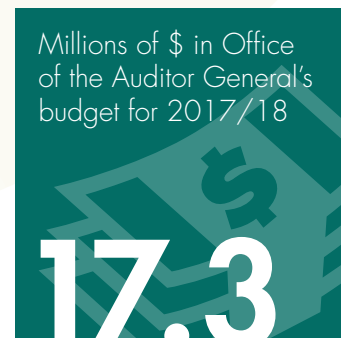
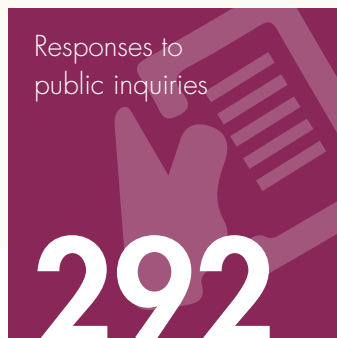
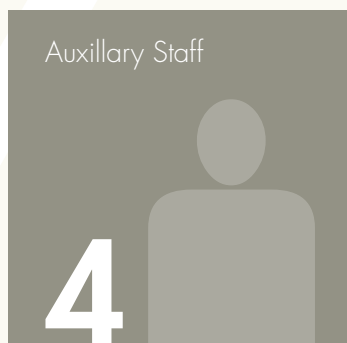
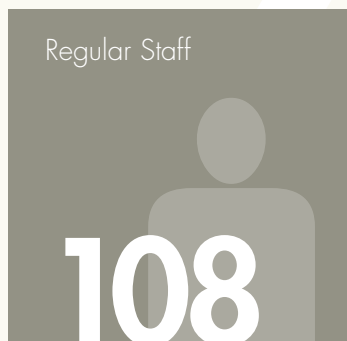
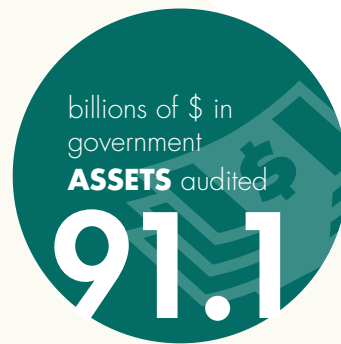
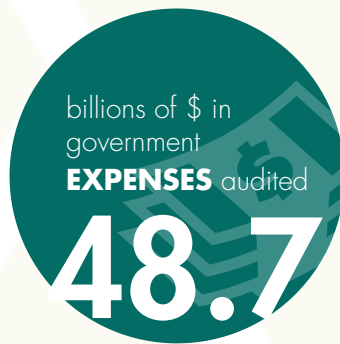
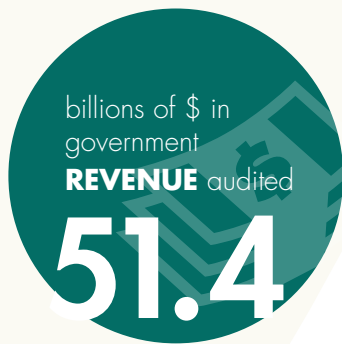
#### Principle 7 – Present Credible Information, Fairly Interpreted

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

#### Principle 8 – Disclose the Basis for Key Reporting Judgments

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

# OUR YEAR BY THE NUMBERS





# YEAR IN REVIEW



In November, we celebrated the 40<sup>th</sup> anniversary of the Office of the Auditor General of British Columbia! We held an afternoon reception at Government House with the Lieutenant Governor of B.C. to show our appreciation of our staff—both current and past.



We raised \$24,730 for the Public Service Agency's Provincial Employees Community Services Fund via payroll donations, bake sales and other office events such as mini golf.



Our website received approximately 39,300 visitors. Our most downloaded report was [\*An Independent Audit of Grizzly Bear Management\*](#), with 1,890 downloads. The YouTube video for that report was viewed 860 times.

This year, over 22,000 reports were downloaded from our website.

We have more than 1,200 Facebook, 360 LinkedIn and 600 Twitter followers (150 new Twitter followers just last year).

In 2017/18, we increased the number of training classes we offered to our staff from 53 (in 2016/17) to 63.



We attended five meetings with the Legislative Assembly's Select Standing Committee on Public Accounts (PAC). We spent a total of 24 hours discussing 17 of our reports with them.



We enjoyed our second Learn @ Work week last September. Part of a national initiative, our staff taught each other on

topics such as ethics, IT privacy & writing. As much as possible, we try to leverage our in-house expertise so our staff can benefit from the incredibly diverse skills and knowledge of their colleagues.

In January, Assistant Auditor General Malcolm Gaston spoke about ethics with the Victoria chapter of the Institute of Public Administration of Canada.

# YEAR IN REVIEW



We have been training accountants for over 30 years and currently, we have 12 students in the CPA training program. Last year, six of our students completed the educational requirements and passed the rigorous final exam.



Auditor General Carol Bellringer is a member of the B20 Task Force on Integrity and Compliance (representing the International Federation of Accountants) and attended the meeting in Washington, DC. A perennial event, the B20 promotes dialogue among policymakers, civil society and business at the international level to support the G20.



Auditor General Carol Bellringer gave the opening remarks at this year's PNIAF in Victoria. She is pictured here with (from L to R) Pat McCarthy, Washington State Auditor; Dennis Richardson, Oregon Secretary of State; and Steve March, Pacific Northwest Intergovernmental Audit Forum Chair and Multnomah County Auditor.

This year, the annual Pacific Northwest Intergovernmental Auditing Forum (PNIAF) was held in Victoria in March. Many of our staff attended, presented and helped to organize the forum. Our staff presented on many topics, such as identifying costs and government spending, building Indigenous relations, and our audit report on [\*Managing Climate Change Risks\*](#).



