

Standing Committee on Public Accounts

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Main points

The Standing Committee on Public Accounts (Committee) is a key agent of change for improving the Government's management of public resources. The Committee reviews the activities, performance, and reports of all government departments, agencies, and Crown corporations included in the public accounts. During its review, the Committee can inquire about current concerns, future objectives, and past performance. Increasingly, the Committee's discussions relate to broader issues including strategic plans, key risks to achieving goals and objectives, and performance measurement.

Through its work and recommendations, the Committee helps the Legislative Assembly hold the Government accountable for its spending of taxpayers' money and for its stewardship over public assets. The Government has fully implemented 83% of the Committee's recommendations. Of the recommendations that are not yet fully implemented 57% are partially implemented.

In the exhibit to this chapter, we set out the status of the Committee's outstanding recommendations and indicate whether the Government has partially implemented them or has not implemented them. Where possible, we also indicate the progress made since our 2003 Report – Volume 1.

Introduction

This chapter provides an overview of the role and responsibilities of the Standing Committee on Public Accounts (Committee). We briefly describe what the Committee does, how it is structured, and how it works.

We discuss the importance of the Committee's deliberations and recommendations and highlight some of its recent accomplishments. Also, in the exhibit to the chapter, we set out the status of the Committee's outstanding recommendations. Reviewing these outstanding recommendations provides the Committee members with an opportunity to ask Government officials how they are progressing toward meeting the Committee's expectations.

Overview of Committee's role and responsibilities

At the beginning of each Legislature, the Legislative Assembly (Assembly) appoints members of the Committee. The Committee helps the Assembly hold the Government accountable for its management of public resources. We view this Committee as the audit committee for the Assembly and thus, for the public.

The management of public resources begins and ends in the Assembly. The Government manages Saskatchewan's public resources through a complex structure of nearly 300 agencies, including departments, boards, and Crown corporations (see Appendix 2 to this Report for a list of these agencies). It seeks approval of the use of these resources through laws and the Legislative Assembly's approval of the Estimates.

Each year, the Government prepares and the Minister of Finance tables the Public Accounts. The Public Accounts consist of three reports. The first report contains the Summary Financial Statements of the Government and the financial statements of the General Revenue Fund (GRF). The second report contains details on revenues and expenditures (including a listing of non-unionized salaries and wages) of the GRF, key financial information of superannuation and trust funds administered by the Government, and a listing of taxes and fees. The third report contains a listing of all employees including unionized employees who received salaries and wages paid from the General Revenue Fund. The first two reports are available on the Internet at <http://www.gov.sk.ca/finance/>.

The Assembly refers to the Committee the Public Accounts and the reports of our Office. The Committee uses these reports to review the Government's management of public resources.

The Committee's main objective is to discuss and recommend actions on issues that Committee members and our Office raise. To meet its responsibilities, the Committee examines and evaluates the activities of all government agencies (e.g., departments, Crown corporations) included in the public accounts. It also reviews the issues raised in our reports on the results of our work at these agencies.

The Committee has access to all government agencies and their officials. The officials attend the Committee meetings and answer questions about the administration of their agencies. Our Office attends the meetings to help the Committee in its reviews. The Committee formally reports its findings and recommendations to the Assembly in written reports.

The Committee is not fundamentally concerned with matters of policy. Rather, it questions the economy and effectiveness of the administration of government programs.

The Committee's discussions and recommendations to the Assembly result in a more open and accountable government and in better management of government operations. By questioning, requesting information, and making recommendations in its reports to the Assembly, the Committee also acts as an agent of change in the management practices of government. The Committee's work is crucial in a well-managed parliamentary system of government. It provides a vital link in the chain of accountability over public resources and it contributes to the public's confidence in our system of government.

The Committee's meetings are open to the public. Information about the composition of the Committee as well as records of the Committee's meetings (i.e., Hansard verbatims, minutes, and reports) are available to the public on the Committee's web page (which is part of the Assembly's Internet web site – <http://www.legassembly.sk.ca/committees/>).

The members of the Standing Committee on Public Accounts

The members of the Committee in place at the end of the Fourth Session of the 24th Legislature were:

- Ken Krawetz, Chair
- Ron Harper, Vice-Chair
- Pat Atkinson
- Brenda Bakken
- Rod Gantfoer
- Keith Goulet
- Judy Junor
- Warren McCall
- Lyle Stewart
- Milton Wakefield

For members in place at the time of this report, consult the web site of the Legislative Assembly.

Key Committee accomplishments

In this section, we describe certain accomplishments of the Committee since the spring of 2003. During this time, the Committee continued its review of our reports on the results of our work at government agencies. These reports include our 1999 Spring Report, 2000 Fall Report (Volume 2), 2001 Fall Report (Volume 2), and 2002 Fall Report (Volumes 1 and 2). During 2003-2004, the Committee met three times to discuss our reports. The Committee also prepared a Report to the Assembly setting out its recommendations resulting from its work in 2002 and 2003.

At the time of this report, the Committee's most recent report setting out recommendations is the Committee's Fourth Report of the 24th Legislature. The Committee presented this Report on June 25, 2003. That Report contains over 60 recommendations. The Assembly concurred in the Report. The Government responded to the Report on October 7, 2003.

