

Community Resources

5

Main points	62
Introduction	63
Special purpose fund and Crown agency	64
Our audit conclusions and findings	64
Need to follow processes to protect children.....	65
Processes to make payments need strengthening	67
Social assistance programs	67
Social assistance payments	67
Transitional employment allowance payments	68
Employment and rental housing supplement payments.....	69
Corrective actions taken	71
Better control over employees' pay needed	71
Supervision of community-based organizations needs strengthening	72
Agreements with community-based organizations	72
Financial reports	73
Operational reports	74
Business continuity plan required	76
IT security needs strengthening.....	76
Improper use of public money	77
Follow-up of recommendations	77
Oyate follow-up	78
Saskatchewan Housing Corporation—Capital asset plan follow-up	79
Status of other outstanding recommendations of the Standing Committee on Public Accounts	80

Main points

The Department of Community Resources (CR) needs to strengthen its processes to ensure that it spends public money only for the purposes intended by the Legislative Assembly. CR must strengthen its processes:

- ◆ to ensure that only eligible clients receive assistance and that they receive the correct amount of assistance
- ◆ to ensure that it protects children and that payments to caregivers are authorized
- ◆ to improve its assessment of community-based organizations' progress in achieving CR's objectives
- ◆ to ensure it pays its employees the correct amounts

CR needs to test its business continuity plan to help ensure that it can continue to deliver its critical services in the event of a disaster. Also, it must strengthen its information technology security processes to ensure the confidentiality, integrity, and availability of information systems and data.

We also report that an employee misused approximately \$26,000 of public money.

We followed up the 20 recommendations in our 2006 report to the Standing Committee on Public Accounts on the special investigation of Oyate ataya Wakanyeya Owicakiyapi Inc. (Oyate) residential care home. Oyate suspended operations on April 13, 2006. Oyate and CR have made some progress in implementing our recommendations. However, we are unable to conclude on the adequacy of those processes until Oyate reopens and operates as a residential care facility for a sufficient period of time. Early in 2008, we plan to assess how well Oyate and CR have applied their new processes. We will report our findings in a future report.

Introduction

The mandate of the Department of Community Resources (CR) is to work with citizens as they build better lives for themselves through economic independence, strong families, and active involvement in the labour market and community. The Department invests in positive outcomes for people in the areas of income support, child and family services, supports for persons with disabilities, and affordable housing.¹

The following table shows the Government's total spending for social programs and services:

	<u>2007</u>	<u>2006</u>
	(in millions of dollars)	
Department of Community Resources	\$ 711	\$ 631
Department of Corrections and Public Safety	66	40
Department of Learning	24	21
Saskatchewan Housing Corporation	22	133
Department of Justice	17	16
Department of Government Relations	<u>3</u>	<u>3</u>
Total	<u>\$ 843</u>	<u>\$ 844</u>

CR received \$711 million from the General Revenue Fund to deliver its programs and had revenues of \$18 million. Information about CR's revenues and expenses appears in its annual report (see <http://www.cr.gov.sk.ca>).

¹ Saskatchewan Finance, *Saskatchewan Provincial Budget Estimates for the fiscal year ending March 31, 2007*.

The following is a list of CR’s major programs and spending:

	Original <u>Estimates²</u>	<u>Actual</u>
	(in millions of dollars)	
Income Support	\$ 297	\$ 285
Saskatchewan Housing Corporation	22	132
Community Inclusion	91	89
Family and Youth Services	75	81
Regional Service Centres	65	70
Accommodation and Central Services	28	27
Child Care	16	14
Other	8	13
Total	<u>\$ 602</u>	<u>\$ 711</u>

Special purpose fund and Crown agency

CR is responsible for the following special purpose funds and Crown agency:

	<u>Year-End</u>
Social Services Central Trust Account	March 31
Valley View Trust Accounts and Fund	March 31
Saskatchewan Housing Corporation	December 31

We reported the results of our audit of the Saskatchewan Housing Corporation in our 2007 Report – Volume 1, Appendix 2.

Our audit conclusions and findings

In our opinion, for the year ended March 31, 2007:

- ◆ **CR and its trust accounts and fund had adequate rules and procedures to safeguard public resources except as described in this chapter**

² Saskatchewan Finance, *Saskatchewan Provincial Budget Estimates for the fiscal year ending March 31, 2007*. The Estimates’ total does not include the additional \$49.95 million authorized through the *2006-07 Saskatchewan Provincial Budget – Supplementary Estimates – November* and \$61.00 million authorized through the *2006-07 Saskatchewan Provincial Budget – Supplementary Estimates – March* for Community Resources (Vote 36).

- ◆ **CR and its trust accounts and fund complied with the authorities governing their financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing except as described in this chapter**
- ◆ **the financial statements of the trust accounts and fund are reliable**

We also report one matter relating to the improper use of public money.

The chapter provides an update on recommendations previously made by the Standing Committee on Public Accounts that are not yet implemented.

Need to follow processes to protect children

CR needs to ensure that children in its care are protected and that payments to the children's custodians are authorized.