As part of the planning fieldwork for our audit on Upstream Oil and Gas, two of our auditors travelled to a gas plant near Dawson Creek in October.



Assistant Auditor General Cornell Dover dressed up for our annual holiday party! We held a silent auction with items that our staff donated and raised over \$5,400 for The Mustard Seed.



Assistant Auditor General Malcolm Gaston went “behind bars” for our upcoming commercial vehicle safety audit. Really, he is just in the back of a B.C. Commercial Vehicle Safety and Enforcement car as part of the audit.

# YEAR IN REVIEW

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Our staff volunteered their time in July 2017 and again in January 2018 at Our Place in Victoria. They served hundreds of plates of food and had an amazing and eye-opening experience.

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In June 2017, we hosted the B.C. Government Information Security Branch's travelling information security roadshow for downtown government offices. We enjoyed security-themed challenges, contests, prizes and giveaways.

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In March, Auditor General Carol Bellringer and assistant auditors general Cornell Dover and Malcolm Gaston were in Australia at the IMPACT conference. Carol was asked to speak about [The Voice of Indigenous People in the Work of the Auditor General: the Canadian Experience](#).

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As a part of the Commercial Vehicle Safety Audit, one of our auditors went underneath a truck to experience what it's like to do a full vehicle inspection. One of her takeaways: "It's very dirty!"

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For the upcoming Commercial Vehicle Safety Audit, the audit team spent a few days at the Hunter Creek scale near Hope. They observed the work done there, conducted interviews, and got out on the road with the mobile inspectors.

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In August, some of our staff were at the Dallas Road beach in Victoria, cleaning up one of our local beaches.

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# ABOUT THE AUDITOR GENERAL

## CAROL BELLRINGER

*Auditor General of British Columbia, September 2014 – present*

Carol Bellringer was sworn in as British Columbia's Auditor General on September 15, 2014. She was previously the Auditor General for the Province of Manitoba, a position she held from 1992 to 1996 (when it was known as the Office of the Provincial Auditor) and again from 2006 to 2014.

Ms. Bellringer has an extensive background in conducting financial statement audits, performance audits and investigations. She holds a Masters of Business Administration from the Warsaw School of Economics/ University of Quebec at Montréal. She previously served as the City Auditor for the City of Winnipeg and has held management positions with KPMG in Montréal, Toronto and Winnipeg; and, with Media One International in Warsaw, Poland.

She is a former Director of Private Funding at the University of Manitoba. In recognition of her contributions to the community and her profession, she has been named a Fellow of the Chartered Accountants of Manitoba (2006), and the Chartered Professional Accountants of British Columbia (2015). Ms. Bellringer has held several board positions for business, charitable, and arts organizations. She currently serves on the board of the International Federation of Accountants and the Auditing and Assurance Standards Oversight Council, and is a past board member of the Manitoba chapter of the Institute of Corporate Directors, the Winnipeg Symphony Orchestra, Manitoba Hydro and CAAF-FCAR Inc.

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# SERVING THE PUBLIC INTEREST

## WHO WE ARE

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

Our **vision** is a legislative assembly, government and public service that work effectively for the people of British Columbia.

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

## WHAT WE DO

We conduct audits, reviews and examinations, report on how well government is managing its responsibilities and resources, and issue recommendations for improvement.

Our **financial audits** provide independent opinions on organizations' financial statements to see if they are presented fairly and free of material errors, misstatements and omissions.

Our largest audit is of government's Summary Financial Statements, which consolidates the financial results for over 150 government entities.

Our **performance audits** are *value-for-money* audits that assess the efficiency, economy or effectiveness of provincial programs, services and resources. Topics include health, education, transportation, information technology, the environment and more.

We also produce a variety of other public and non-public products: management letters, informational reports, guides and brochures.

## WHO WE SERVE

First and foremost, we serve B.C.'s legislative assembly. Through the assembly, we serve the people of B.C. We also serve senior government officials and governing boards of Crown corporations and organizations accountable to the provincial government, such as universities, colleges, school districts and health authorities.

## PLANNING AND REPORTING CYCLE

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

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

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

## SELECT STANDING COMMITTEE ON PUBLIC ACCOUNTS (PAC)

PAC is an all-party committee of the legislative assembly, chaired by a member of the official opposition. The committee reviews and reports to the legislative assembly on our audit reports. Our reports are tabled through the Speaker of the Legislative Assembly (Speaker) (see Exhibit 1). PAC then decides which reports to examine in order to assess the effectiveness of senior levels of government and hold them to account for their results.

When reviewing one of our reports, PAC:

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

Additional information is available on PAC's web page.

Our audit follow-up process helps PAC monitor our auditees' progress in addressing our recommendations. Auditees submit action plans directly to PAC. This provides greater transparency and accountability for actions taken in response to our reports. Our office may undertake follow-up work to assess an organizations' progress in implementing our recommendations from an audit report.

**Exhibit 1:** The life cycle of an audit report



## RISKS TO OUR CAPACITY

The primary risks that we face are in the area of staffing. There are risks in terms of number of staff, salary levels, and capacity development.

Staff continue to leave our organization to take on more senior positions in both the private and public sectors. This is a reflection of the current external market for trained accountants and auditors and the higher salary levels that other organizations can offer. It is also a recognition that the positions our staff are leaving for may be a better match for their interests and future plans.

We have also seen an increasing number of external candidates who have declined our employment offers, primarily because of the high cost of living in Victoria. Rapid changes occurring in auditing, accounting and the public sector, more generally, are the greatest risks to staying ahead of our capacity issue.