At the time of this report, the Committee has not yet completed its review of the following reports of the work of our Office:

- ◆ 2001 Fall Report – Volume 2 (one chapter outstanding);
- ◆ 2002 Fall Report – Volume 2 (eight chapters outstanding);
- ◆ 2003 Report – Volumes 1, 2 and 3

Status of recommendations of the Committee

The Committee's reports during the previous five years contain 369 recommendations. Some of these recommendations may take a number of years to implement. As of March 2004, the Government has fully implemented 83% (March 2003 –80%) of the Committee's recommendations. The Government has partially implemented 57% (March 2003 – 61%) of the recommendations that are not fully implemented.

The Committee has asked us to monitor compliance with its recommendations and to report on their status. In the exhibit, we provide an update on the status of the Committee's recommendations. The exhibit lists all of the Committee's recommendations that the Government has not yet fully implemented.

Key terms used in the exhibit

Each recommendation in the exhibit includes a reference to a "PAC Report Year." This reference is to the year that the Committee first made the recommendation. In the "Outstanding Recommendation" column of the exhibit, we set out those recommendations that the Government has not yet fully implemented. Starting with the 23rd Legislature, the Committee's reports contain two types of recommendations. They are:

1. **Committee recommendations** on which the Committee expects an official response from the Government. In the exhibit, these recommendations are set out in bold type and are preceded by **CR** (e.g., **CR3**).
2. **Committee concurs with recommendations** of our Office. These are our Office's recommendations that the Committee supports and agrees with but on which it **does not expect a formal response** from the Government. Because these recommendations are a matter of ongoing record, the Committee expects the Government to follow up on progress in complying

with the recommendations. In the exhibit, these recommendations are identified by a non-bolded number (e.g., 10.46) preceding them. The non-bolded numbers reflect the chapter and paragraph number of our related report.

For each outstanding recommendation, we assess the status of the recommendation. We indicate the date of our assessment in parentheses. Generally, the date of our last assessment is based on the timing of our most recent audit work. We list the status of each recommendation as either not implemented or partially implemented.

Not implemented – Based on the last time that we audited the area or agency, the Government has not taken action on this recommendation.

Partially implemented – Based on the last time that we audited the area or agency, the Government has taken some action on this recommendation.

Where possible, in the status column, we indicate progress made since our 2003 Report – Volume 1.

When the Committee recommends that the Government examine, consider, study, or review an issue, the Committee needs to know what the Government decided and why the decision was taken. The Committee expects the Government's response to:

- ◆ clearly define the issue;
- ◆ set out the sources of supporting information gathered by surveys, interviews, or literature searches;
- ◆ outline the major factors involved—the pros and cons; and
- ◆ describe the action it proposes to take.

Summary

In the last few years, the Committee has discussed broader issues including strategic planning, key risks to achieving goals and objectives, and performance measurement. We congratulate the Committee for fostering a more open and accountable government and better management of government operations.

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We intend to continue helping the Committee carry out its important responsibilities. We will encourage the implementation of the Committee's recommendations. In future reports, we will continue to monitor the status of its recommendations.