CR is responsible to promote the well-being of children, youth, and families throughout the Province. CR has services designed to protect children from abuse and neglect, support families and communities in caring for children, assist people facing family violence, and adopt children.

CR provides care for, on average, 3,243 children (wards³) and provides support for 945 children (non-wards⁴) in arrangements with persons of sufficient interest.⁵ A further 1,160 First Nations children are in the care of First Nations agencies on reserves.

Of the 3,243 children in the custody and care of the Minister, approximately 1,890 reside with foster care providers and approximately 470 reside with alternate care providers. Foster care providers usually do

³ A ward is a child that the Minister has assumed the legal responsibility for, to act as parent with the rights and obligations of a parent.

⁴ A non-ward is a child that the Minister helps to support, but does not have legal custody of.

⁵ During a child protection hearing, the courts may place the child in the custody of a person of sufficient interest rather than in the care of the Minister. A person of sufficient interest may be extended family, the chief of a Band or designate when the child is a status Indian, or any other person who is not a parent of the child but who, in the opinion of the court, has a close connection with the child.

not have any prior relationship with the child. Alternate care providers are extended family members or other persons who have a close connection to the child. The remaining children are cared for in staffed programs such as group homes and other facility care.

CR has policies, standards, and procedures (processes) to ensure children requiring care are placed with appropriate caregivers. If CR does not follow its processes, it cannot ensure that the children in care are safe and that payments to care providers are authorized. For the First Nation children living on reserves, CR makes agreements with First Nations agencies to provide child welfare services on behalf of CR. The agreements require the agencies to follow processes equivalent to CR's processes for children in care.

CR did not always follow its processes or ensure First Nations agencies followed equivalent processes. As a result, CR did not know whether all of the children in care were protected or that payments to custodians were authorized. Exhibit 1 shows the results of our audit tests on the rate of non-compliance for the past five years.

Exhibit 1: Percentage of client files we sampled not complying with child protection policies

	2007	2006	2005	2004	2003
No criminal record check*	27%	13%	20%	31%	40%
Inadequate contact with children	35%	21%	35%	54%	NA**
No agreement with foster care provider	0%	13%	13%	33%	20%
Inadequate home study	0%	0%	13%	31%	23%

* Non compliance generally relates to non-care providers in the home

** Audited information not available.

The Exhibit shows that CR has, in recent years, significantly improved making agreements with foster care providers and home studies. CR must put more effort into ensuring adequate criminal record checks and contact with children.

We reported this matter in 2003 and subsequent years. In September 2004, the Standing Committee on Public Accounts (PAC) agreed with our recommendation.

We continue to recommend that CR follow its rules and procedures to ensure that children in care are protected and the payments to custodians are authorized.

Processes to make payments need strengthening

Social assistance programs

Social assistance payments

CR needs to strengthen its processes to ensure that only eligible persons receive social assistance and that they receive the correct amount of assistance.

In 2006-07, CR made payments for social assistance totalling \$199 million. It must make many of these payments quickly. A client's need for food, clothing, and shelter often requires payment that day, or within a few days. In such cases, CR must later verify the client's eligibility for assistance and the amount that was required.

Also, a client's eligibility for assistance (e.g., living arrangements, levels of income) often changes, which may affect the amount of required assistance. If the client does not promptly inform CR of such a change, it may make incorrect payments until it re-assesses the client's needs. CR's processes require this re-assessment on every client at least once each year.

Exhibit 2 shows the results of our audit tests on the rate of non-compliance with CR's established processes for the past five years.

Exhibit 2: Percentage of client files we sampled containing inadequate support for payments

Eligibility not adequately documented or incorrectly recorded	2007	2006	2005	2004	2003
Needs and expenses	24%	30%	26%	29%	25%
Client identification	2%	0%	10%	18%	33%
Living arrangements	4%	13%	10%	16%	23%
Child support ⁶	0%	8%	29%	33%	27%

The Exhibit shows that CR has, in recent years, significantly improved compliance with its processes for client identification, living arrangements, and child support. However, CR needs to make more progress in verifying clients’ needs and expenses. As described later, CR has made considerable efforts to improve compliance with its processes.

We reported this matter in 2000 and subsequent years. In June 2001, PAC agreed with our recommendations.

We continue to recommend that CR follow its established processes that ensure only eligible clients receive assistance and that they receive the correct amount of assistance.

Transitional employment allowance payments

CR needs to follow its processes to ensure that only eligible persons receive Transitional Employment Allowance (TEA) assistance and that they receive the correct amount of assistance.

In 2005, the Government passed the *Transitional Employment Regulations, 2005*. The program is designed to help move employable people from the social assistance system into the workforce. It does this by providing assistance to them while they participate in, or are eligible to participate in, pre-employment programs and services.

In 2006-07, CR made payments for transitional employment assistance totalling \$45 million.

⁶ Clients must pursue other means of support before being eligible for assistance. A custodial parent receiving assistance is required to pursue child support from the other parent if obtaining such support is possible.

CR has processes for paying TEA clients. Clients give CR information such as family composition and changes in employment. This information affects the amount of money clients are eligible to receive.