We continue to focus on understanding the root causes of our staffing challenges and through 2017/18, mitigated the risks in a number of ways. We worked to understand the reasons behind our staff engagement scores and to encourage retention by continuously improving our work environment.

We improved our recruitment and retention practices to keep our staffing levels at maximum capacity given our voted budget. We anticipated vacancies and hired staff before the vacancies occurred. We also used external consultants to assist our human resources staff with the high volume of vacancies. Regarding salary levels, we introduced the public service agency's new job classification system, focused on hiring entry level staff, promoted more from within, and identified clearer career paths for current employees. We continue to invest in training and development to develop the capacity of our staff, as well as assess any gaps that may exist between our staffing model and the external market. We have also had success with the introduction of our CCR group (see [page 16](#) for more information on this group) which, scheduled meaningful work for all audit staff throughout the year.

Finally, we stay ahead of potential changes to accounting and auditing practices by participating in organizations such as CCOLA, CAAF, IFAC, AASB, AASOC, IIA, IPAC, ISACA, and PSAB. We also introduced a better tracking system to capture information about stakeholder relations, which is an important source of our understanding of risks and capacity development.

# OUR PEOPLE

**OFFICE OF THE AUDITOR GENERAL**  
108 regular staff, 4 auxiliary staff

**FINANCIAL AUDIT**  
39 regular staff, 1 auxiliary staff

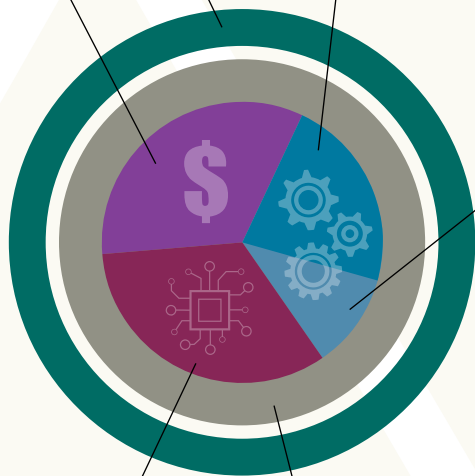
Determine whether an organization's financial statements are fairly presented & free of significant errors in accordance with Canadian generally accepted accounting principles (GAAP)

- ◆ The audit of government's Summary Financial Statements is the largest financial audit in B.C.
- ◆ Published 4 of the 14 performance audit/other reports, as well as 40 audit opinions on government's financial statements
- ◆ 3 projects underway as of March 31, 2018

**IT AUDIT**  
8 regular staff, 1 auxiliary staff

Conducts IT audits and assesses IT controls to support financial statement and performance audits

- ◆ Published 1 of the 14 performance audit/other reports
- ◆ 3 projects underway as of March 31, 2018



**PERFORMANCE AUDIT**  
32 regular staff, 1 auxiliary staff

Conducts value-for-money audits that advise on whether government programs achieve efficiency, economy and/or effectiveness

- ◆ Published 7 of the 14 performance audit/other reports
- ◆ 17 projects underway as of March 31, 2018

**COMPLIANCE, CONTROLS & RESEARCH**

Delivers smaller, narrow-scoped performance audit projects that primarily focus on management controls and compliance. Having an array of smaller projects helps us to stay nimble with our staffing resources.

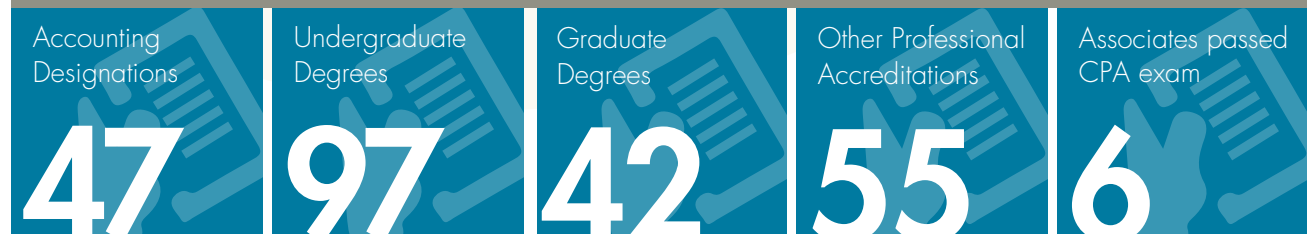
- ◆ 15 narrow-scope audit projects underway as of March 31, 2018

**CORPORATE SERVICES**  
29 regular staff, 1 auxiliary staff

Includes professional practices, human resources, IT, communications, finance & administration and operational support services

- ◆ Supports auditors working in-house and remotely to ensure high-quality audits that meet assurance standards
- ◆ Published 2 of the 14 performance audit/other reports

**Exhibit 2:** Certifications and designations held by office staff, as of March 31, 2018





# OUR GOALS, OBJECTIVES AND KPIS

This section tells the story of our achievements against our commitments. We have established our goals, objectives, performance measures and key performance indicators (KPIs) so that we can serve B.C.'s legislative assembly effectively. Our goals are what we want to achieve, our objectives are how we do it, our performance measures describe in more detail what we'd like to do, and the KPIs are how we measure our success against our performance measures.

## OUR GOALS

We're motivated by a deep appreciation of our [mandate](#). We want to be widely recognized as a high-performing leader in providing independent audit assurance and advice. We want to make a strong contribution towards government achieving the following:

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

## OUR OBJECTIVES

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

### Objective 1: Valuable assurance and advice

#### Provide assurance and advice that adds tangible value and helps government improve programs and services

We want elected officials and public service employees to value our advice and recommendations as they look for ways to improve government programs and services. Therefore, we must audit topics that add the greatest value and ensure that our work paints a complete and accurate picture. Our findings and recommendations must speak to government in a way that is understandable, meaningful and practical. The reports we produce must be clear and useful. And, where possible, we must monitor and measure the impact of our work.