Exhibit – Status of outstanding Committee recommendations

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
Cross-Government		
1993	CR12a,b. The Government should establish consistent policies for entertainment, employee recognition, advertising and donations for all organizations and the policies should be made public.	Not implemented (as at March 31, 2004). The Government does not have consistent policies for entertainment, employee recognition, advertising, and donations for all organizations.
1993	CR12c. <i>The Legislative Secretary Expense Regulations</i> should be changed to specify conditions for assigning vehicles.	Not implemented (as at March 31, 2004). The Regulations do not specify conditions for assigning vehicles.
1993	<p>CR12. With regard to strengthening the ability of legislators to hold Crown corporations accountable:</p> <ul style="list-style-type: none"> ◆ Decisions to create Crown corporations should be properly reported to and debated by the Assembly; ◆ Crown corporations should have the same public reporting requirements as do government departments unless otherwise stated in the mandate of the corporation. 	<p>Partially implemented (as at March 31, 2004).</p> <p>Legislation now exists for all corporations governed by <i>The Crown Corporations Act, 1993</i>. The Act requires bodies incorporated by Crown corporations or designated subsidiary Crown corporations to table a report outlining the name and reasons for incorporation.</p> <p>Departments and Crown corporations not governed by <i>The Crown Corporations Act, 1993</i> have no such requirement.</p> <p>The Government expects Treasury Board Crowns to follow reporting requirements similar to government departments.</p> <p>In June 2003, the Standing Committee on Crown Corporations approved public reporting requirements for CIC Crown corporations and related entities.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
1994	<p>CR12. Your Committee recommends that the interim report issued by the Government reflect the financial results of the Government as a whole, show the financial results to the interim date compared to what was planned and show the forecast to the end of the year.</p>	<p>Not implemented (as at March 31, 2004).</p> <p>The Government’s mid-year and Quarterly financial reports do not reflect the financial results of the Government as a whole or show the financial results to the interim date compared to what was planned. Rather they focus on the financial activity of the General Revenue Fund.</p> <p>There has been no progress in the past year.</p>
1994	<p>CR15. Your Committee recommends that the Government give consideration to the advisability of introducing legislation to limit the amount of public money that can be committed by the Government to a new project or program without the specific prior approval of the Legislative Assembly.</p>	<p>Not implemented (as at March 31, 2004).</p> <p>The Government has not presented a study to the Committee for consideration.</p> <p>In its August 1994 response to the PAC’s Sixth Report, the Government said it thinks <i>The Crown Corporations Act, 1993</i> (the Act), addressed this issue for Part II Crown corporations. It said, “Beyond the provisions made through the Act, the Government is not currently in a position to proceed with implementation of this recommendation. However, the Government believes the issue is worthy of study.”</p> <p>In its 1995 review of the Government’s response, PAC encouraged the Government “to do a study.”</p> <p>There has been no progress in the past year.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
1994	CR30. Your Committee recommends that policies established to deal with Committee recommendations should be documented in the Treasury Board Accounting and Reporting Manual or in a comprehensive manual with similar authority.	<p>Not implemented (as at March 31, 2004).</p> <p>In its August 1994 response to the PAC's Sixth Report, the Government stated the Treasury Board Accounting and Reporting Manual includes "policy-related recommendations as they apply to departments and certain Crown corporations, agencies and boards. This covers a majority of recommendations. Currently, a manual is not maintained to document any other types of recommendations."</p> <p>There has been no progress on the recommendation in the past year.</p>
1997	CR31. Executive Council provides clarification as to the legislative powers of Crown corporation subsidiary companies, with respect to the selling of real property with a sale price exceeding \$150,000.	<p>Not implemented (as at March 31, 2004).</p> <p>There has been no progress in the past year for non-CIC Crown corporations.</p>
Cross-Government (Government's Summary Financial Statements)		
1995	CR1. The Government review whether forecasts of the cash required to meet existing pension liabilities should be provided to the Assembly and included in the Summary Financial Statements.	<p>Partially implemented (as at March 31, 2003).</p> <p>The Department of Finance provided a report to PAC on March 13, 2001 showing how the Government plans to address its future cash requirements for pensions promised.</p> <p>The Government has provided future cash flow information in its unfunded defined benefit pension plans' financial statements or annual reports. However, it has not provided this information in the Summary Financial Statements.</p> <p>There has been no progress in the past year.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
Cross-Government (The Financial Management Review Commission)		
1996	<p>CR5a. The Government provide the Legislative Assembly with a final, concluding report on the implementation of the Gass Commission [Financial Management Review Commission].</p> <p>b. The report should detail which recommendations have been implemented, which have not been implemented and should be, and what plans are in place to do so; and which recommendations should not be implemented, and the reasons why not.</p> <p>c. The Government should release background papers, studies and all other material that can be appropriately released along with this report.</p>	<p>Not implemented (as at March 31, 2004).</p> <p>There has been no progress in the past year.</p>
Cross-Government (Information Technology Security)		
1996	<p>CR7. The Government address the concerns raised in Chapter 4 of the Spring 1996 Report, being recommendations regarding the need for: security policies and procedures found at paragraphs 4.31; 4.32; 4.33; better accountability for security found at paragraphs 4.42; 4.43; 4.44; staff security awareness found at paragraphs 4.51; 4.52; 4.53; an IT security assessment found at paragraph 4.61; strengthening controls to protect the confidentiality and integrity of data found at paragraphs 4.70; 4.71; 4.72; 4.73; and approved and tested contingency plans found at paragraphs 4.84; 4.85; and 4.86.</p>	<p>Partially implemented (as at August 31, 2002).</p> <p>Some agencies have made progress on this recommendation, but more work is required.</p> <p>We plan to follow up this recommendation in 2005.</p>
2002	<p>PAC concurs:</p> <p>18-5, that government agencies should continue to monitor their security policies and procedures to ensure that they meet the needs of the agency and meet or exceed minimum standards.</p>	<p>Partially implemented (as at August 31, 2002).</p> <p>Some agencies have made progress on this recommendation, but more work is required.</p> <p>We plan to follow up this recommendation in 2005.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2002	<p>PAC concurs:</p> <p>18-9, that government agencies should ensure that they have written policies and procedures for revoking employee access to information when their employment ends.</p>	<p>Partially implemented (as at August 31, 2002).</p> <p>Some agencies have made progress on this recommendation, but more work is required.</p> <p>We plan to follow up this recommendation in 2005.</p>
2002	<p>PAC concurs:</p> <p>18-10, that government agencies should determine their physical security needs and assess the adequacy of their security measures.</p>	<p>Partially implemented (as at August 31, 2002).</p> <p>Some agencies have made progress on this recommendation, but more work is required.</p> <p>We plan to follow up this recommendation in 2005.</p>
2002	<p>PAC concurs:</p> <p>18-12, that government agencies should ensure their service contracts include requirements for security and confidentiality.</p>	<p>Partially implemented (as at August 31, 2002).</p> <p>Some agencies have made progress on this recommendation, but more work is required.</p> <p>We plan to follow up this recommendation in 2005.</p>
2002	<p>PAC concurs:</p> <p>18-17, that government agencies should specify which systems are critical to the mission of the agency.</p>	<p>Partially implemented (as at August 31, 2002).</p> <p>There has been some progress on this recommendation, but more is required.</p> <p>We plan to follow up this recommendation in 2005.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
Cross-Government (Pensions)		
1996	<p>CR9. The Government should use consistent estimates for COLA (Cost of Living Adjustments) increases and inflation to calculate the pension liability for its defined benefit pension plans.</p> <p>On March 31, 2000, during review of Chapter 8 of our Spring 2000 Report, PAC considered and agreed that the Government should work towards using consistent estimates for inflation for all of its defined benefit plans.</p>	<p>Partially implemented (as at December 31, 2003).</p> <p>Plans have consistent estimates of inflation except for SaskTel Pension Plan. No progress during the year.</p>
1999	<p>PAC concurs:</p> <p>10.29 Pension plans' statements of investment objectives should include a clear assessment of the risk level acceptable to plan members and the Government. Pension plans' investment objectives should be based on the risk level acceptable to plan members and the Government.</p>	<p>Partially implemented (as at December 31, 2003).</p> <p>Pension plans' statements of investment objectives continue to generally improve.</p>
1999	<p>PAC concurs:</p> <p>10.63 The Government should continue to improve the content of its pension plans' annual reports.</p>	<p>Partially implemented (as at December 31, 2003).</p> <p>Pension plans continue to improve the content of their annual reports, but more work is needed. For more information see the related chapter in this report.</p>
1999	<p>PAC concurs:</p> <p>10.67 The Government should study the legislation for its pension plans to decide what type of information should be provided in annual reports and whether it is appropriate for that information to be more consistent. If more consistency in the type of information is not considered appropriate, the Government should explain why.</p>	<p>Not implemented (as at December 31, 2003).</p> <p>Pension plans still need to improve their annual reports. The Government has not yet done a study to decide what type of information pension plan's annual reports should provide. For more information see the related chapter in this report.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2002	PAC concurs: 8-1, that all pension plans should document their process for selecting investment managers.	Partially implemented (as at December 31, 2003) Plans have not yet fully documented their processes for selecting investment managers.
2002	PAC concurs: 8-7, that pension plans should verify investment managers' compliance reports.	Partially implemented (as at December 31, 2003). All pension plans either have processes in place or are in the process of putting processes in place.
2002	PAC concurs: 8-1, that the Pension Plans should establish rules and procedures to ensure all retired members receiving a pension, who have returned to work for the Government, are paid in accordance with the law, or alternatively, the Pension Plans should seek changes to the law.	Not implemented (as at March 31, 2004). Teachers' Superannuation Commission amended its legislation. Other plans do not as yet have adequate rules and procedures to address this recommendation.
Cross-Government (Key processes to plan)		
2002	PAC concurs: 1A-1, that the Government and its agencies should consider the processes to plan outlined in this chapter when they develop or revise their long-term plans. Your committee notes that the Government has made progress towards complying with this recommendation.	Partially implemented (as at March 31, 2004). Government departments have implemented processes to plan that cover most recommended planning processes.
Department of Community Resources and Employment		
1997	PAC concurs: O.4 When a system that captures the necessary information and consistently records case plans is in place, the Department [of Community Resources and Employment] should evaluate the effects of case planning.	Not implemented (as at March 31, 2004). The Department does not yet evaluate the effect of case planning.

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
1999	<p>PAC concurs:</p> <p>8-1 We recommend the Department [of Community Resources and Employment] should improve its records and document its procedures to ensure single parents receiving social assistance pursue child support.</p>	<p>Not implemented (as at March 31, 2003).</p>
1999	<p>PAC concurs:</p> <p>8-3 We recommend that the Department [of Community Resources and Employment] should ensure that community based organizations (CBOs) submit financial reports to the Department and submit them on time as required.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>Several CBOs still do not submit financial reports to the Department on time as required.</p>
2002	<p>PAC concurs:</p> <p>6-1, that the Department of Community Resources and Employment should issue timely internal audit reports.</p>	<p>Not implemented (as at March 31, 2003).</p>
2002	<p>PAC concurs:</p> <p>6-2, that the Department of Community Resources and Employment should conduct adequate annual reviews to verify that only eligible recipients receive assistance and that they receive the correct amount of assistance.</p>	<p>Not implemented (as at March 31, 2003).</p>
Department of Environment		
1999	<p>PAC concurs:</p> <p>14.21 The Department [of Environment & Resource Management] should define and document its operational and compliance reporting requirements.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>No progress in the last year.</p>
2002	<p>PAC concurs:</p> <p>10-1 that the Operator Certification Board should establish adequate rules and procedures to ensure it records all the revenue it receives.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>No progress in the last year.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2002	PAC concurs: 10-2, that the Department of Environment and Resources Management should improve its rules and procedures for preparing and reporting on its prevention program.	Not implemented (as at March 31, 2003). The Department has prepared an internal report on education and prevention activities for the 2002 fire season.
2002	PAC concurs: 10-3 that the Department of Environment and Resource Management should prepare a complete record of the values at risks in the forest and update that record regularly.	Partially implemented (as at March 31, 2003). The Department has begun preparing a complete record of the values at risk in the forest.
2002	PAC concurs: 10-4 that the Department of Environment and Resource Management should ensure it has suitable infrastructure for detection and suppression of forest fires.	Partially implemented (as at March 31, 2003). As at March 31, 2003, the Department was reviewing its infrastructure needs.
2003	PAC concurs: 14-1 that the Department of Environment and Resource Management should ensure staff follow the Department's established rules and procedures to control the Department's capital assets; and describe the capacity of each major category of capital assets, the extent to which the use of capital assets achieved planned results, and the strategies used to manage major risks of the key capital assets in its annual report.	Not implemented (as at March 31, 2003).
2003	PAC concurs: 14-2 that the Department of Environment and Resource Management should prepare a complete written information technology contingency plan based on a risk analysis and test that plan to ensure that it works. Your committee reports that the Department of Environment and Resource Management is making progress towards complying with the recommendation.	Not implemented (as at March 31, 2003).