### Objective 2: Stakeholder focus

#### Engage and involve our stakeholders in our work

We want our work to be meaningful to our stakeholders and partners.

We invite input from our stakeholders before we plan our work. Where appropriate, we consult with them during our work, and then we report our findings and recommendations so they can use our work. We do not want to surprise anyone, sensationalize anything we report, or speculate. This impacts the way we do our work and how we interact with our stakeholders and partners. By properly engaging with them, we can enhance the relevance and effectiveness of what we do.

# OUR GOALS, OBJECTIVES AND KPIS

## Objective 3: **Trusted advisor**

### Be a credible and trusted advisor to the legislature, its committees and to government

We want our stakeholders to seek out our work and use it as part of their work. We therefore aim to demonstrate our credibility through our reports and audit opinions, as well as our interactions with our stakeholders the skills and experience we use to carry out our work. We must also be trusted to adhere to rigorous, recognized standards for auditing and to provide an objective, unbiased view of government's performance. We must also reach out to new members of the legislative assembly (MLAs) and members of the Select Standing Committee on Public Accounts to explain our role, and understand their needs.

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

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

## Objective 4: **Thriving culture**

### Maintain a collaborative and supportive work environment

We want to both attract and retain the best talent possible so that we can continue meeting our commitments and providing the valuable and relevant advice that our stakeholders expect from us.

We must therefore foster a collaborative and supportive work environment. About 73% of our office staff are auditors or accountants. The remaining 27% make our work possible through their contribution as communicators, business

analysts, administrators, IT and human resource professionals, or other professionals.

We recognize that, with an eye to continuous improvement, we can always do more. Staff should feel highly engaged and supported. By focusing on our human resources practices, particularly in the areas of leadership and staff recognition, we continue to strive to be an employer of choice.

## Objective 5: **Productive and forward thinking**

### Be an innovative, effective and efficient organization

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

We must therefore be prepared to adapt to changes and encourage a workplace culture where staff feel welcome to propose new ideas. As our work environment continuously shifts to keep pace with the times, our policies, practices and processes should always be current to meet our needs.

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

# OUR GOALS, OBJECTIVES AND KPIS

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## MEASURING PERFORMANCE

Performance measures and KPIs tell us whether or not we're achieving our objectives, and therefore our goals. See [Exhibit 3](#) for how we performed last year.

This is the first year that we're reporting on some of the new KPIs that we developed in consultation with external experts. We used to track our adherence to our own internal processes, but we decided it would be more meaningful to track our results. These new KPIs are a better measure of our effectiveness.

We've adjusted our performance measures every year over the last three years, but we've kept our objectives the same. Our objectives are stable because they're broader in scope and generally more important from an overall organizational perspective. Performance measures are more specific, and so they're more transient—mostly because we keep finding ways to improve the way we track our progress. Plus, we view ourselves as agile and adaptive, and changing the specifics of our performance measures makes them more meaningful to our work.

Some of last year's KPIs remain the same and some are new for this year. Mostly, we're reporting on more robust KPIs, and we have more of them to give us a deeper understanding of our performance. In some cases, the wording of a KPI has changed for clarity, or we've added more measures.

We describe the changes between our 2016/17 KPIs and our 2017/18 KPIs in our [2017/18 service plan](#).

## Reliable performance data

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

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

Performance data in this annual report is reliable, verifiable and independently assessed by external auditors ([see page 6](#)).

# OUR GOALS, OBJECTIVES AND KPIS

**Exhibit 3:** Performance measures and KPIs

Performance measure	KPI	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual
We will increase our relevance and our influence to support effectively governed and well-managed provincial programs, services and resources	Percentage of auditees (including deputy ministers) reporting by survey that our reports and recommendations led to improved performance	N/A	N/A	90%	80%

**What these results mean:** 80% of our auditees strongly agreed or agreed with this survey question, 17% were neutral and 3% disagreed. This is the first year that we've measured this KPI and have set an ambitious target. As such, our target was our best guess at the time. We will analyze the results to determine if there are opportunities to improve our performance even further.

We will sustain our current strong contribution to the broader public interest	Percentage of PAC MLAs satisfied that our office is effectively delivering on our legislated mandate and is making a real difference for the people of B.C.	N/A	N/A	95%	90%
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**What these results mean:** This is the first year that we've measured this KPI. As such, our target was our best guess at the time. Although the 56% response rate to the survey was lower than we'd hoped, we're pleased that all but one respondent felt quite positive. Next year, we will work harder to increase the response rate in the hopes of attaining a more reliable sample size.

# OUR GOALS, OBJECTIVES AND KPIS

**Exhibit 3:** Performance measures and KPIs (continued)

Performance measure	KPI	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual
We will meet planned levels of public reporting	Total number of reports and opinions completed (#)	47	66	58	54
	Opinions on financial statements (#)	35	44	42	40
	Performance audits (#)	8	15	12	7
	Other publications (#)	4	7	4	7

**What these results mean:** We produced two fewer financial audit opinions last year than our target because of natural fluctuations in the timing of these specialized audits. For example, we issued some opinions on various federal-provincial funding agreements after the end of fiscal, rather than during fiscal 2017/18, so they will be reflected in fiscal 2018/19 totals. For our performance audit reports, we had some large and complex audits that tend to take more resources and time (e.g., our report on climate change and our work on the federal audit on climate change), and our performance auditors devoted time to producing an information report on the B.C. Utilities Commission. Also, we adopted the new standards from the Canadian Standard on Assurance Agreements (CSAE) 3001, which meant that we needed to update our methodology, templates and guidance. We will always experience a natural variation from year to year. For example, in 2016/17 we exceeded our target by eight reports. As such, and given that most performance audits take over a year to complete, it means that 2017/18 was a year of audits in progress and we look forward to releasing them in 2018/19.