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>14-3 that the Department of Environment and Resource Management should prepare a report on the operations of its special purpose funds and make that report public.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The Department now provides some information and unaudited financial statements of its special purpose funds in its annual report.</p>
Department of Government Relations and Aboriginal Affairs		
1999	<p>CR67. In consideration of recommendation 10-2, concerning the inability of the Auditor's Office to discharge its duty with respect to the First Nations Fund, your committee noted that there had been no progress towards resolution of this issue since it was first raised in Chapter 9 of the Spring 1998 Report of the Provincial Auditors (see above). After careful consideration of the issues surrounding this dispute, your Committee came to the conclusion that legislative changes are necessary. Therefore, your Committee recommends the following to the Legislative Assembly:</p> <p>That the Public Accounts Committee recommend that Legislation be amended to clarify the responsibilities of the trustees of the First Nations Fund and to have the fund audited in accordance with the requirements of the Provincial Auditor.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>In June 2002, the Government entered into a new gaming framework agreement with the Federation of Saskatchewan Indian Nations. This agreement includes provision for the establishment of a First Nations Trust, in replacement of the First Nations Fund. The accompanying Trust Indenture outlines a number of accountability measures that must be adhered to that were not included in the legislation.</p> <p>In addition, a set of process guidelines has been developed that form the foundation for the Government to implement the necessary supervisory role. These guidelines have been reviewed by the Provincial Auditor's office, and once fully implemented, will satisfy concerns with respect to accountability for money paid to the Trust.</p> <p>The Department is currently in the process of implementing these guidelines.</p>
2003	<p>PAC concurs:</p> <p>8A-1 that the Department of Intergovernmental and Aboriginal Affairs should supervise the Trustees of the First Nations Fund to ensure the Trustees spend public money with due care and in accordance with the provincial legislation. Your committee reports that the Department of Government Relations and Aboriginal Affairs is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>Limited progress towards complying with the recommendation made.</p> <p>On August 1, 2003, <i>The Saskatchewan Gaming Corporation Act</i> was changed and the Fund will be wound-up after the close of the 2003-04 fiscal year.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>8A-2 that the Trustees should establish rules and procedures to ensure that the First Nations only use the money received from the Trustees for the purposes described in <i>The Saskatchewan Gaming Corporation Act</i>. Your committee reports that the Department of Government Relations and Aboriginal Affairs is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>Since 2003, the Trustees of First Nations Fund have refused us access to the Fund's records.</p>
2003	<p>PAC concurs:</p> <p>8A-3 that the Trustees should establish rules and procedures to ensure that the recipient organizations only use the money received from the Trustees for the purposes described in <i>The Saskatchewan Gaming Corporation Act</i> and the Framework Agreement. Your committee reports that the Department of Government Relations and Aboriginal Affairs is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>Since 2003, the Trustees of First Nations Fund have refused us access to the Fund's records.</p>
2003	<p>PAC concurs:</p> <p>8A-4 that the Trustees should ensure that all payments comply with the law. Your committee reports that the Department of Government Relations and Aboriginal Affairs is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>Since 2003, the Trustees of First Nations Fund have refused us access to the Fund's records.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>8A-5 that the Trustees should prepare an annual report that includes:</p> <ul style="list-style-type: none"> · The Fund’s audited financial statements; · The Fund’s goals and objectives; · The Fund’s planned and actual performance; · The Fund’s risks and how the Trustees are managing those risks; and · A list of persons and organizations who have received money from the Fund and the amounts each person and organization received. <p>Your committee reports that the Department of Government Relations and Aboriginal Affairs is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at April 15, 2004).</p> <p>For the first time, an annual report was prepared by the Trustees of the First Nations Fund for the 2002-03 fiscal year. This report includes audited financial statements and a list of payees.</p>
Department of Health		
1997	<p>CR36. The Deputy Minister of Health should approve in writing the rules and procedures for internal financial reports.</p>	<p>Partially implemented (as at March 31, 2004).</p>
2002	<p>PAC concurs:</p> <p>1C-2, that the Department of Health; ensure its capital project agreements with RHAs describe the process of verifying expected performance; ensure it requests and receives adequate and timely performance information on capital construction projects; and ensure it determines whether such performance information is reliable.</p>	<p>Not implemented (as at March 31, 2004).</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2002	<p>CR5. The Standing Committee on Public Accounts recommends that the Department of Health continue to develop, as one component of resource allocation, processes that involve stakeholders and experts to identify and communicate priority health needs for the province, and health status objectives for the long term (e.g. 10 years or more) for the highest provincial health needs.</p>	<p>Partially implemented (as at March 31, 2002).</p> <p>The Department has started to determine priority health needs, but priorities vary from year to year.</p>
2002	<p>PAC concurs:</p> <p>1E-2, that the Department of Health should monitor and report the impact of resource allocation on the achievement of provincial objectives for service delivery and for health status. Your committee reports that progress has been made towards complying with this recommendation.</p>	<p>Partially implemented (as at March 31, 2002).</p> <p>The Department has increased its capacity to monitor and report on the achievement of its objectives.</p>
2002	<p>PAC concurs:</p> <p>2B-1, that the Department of Health should establish and communicate a plan to manage risks for capital construction projects and further, that the Department's plan to manage risks should clarify the accountability of the Department and RHAs to: identify, assess, and monitor risks; and act to reduce risks. Your committee reports that progress has been made towards complying with this recommendation.</p>	<p>Partially implemented (as at March 31, 2004).</p> <p>The Department's Annual Accountability document provides some guidance to RHAs for capital construction projects.</p>
2002	<p>PAC concurs:</p> <p>2D-1, that boards of Regional Health Authorities (RHAs) should improve the relevance of financial and program information they receive by requesting:</p> <p>1). timely reports. Boards should request that they receive reports as soon as possible after the end of the reporting period, preferably within 30 days, and at least one week before meetings;</p> <p>2). reports that describe progress towards goal and objectives. Boards should continue their efforts to define</p>	<p>Partially implemented (as at March 31, 2002).</p> <p>The timeliness, relevance and reliability of reports to boards of RHAs has improved somewhat but more needs to be done.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
	performance measures and should focus their efforts on defining a limited set of key measures that monitor progress toward the board's most critical objectives; and 3). reports that help them look ahead. Reports should include projections or forecasts (e.g., of results, service delivery volumes, staffing levels).	
2002	<p>PAC concurs:</p> <p>2D-2, that boards of RHAs should improve the reliability of financial and program information they receive by ensuring: reports include information about the financial position and program effectiveness of significant affiliates; reports disclose significant assumptions used in preparing projections or forecasts; and RHAs standardize the way they collect and safeguard information.</p>	<p>Partially implemented (as at March 31, 2002).</p> <p>Some improvements have been made to improve the reliability of financial and program information but more improvements are needed.</p>
2002	<p>PAC concurs:</p> <p>6D-1, that all RHAs should prepare capital equipment plans that contain the key elements for capital equipment plans in the public sector.</p>	<p>Partially implemented (as at March 31, 2004).</p> <p>Capital equipment plans are improving but still do not contain all key elements of good plans.</p>
Department of Justice		
1999	<p>PAC concurs:</p> <p>21.28 The Department [of Justice] should base its contingency plan on an analysis of the risks and the importance of each program and service.</p> <p>21.29 The Department [of Justice] should test and approve its contingency plan and then store it in a safe place.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The Department has identified its key IT information systems and has taken steps for some IT systems to ensure computer equipment and facilities would be available if needed.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
1999	<p>CR65. That the Department of Justice should review its procedures for collecting fines and further, that procedures be developed to ensure that when repeat offenders appear in court, the sentencing Judge will be informed if previous fines are unpaid.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The Department implemented a pilot project in one of the Provincial Court centres during the 2002-03 fiscal year. Information on previous unpaid fines is presented to the Judge for consideration, prior to sentencing. The Project will be evaluated in order to determine the value of providing this information to the Court. Once the evaluation is complete, the Department will determine if the project should be expanded to other Provincial Court Centres.</p>
2002	<p>PAC concurs:</p> <p>9-1, that the Department of Justice should: follow its established procedures for recording tickets distributed to law enforcement agencies; and strengthen its procedures to ensure that the Department of Justice records tickets issued by law enforcement agencies. Your committee reports that progress has been made towards complying with this recommendation.</p>	<p>Partially implemented (as at March 31, 2004).</p> <p>The Department has improved its recording of distributed tickets to law enforcement agencies.</p>
Department of Learning		
1999	<p>PAC concurs:</p> <p>11.62 The [Regional] Colleges' internal reports should show the cost of services and activities, whether the services provided achieved the intended outcomes, and the degree of compliance with the law and other authorities.</p>	<p>Partially implemented (as at June 30, 2003).</p> <p>The Regional Colleges internal reports track the cost of services and activities. The Colleges continue to make progress on improving performance measurement and reporting. At June 30, 2003, the Colleges continued to work with the Department to identify key performance measures and develop systems to track information on them. College officials expect to use these measures to assist them in managing the Colleges' achievement of their intended outcomes and to report publicly the Colleges' performance.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