We will sustain our contribution to sound financial administration and financial reporting across the B.C. government	Percentage of recommendations from audit reports and management letters that are accepted and adopted within three years (%)*	N/A	N/A	90%	73%
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**What these results mean:** This is the first year that we've measured this KPI. As such, our target was our best guess at the time. We will analyze the results to determine if we need to revise our target for 2018/19.

\*We did not track our results through 15/16 and 16/17 as originally anticipated.

# OUR GOALS, OBJECTIVES AND KPIS

**Exhibit 3:** Performance measures and KPIs (continued)

Performance measure	KPI	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual
We will increase our contribution to comprehensive public-sector accountability reporting	Percentage of recommendations made to improve accountability reporting that are implemented within three years (%)	N/A	N/A	100%	100%
	Number of reports downloaded annually from our website (#)	26,742	29,091	27,000	22,447

**What these results mean:** Our auditees are listening to our advice and increasing their accountability reporting. As for the number of reports downloaded annually from our website, we've changed the way we track downloads to be more precise. As such, the results appear lower than last year, but this is our new benchmark as we get more precise in how we track our online data.

We will increase the degree to which staff are motivated and inspired by their work	Work Environment Survey (WES) score	66	70	79	68
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**What these results mean:** Although our result of 68 points matches that of the greater public service and means we have an engaged workforce, it doesn't meet our expectations. We want to do better. Employee engagement is critical to our success so we continue to look for ways to improve our scores. Among many other initiatives to increase employee engagement, we held a culture day to solicit feedback from staff members on our office's cultural principles and to get their ideas about practical, meaningful and very real ways for how we can be innovative and improve our office culture.

We will increase the efficient use of our internal financial and human resources	Percentage of vacant staff positions	16%	10.4%	>5%	6.7%
	Percentage of our annual budget that is unspent each year	6.3%	7.1%	1%	4.5%

**What these results mean:** We're closer to filling all of our vacant positions this year. Our underspent budget is almost entirely due to not filling our vacant positions.

# OUR FINANCES

## MANAGEMENT'S DISCUSSION AND ANALYSIS

In this section, we discuss and analyze our business operations, as compared to our budget and prior year results. This includes significant events that have affected our results and financial position for the year ended March 31, 2018. This discussion and analysis of our financial performance should be read in conjunction with our financial statements and related notes. Our financial statements have been prepared in accordance with Canadian public sector accounting standards.

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

# OUR FINANCES

## Financial and business highlights

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

For 2017/18, the voted appropriation (funding) we received from the legislative assembly was \$17.3 million. This is the estimated full cost of our operations. The legislative assembly also approved a separate appropriation for capital expenditures of \$350,000. Any unused appropriation cannot be used in subsequent fiscal years.

In 2017/18, the actual total cost of our operations was \$16.5 million and our capital expenditures were \$338,000. Salaries

and benefits, along with professional service contracts, made up 80% of our total operating expenses. This means that changes or fluctuations in staffing or contractors can shift our financial position significantly from what was planned.

Exhibit 4 summarizes the high-level variances. We provide further details in the rest of this discussion and analysis.

For the fiscal year 2018/19, the legislative assembly approved an increase of 1.7% to our operating appropriation for a budget of \$17.6 million. This amount represents our estimate of the resources we need to complete our work, as outlined in both our [Performance Audit](#) and [Financial Statement Audit Coverage Plans](#).

**Exhibit 4:** High-level variances, 2017/18

	<b>Fiscal 2017/18 Planned</b>	<b>Fiscal 2017/18 Actual</b>	<b>Variance Planned to Actual</b>	<b>Fiscal 2016/17 Actual</b>	<b>Variance 2017/18 to 2016/17</b>	<b>Fiscal 2018/19 Planned</b>
Salaries and benefits	12,500	11,976	524	11,412	564	12,740
Professional services	1,206	1,221	(15)	1,086	135	1,220
Other expenses	3,633	3,356	277	3,379	(23)	3,675
<b>Total operating expenses</b>	<b>17,339</b>	<b>16,553</b>	<b>786</b>	<b>15,877</b>	<b>676</b>	<b>17,635</b>



# OUR FINANCES

## Use of operational resources

In 2017/18, we planned to increase and maintain a targeted staffing level of 120 employees. With attrition, which means the gradual reduction in the size of a workforce when people retire or resign and are not replaced, the average full time equivalent (FTE) rate for 2017/18 was 112; up six from the prior year and eight less than planned.

Our actual spending on salaries and benefits in 2017/18 was \$524,000 less than planned, and \$564,000 more than in the

prior year. We experienced some challenges in recruitment that delayed filling of vacant positions.

In 2017/18, we spent \$15,000 more than we had planned on professional services and \$135,000 more than the prior year (see Exhibit 5). Part of this was a result of the increased need for subject matter experts to assist with audits (\$53,000). We spent \$133,000 more than last year on professional services to upgrade and replace critical information technology systems.