1999	<p>CR59. In consideration of the recommendation made at paragraphs 18.21, 18.22, 18.23 and 18.24, concerning the reporting responsibilities and expectations the Department of Learning has for school divisions under Section 282 of the <i>Education Act, 1995</i>, your Committee recommends the following to the Legislative Assembly:</p> <p>The Department of Learning should continue working with the locally elected school boards and other stakeholders to improve public accountability of school divisions with respect to the goals of education.</p>	<p>Partially implemented (as at March 31, 2004).</p> <p>The Department continues to work with school divisions to improve public accountability with respect to the goals of education recognizing the mandated role of the school divisions and their current public reporting.</p> <p>The Department offers a voluntary program to school divisions that helps them improve their performance management and reporting.</p> <p>School divisions are invited to participate in provincial data collection of student learning outcomes in mathematics (to date) and are provided with division- and school-specific data for reporting and improvement purposes. Over 60 school divisions representing over 80 percent of the student population are currently participating.</p> <p>Implementation of a new Department student data system increases capacity of school divisions to identify and track student enrolment, movement and retention, and to work with partners to provide integrated programs and supports that will assist young people to stay in school and to return to school.</p> <p>School divisions participated in the development of the Learning sector plan.</p>
1999	<p>CR60. The Department should require school divisions to prepare their financial statements following the standards recommended by the [The Institute Chartered of Accountants] CICA.</p>	<p>Partially implemented (as at March 31, 2004).</p> <p>School divisions implemented their new accounting and reporting manual effective January 1, 2002. Implementation of this new manual moves school division financial reporting closer to recommended CICA standards. The Department continues to work with the Saskatchewan Association of School Business Officers to improve on the financial reporting standards and full compliance.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
1999	CR68. The Department of Learning should verify critical information on student loan applications.	<p>Partially implemented (as at March 31, 2003).</p> <p>The Department needs to improve how it verifies certain critical information on student loan applications.</p> <p>The Department is in the process of developing a new system that is intended to improve the verification of information from students. This system is scheduled for implementation in 2004.</p>
2002	<p>PAC concurs:</p> <p>4B-1 that the Department of Learning should improve how it documents its use of information about resources in its curriculum maintenance processes.</p>	<p>Partially implemented (as at March 31, 2004).</p> <p>The curriculum development units of the Department work through regional office personnel to determine available resources within school divisions for supporting particular curriculum renewal projects. Each project area documents analysis and use of information about resources. In addition, a curriculum renewal policies and procedures manual is being drafted to support documentation and guide future curriculum renewal processes.</p>
Board of Internal Economy		
2003	CR1. The Standing Committee on Public Accounts recommends to the Assembly that those chapters of the Provincial Auditor's Reports dealing with the Board of Internal Economy be referred to the Board for its review and consideration.	Not implemented (as at March 31, 2004).
Information Technology Office		
2002	<p>PAC concurs:</p> <p>9-2, that the Government should establish minimum policies over its shared systems and ensure that adequate policies are developed and implemented, distributed and monitored for compliance.</p>	<p>Partially implemented (as at March 31, 2004).</p> <p>The Information Technology Office has created draft security policies. Our Office will follow up on this recommendation in 2004.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
Liquor and Gaming Authority		
1999	<p>PAC concurs:</p> <p>9-2 We continue to recommend the [Liquor and Gaming] Authority should update its written contingency plan and test the plan.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The Authority made no progress on this matter in 2003. The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6A-1 that the Liquor and Gaming Authority should ensure that SIGA's [Saskatchewan Indian and Gaming Authority] Board prepares and communicates its long term strategic direction to management; and that SIGA prepares and submits for approval a complete business and financial plan setting out performance targets. Your committee reports that the Liquor and Gaming Authority and SIGA are making progress towards complying with the recommendation. It is the committee's expectation that compliance will be achieved by January 2004.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6A-4 that the Liquor and Gaming Authority should frequently audit SIGA's operations to ensure that SIGA complies with the Framework and Casino Operating Agreements; and that SIGA incurs and deducts only reasonable expenses from public money. Your committee reports that the Liquor and Gaming Authority and SIGA are making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>6A-6 that the Liquor and Gaming Authority should ensure inspections/audits are completed as planned or document why the plan was changed. Your committee reports that the Liquor and Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6A-7 that the Liquor and Gaming Authority should document procedures for reporting and following up its audit/inspection findings with SIGA. Your committee reports that the Liquor and Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6A-8 that the Liquor and Gaming Authority should receive and formally approve SIGA's casino operating policies and procedures on a timely basis. Your committee reports that the Liquor and Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6A-9 that the Liquor and Gaming Authority should receive and approve SIGA's budget on a timely basis and have procedures for approving changes to the budget. Your committee reports that the Liquor and Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>6A-13 that the Liquor and Gaming Authority should establish standards for independent testing laboratories to use when testing slot machines and VLTs; and to ensure that the laboratories use those standards to test the Liquor and Gaming Authority's slot machines and VLTs. Your committee reports that the Liquor and Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6A-14 that the Liquor and Gaming Authority should establish rules and procedures to periodically monitor the actual house advantage for table games. Your committee reports that the Liquor and Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-2 that the Board of Directors of the Saskatchewan Indian Gaming Authority should document and communicate to its senior management the goals and objectives of SIGA.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-3 that the Saskatchewan Indian Gaming Authority should prepare a complete business and financial plan for its operations. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>6B-4 that the Board of Directors of the Saskatchewan Indian Gaming Authority should define its operational and financial information needs and communicate those needs to management for regular reporting. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-5 that the Saskatchewan Indian Gaming Authority should establish complete written policies for management and staff pay, benefits, development, and performance evaluation. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-6 that the Saskatchewan Indian Gaming Authority should establish policies and procedures for its marketing and promotion activities. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-7 that the Saskatchewan Indian Gaming Authority should ensure that the staff complies with the sponsorship policy. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>6B-8 that the Saskatchewan Indian Gaming Authority should establish rules and procedures to ensure all staff comply with its delegation of authority policy. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-9 that the Saskatchewan Indian Gaming Authority should establish accounting policies and procedures to ensure that its books and records reflect its business operations and there is support for all transactions. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-10 that the Saskatchewan Indian Gaming Authority should properly segregate the duties of its employees. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
2003	<p>PAC concurs:</p> <p>6B-11 that the Saskatchewan Indian Gaming Authority should periodically monitor the actual house advantage for tables games to ensure games are being played in accordance with approved rules; and establish appropriate rules and procedures to monitor expected and revenue of table games and communicate these to casino staff. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2003	<p>PAC concurs:</p> <p>6B-13 that the Saskatchewan Indian Gaming Authority should comply with its annual report policy. Your committee reports that the Saskatchewan Indian Gaming Authority is making progress towards complying with the recommendation.</p>	<p>Not implemented (as at March 31, 2003).</p> <p>The audit for the year ended March 2004 is not yet complete.</p>
Liquor Board Superannuation Commission		
2003	<p>PAC concurs:</p> <p>15-1 that the Liquor Board Superannuation Commission should establish rules and procedures to verify the investment manager's compliance reports.</p>	<p>Not implemented (as at March 31, 2004).</p>
Saskatchewan Crop Insurance Corporation		
2002	<p>PAC concurs:</p> <p>4-1, that Saskatchewan Crop Insurance Corporation's audit division should report directly to the Board or a committee of the Board on the adequacy of rules and procedures that management uses to adjust claims; that the Board should review and approve the audit division's work plan and resources; and further that the Board needs to receive regular reports on the examinations and investigations carried out by the audit division including the work done on the adequacy of the SCIC's rules and procedures to adjust claims.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The Saskatchewan Crop Insurance Corporation's Audit Division reports directly to the Board on its activities. However, there is no evidence that the Board formally reviewed and approved the Audit Division's work plan.</p>
2002	<p>PAC concurs:</p> <p>4-2, that the Saskatchewan Crop Insurance Corporation's management needs to provide better information to the Board on operating divisions' plans and performance reports on how divisions are doing compared to what they planned.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>Saskatchewan Crop Insurance Corporation continues to work to improve its performance reporting.</p>