**Exhibit 5:** Professional services expenditures, 2017/18

		2017/18	2016/17	Variance
<b>Audit work</b>	Financial audit contractors	108	82	26
	Fees to audit firms	421	436	(15)
	Audit consultants	225	172	53
	Audit report editing	6	10	(4)
		760	700	60
<b>Indirect audit support</b>	Human resources	143	116	27
	Information technology	184	51	133
	Training	87	82	5
		414	249	165
<b>Corporate activities</b>	Financial and audit	27	26	1
	Office services	15	92	(77)
	Legal services	5	19	(14)
		47	137	(90)
<b>Total professional services expenditures</b>		<b>1,221</b>	<b>1,086</b>	<b>135</b>

# OUR FINANCES

## Resources that support our staff

In 2017/18, we spent \$3.4 million on office and support infrastructure, which includes both indirect audit support and overhead. In total, we spent \$277,000 less than planned, with a \$23,000 decrease over the prior year's spending. Exhibit 6 shows the major elements and provides a comparison of actual over planned and prior year expenditures.

Our largest budget-to-actual variance was an underspend in training and development. Maintaining the highest professional standards and excellence when we perform our work requires that our staff remain current with professional standards. We commit funds for this purpose, and also provide staff with

opportunities for growth and development. Last year, we spent \$401,000 in professional dues and training courses for our staff, made up of \$87,000 for professional services training fees and \$314,000 for professional dues and external training courses (Exhibit 6).

Compared to 2016/17, most of the other expenses were stable, varying less than \$40,000 (Exhibit 7). There was a decrease of \$86,000 in office expenses in 2017/18 compared to the prior year when we had refreshed outdated minor equipment and furniture.

**Exhibit 6:** Other expenses, 2017/18

	Fiscal 2017/18 planned	Fiscal 2017/18 actual	Variance planned to actual	Fiscal 2016/17 actual	Variance 2017/18 to 2016/17	Fiscal 2018/19 planned
Occupancy costs	1,428	1,435	(7)	1,451	(16)	1,425
Travel	600	534	66	497	37	600
Information technology	507	470	37	487	(17)	500
Professional dues & external training	518	314	204	266	48	555
Office expenses	188	195	(7)	281	(86)	200
Amortization	275	305	(30)	279	26	280
Report publications	48	33	15	48	(15)	45
Research grants	69	70	(1)	70	-	70
	<b>3,633</b>	<b>3,356</b>	<b>277</b>	<b>3,379</b>	<b>(23)</b>	<b>3,675</b>

# OUR FINANCES

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

Exhibit 7 shows our financial trends for the past five years, along with our 2017/18 planned expenditures.

We averaged 112 full-time equivalent (FTEs) in 2017/18, including auxiliary, part-time and co-op staff. This is our highest

sustained level of staffing since the 2010/11 fiscal year, six more than in the prior year, and eight less than our goal. We plan to increase our FTE numbers to 120 in 2018/19; we continue the process of implementing an updated workforce model.

**Exhibit 7:** Financial trends over the past five years (2013/14 – 2017/18)

	Planned 2018/19 \$	Actuals for fiscal years ended March 31 (\$ thousands)					Line items (As a % of total operating expenses)				
		2017/18 \$	2016/17 \$	2015/16 \$	2014/15 \$	2013/14 \$	2017/18 %	2016/17 %	2015/16 %	2014/15 %	2013/14 %
<b>Operating expenses</b>											
Salaries	10,240	9,576	9,085	9,019	8,925	8,596	57.9	57.2	56.8	56.3	56.0
Employee benefits	2,500	2,400	2,327	2,331	2,500	2,544	14.5	14.7	14.7	15.8	16.6
Professional services	1,220	1,221	1,086	1,423	1,582	1,525	7.4	6.8	9.0	10.0	10.0
Occupancy costs	1,425	1,435	1,451	1,490	1,036	709	8.7	9.1	9.4	6.5	4.6
Travel	600	534	497	381	418	465	3.2	3.1	2.4	2.6	3.0
Information technology	500	470	487	370	388	569	2.8	3.1	2.3	2.5	3.7
Professional dues and training	555	314	266	335	324	335	1.9	1.7	2.1	2.0	2.2
Office expenses	200	195	281	165	368	322	1.2	1.8	1.0	2.4	2.1
Amortization	280	305	279	252	210	172	1.8	1.8	1.6	1.3	1.1
Report publications	45	33	48	40	32	40	0.2	0.3	0.3	0.2	0.3
Research grants	70	70	70	67	63	66	0.4	0.4	0.4	0.4	0.4
<b>Total operating expense</b>	<b>17,635</b>	<b>16,553</b>	<b>15,877</b>	<b>15,873</b>	<b>15,846</b>	<b>15,343</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>Appropriation and other amounts</b>	17,635	17,339	17,097	16,945	16,621	16,070					
Unused appropriation	-	(786)	(1,220)	(1,072)	(775)	(727)					
Capital expenditures	250	338	368	98	685	150					
Average FTE usage	120	112	106	107	108	110					

# APPENDIX A: YEAR IN REPORTS

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

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

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



## [Budget Process Examination Phase 2: Forecasting for Operating Expense, Capital Spending and Debt](#)

April 2017

This report provides independent assurance on the operating expenses, capital spending and debt forecasts in the 2015/16 – 2017/18 Budget and Fiscal Plan. This is the second phase of our examination of government’s budgeting processes; we published [Budget Process Examination \(Phase 1\): Revenue](#) in June 2015.

Report downloads: 328

YouTube presentation views: 100



## [Service Plan 2017/18 – 2019/20](#)

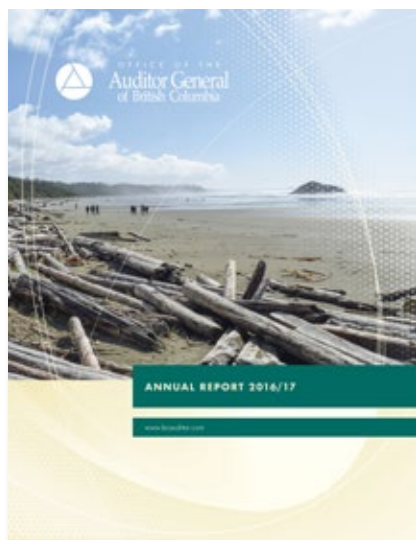
April 2017

Our Service Plan covers the 2017/18 fiscal year, and includes targets through to 2019/20. It provides strategic direction for the office, and outlines our goals for the coming year and the indicators that will be used to evaluate progress.

Report downloads: 391

YouTube presentation views: no video

# APPENDIX A: YEAR IN REPORTS



## [Annual Report and Financial Statements 2016/17](#)

July 2017

The annual report on our performance and financial position with accompanying financial statements.

Report downloads: 101

YouTube presentation views: no video



## [An Audit of the Contract for the Family Maintenance Enforcement Program](#)

August 2017

This audit looked at whether the Ministry of Justice had procured and managed the contract for the Family Maintenance Enforcement Program in accordance with government policy to achieve the best value for money.

Report downloads: 607

YouTube presentation views: 257



## [Understanding Our Audit Opinion on B.C.'s 2016/17 Summary Financial Statements](#)

September 2017

Under section 11 (1) of the [Auditor General Act](#), we complete an annual audit of the B.C. government's Summary Financial Statements. At the end of this process, we issue an audit opinion that is published with the financial statements in government's [Public Accounts](#). The opinion says whether or not the financial statements present government's financial position and results for the year fairly, and in accordance with Canadian generally accepted accounting principles.

Report downloads: 485

YouTube presentation views: no video

# APPENDIX A: YEAR IN REPORTS



## [An Independent Audit of Grizzly Bear Management](#)

October 2017

This audit focused on the Ministry of Environment and the Ministry of Forests, Lands and Natural Resource Operations and their roles in meeting government's objective of ensuring healthy grizzly bear populations throughout B.C. It also looked at government's planning, activities and reporting as to the effectiveness of grizzly bear management.

Report downloads: 1,890

YouTube presentation views: 860



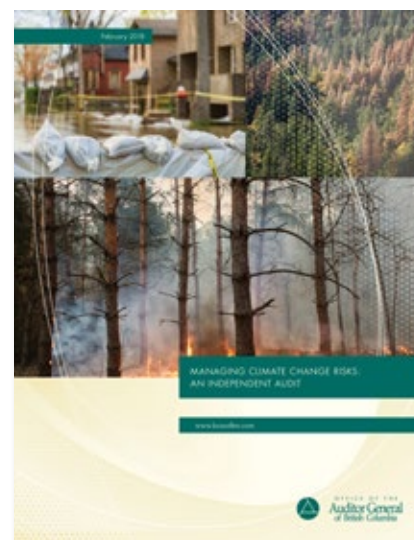
## [An Independent Audit of the Regional Transportation Management Centre's Cybersecurity Controls](#)

October 2017

The Ministry of Transportation and Infrastructure's Regional Transportation Management Centre (RTMC) manages traffic flow at major bridges and roadways throughout the province. This audit looked to see if the RTMC had foundational cybersecurity controls in place. It didn't assess the effectiveness of these controls.

Report downloads: 419

YouTube presentation views: 138



## [Managing Climate Change Risks: An Independent Audit](#)

February 2018

As part of a collaborative climate change audit across Canada, this audit looked at whether the B.C. government is adequately managing the risks posed by climate change.

Report downloads: 965

YouTube presentation views: 455

# APPENDIX A: YEAR IN REPORTS



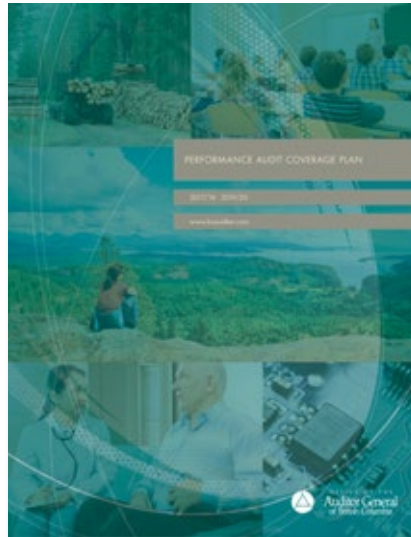
[Perspectives on Climate Change Action in Canada – A Collaborative Report from Auditors General](#)

March 2018

This collaborative audit was published by the Office of the Auditor General of Canada and provides an overall and independent assessment of the state of climate change action in Canada. It is based on the audit work released over the last 18 months by the auditors general of most provinces, as well as in the three northern territories, along with work at the federal level.

Report downloads: 33

YouTube presentation views: no video



[Performance Audit Coverage Plan 2017/18 – 2019/20](#)

January 2018

This plan lists in-progress audits as well as those that the office anticipates starting over the next three years. This year, new performance audit topics include post-secondary student mental health, the RCMP contract, and access to timely cancer care. The office has paused work on seven projects, including the George Massey Tunnel Replacement and the Transportation Investment Corporation due to recent changes in these areas. The office will monitor these projects to determine if further work would add value.