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PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2002	<p>PAC concurs:</p> <p>4-3, that the Saskatchewan Crop Insurance Corporation should improve the guidance it gives to the claim adjusters to enable them to identify suspicious claims; and further that the Saskatchewan Crop Insurance Corporation should also establish written rules and procedures for investigating suspicious claims.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>Saskatchewan Crop Insurance Corporation has documented guidance for identifying suspicious claims. However, the Corporation has not yet established processes for investigating suspicious claims.</p>
2002	<p>PAC concurs:</p> <p>4-4, that the Saskatchewan Crop Insurance Corporation should ensure that adjusters leave clear evidence of work they have done to adjust or to verify claims.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>Saskatchewan Crop Insurance Corporation continues to improve the documentation of its adjusters' work.</p>
2002	<p>PAC concurs:</p> <p>4-5, that the Saskatchewan Crop Insurance Corporation should ensure that auditors leave clear evidence of the work they have done to adjust or to verify claims.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>The Audit Division plan indicates the number and type of claims that will be audited and when.</p>
Saskatchewan Property Management Corporation (including Government e-mail system)		
2002	<p>PAC concurs:</p> <p>9-1, that the Saskatchewan Property Management Corporation should set specific performance measures for GEMS and report on whether it met those objectives; and further that SPMC should communicate the overall objectives and the performance measures to all GEMS users.</p>	<p>Not implemented (as at March 31, 2001).</p> <p>For recommendations related to GEMS, no work has been done by our Office over the past year. GEMS is proposed to undergo significant changes. Our Office will follow up this recommendation in 2004.</p>

PAC REPORT YEAR	OUTSTANDING RECOMMENDATION	STATUS
2002	<p>PAC concurs:</p> <p>9-3, that SPMC should develop and test a complete disaster recovery plan for GEMS. This would include a complete threat and risk assessment to ensure the measures taken to ensure the availability of GEMS are appropriate and cost effective.</p>	<p>Partially implemented (as at March 31, 2002).</p> <p>For recommendations related to GEMS, no work has been done by our Office over the past year. GEMS is proposed to undergo significant changes. The Government has put in a new network and SPMC has done work on its disaster recovery plan. Our Office will follow up this recommendation in 2004.</p>
2002	<p>PAC concurs:</p> <p>9-4, that the Government should evaluate the requirements of <i>The Archives Act</i> and develop processes to help departments and agencies comply with the requirements of <i>The Archives Act</i> for e-mail.</p>	<p>Not implemented (as at October 31, 2003).</p> <p>The Saskatchewan Archives Board has drafted a policy. Our Office will follow up this recommendation in 2004.</p>
2003	<p>PAC concurs:</p> <p>16-1 that the Saskatchewan Property Management Corporation should approve a written and tested disaster recovery plan. Your committee reports that the Saskatchewan Property Management Corporation is making progress towards complying with the recommendation.</p>	<p>Partially implemented (as at March 31, 2003).</p> <p>During 2002-03, SPMC developed a disaster recovery plan but had not tested or approved the plan.</p>

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