Report downloads: 601

YouTube presentation views: no video



[Financial Statement Audit Coverage Plan 2018/19 – 2020/2021](#)

January 2018

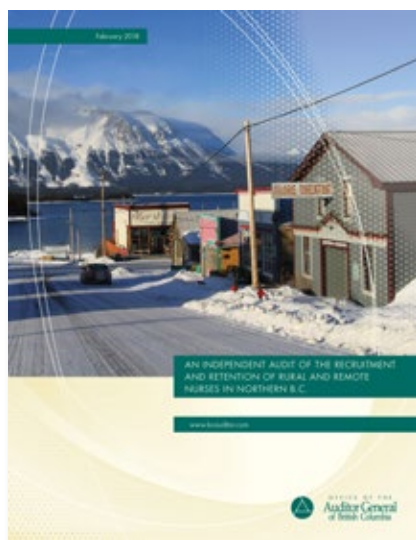
This plan outlines a three-year financial audit plan for the Auditor General, detailing which government organizations our office will audit directly and which will be audited by private sector auditors. The plan is prepared according to the [Auditor General Act](#) and professional auditing standards,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

Report downloads: 282

YouTube presentation views: no video

# APPENDIX A: YEAR IN REPORTS

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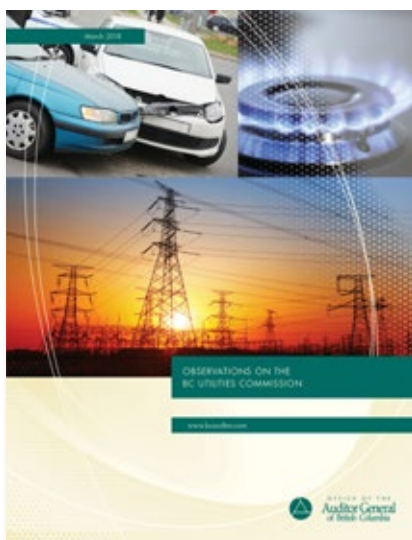
## [An Independent Audit of the Recruitment and Retention of Rural and Remote Nurses in Northern B.C.](#)

February 2018

This audit looked to see if Northern Health was effectively recruiting and retaining registered nurses and nurse practitioners to fill the rural registered nurse and nurse practitioner positions identified in its human health resources plan.

Report downloads: 516

YouTube presentation views: 240



## [Observations on the BC Utilities Commission](#)

March 2018

This information report draws attention to key aspects of government task force reviews of the BC Utilities Commission that still warrant government's consideration. The report also describes the roles and responsibilities of the commission.

Report downloads: 215

YouTube presentation views: 110



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# APPENDIX B: SUMMARY OF WORK ISSUED IN 2017/18

## Financial Audits:

### Public Accounts

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

### Post Secondary Institutions

3. The University of Victoria
4. Vancouver Community College

### Additional opinions issued for Post Secondary Institutions

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

### School Districts

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

### Health Authorities

14. Vancouver Coastal Health Authority

### Crown Corporations

15. BC Immigrant Investment Fund Ltd.
16. BC Enterprise Corporation
17. BC Pavilion Corporation
18. British Columbia Liquor Distribution Branch
19. British Columbia Railway Company
20. British Columbia Transit
21. Columbia Power Corporation
22. Destination BC
23. Oil and Gas Commission

# APPENDIX B: SUMMARY OF WORK ISSUED IN 2017/18

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24. Transportation Investment Corporation
25. BC Transportation Financing Authority
26. BC Clinical and Support Services Society

## Subsidiaries of Columbia Power Corporation

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

## Other organizations and special reports

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

## Federal Government Labour Market and Job Training Agreements

34. British Columbia Benefits and Measures Statement of Operations
35. Canada - British Columbia Targeted Initiative for Older Workers - Schedule of Detailed Expenditure Claims
36. Canada - British Columbia Job Fund Agreement - Statement of Revenue and Eligible Costs\*

## BC Transportation Financing Authority Federal Funding Agreements

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

## Performance Audit Reports:

1. *Perspectives on Climate Change Action in Canada: A Collaborative Report from Auditors General*
2. *An Independent Audit of the Recruitment and Retention of Rural and Remote Nurses in Northern B.C.*
3. *Managing Climate Change Risks: An Independent Audit*
4. *An Independent Audit of the Regional Transportation Management Centre's Cybersecurity Controls*
5. *An Independent Audit of Grizzly Bear Management*
6. *An Audit of the Contract for the Family Maintenance Enforcement Program*
7. *Budget Process Examination Phase 2: Forecasting for Operating Expense, Capital Spending and Debt*

## Other Publications:

1. *Service Plan 2017/18 – 2019/20*
2. *Annual Report and Financial Statements 2016/17*
3. *Understanding Our Audit Opinion on B.C.'s 2016/17 Summary Financial Statements*
4. *Performance Audit Coverage Plan 2017/18 – 2019/20*
5. *Financial Statement Audit Coverage Plan 2018/19 – 2020/2021*
6. *Observations on the BC Utilities Commission*
7. *BC Clinical and Support Services Society CSAE 3416 engagement*



# APPENDIX C:

## VISION, MISSION, GOALS, OBJECTIVES AND KPIS

### Mission

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

### Vision

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

### Goals

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

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

### KPIs

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

### Objectives

1

#### Valuable assurance & advice

Provide assurance and advice that adds tangible value and helps government improve programs and services

2

#### Stakeholder focus

Engage and involve our stakeholders in our work

3

#### Trusted advisor

Be a credible and trusted advisor to the legislature, its committees, and to government

4

#### Thriving culture

Maintain a collaborative and supportive work environment

5

#### Productive & forward-thinking

Be an innovative, effective, and efficient organization



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