The processes help CR to determine eligibility for payments by ensuring clients submit proper documentation. The processes help ensure that CR pays proper rates according to the TEA regulations and policy manual. CR uses documentation on board and room information, utilities costs, assets, and income to verify claims.

We found that 21% (2006 – 33%) of client files we examined did not have the proper documentation to ensure the clients were eligible and 21% (2006 - 16%) of TEA payments we examined had not been made at the proper rates.

We reported this matter in our 2006 Report – Volume 3.

- 1. We continue to recommend that the Department of Community Resources follow its processes to ensure that only eligible clients receive Transition Employment assistance and that they receive the correct amount of Transition Employment assistance.**

CR told us it plans to improve its processes to ensure payments are made at the proper rates.

Employment and rental housing supplement payments

CR needs to strengthen its processes to ensure that only eligible persons receive employment and rental housing supplement assistance and that they receive the correct amount of assistance.

Saskatchewan Employment Supplement (SES) gives money to low-income working parents. This money helps to ensure that low-income parents (clients) are better off working than on social assistance. In 2006-07, CR paid \$18 million (\$19 million – 2005-06) to SES clients.

Saskatchewan Rental Housing Supplement (SRHS) gives money to low-income tenant families and people with disabilities to help them get

accessible, affordable, and quality housing. CR paid \$4.8 million in 2006-07 (\$2.5 million – 2005-06) to SRHS clients.

CR has processes for paying SES and SRHS clients. It uses the same system to pay assistance for these two programs. Clients tell CR, usually by telephone, their employment income, family composition and rental information when they apply for SES and SRHS money and monthly after that if there are any changes to their eligibility. These factors affect the amount of money a client is eligible to receive. CR did not require clients to provide verification of income prior to receiving benefits until March 2007.

CR regularly monitors SES and SRHS payments by testing a sample of clients. Selected clients' accounts are put on hold (i.e., no further payments are made) until they submit documents to support their claim. If a client does not submit the required documents, CR closes the account.

CR tests about one-quarter of clients receiving SES and SRHS payments to ensure their eligibility for payments. CR found that 16% of the 2,150 clients tested did not respond or provide written evidence to support their reported income. As a result, CR stopped further payments to those clients. Of those that responded, CR determined that it had overpaid a further 16% of cases.

CR has set a target dollar error rate of 4% of total SES and SRHS payments. As the target error rate has been exceeded, CR needs to strengthen its processes to reduce the overpayments to below 4%.

We reported the SES matter in 2005 and 2006. In October 2006, PAC agreed with our recommendation.

We continue to recommend that the Department of Community Resources establish adequate processes to ensure that only eligible persons receive Saskatchewan Employment Supplement assistance and that they receive the correct amount of Saskatchewan Employment Supplement assistance.

2. We recommend that the Department of Community Resources establish adequate processes to ensure that only eligible persons receive Saskatchewan Rental Housing

Supplement assistance and that they receive the correct amount of Saskatchewan Rental Housing Supplement assistance.

In March 2007, CR strengthened its verification procedures by requiring all new SES applicants to submit documentation supporting their income prior to paying benefits. CR told us it will monitor the impact of this change in its processes in 2007-08.

Corrective actions taken

In this section, we describe steps taken by CR to improve compliance with its processes to ensure that only eligible persons receive the correct amounts of assistance from the social assistance programs.

In August 2007, CR strengthened its 2004 long-term Quality Improvement Plan (Plan) and, as described elsewhere in this report, expanded it to include children in care programs and community based organizations. The purpose of the Plan is to 1) improve the quality of social assistance delivery and children in care programs, and 2) to improve compliance with CR's processes for payments including strengthening the processes if necessary. The Plan, combined with long-term commitment from senior management, provides a reasonable basis for CR to achieve and maintain compliance with its processes.

In 2005, CR modified some systems such as client intake and tracking of child support. These changes may have contributed to the improvement seen in our audit findings reported earlier. CR has further plans for system modifications to address other compliance indicators.

Better control over employees' pay needed

CR needs to better control employees' pay.

During the year, CR reviewed its payroll costs during its review of monthly financial reports. However, CR did not adequately review the accuracy of key payroll data for each pay period prior to paying employees. As a result, employees' pay has not been approved in accordance with *The Financial Administration Act, 1993*.

This weakness increases the risk that employees may be paid incorrect amounts.

3. **We recommend that the Department of Community Resources adequately review the payroll for accuracy prior to paying its employees to ensure that all employees' pay is approved in accordance with *The Financial Administration Act, 1993*.**

Supervision of community-based organizations needs strengthening

CR needs to strengthen its supervision of community-based organizations (CBOs).

CR paid \$88 million to over 250 CBOs that provide services on its behalf. Programs provided by CBOs include income assistance, group homes, services to enable people to live in their own homes (who otherwise could not), and youth-at-risk intervention programs.

We organize our findings on CBOs into three groupings:

- ◆ agreements with CBOs
- ◆ financial performance reports
- ◆ operational performance reports

Agreements with community-based organizations

CR's agreements with CBOs need to set out expected outcomes.

CR makes annual agreements with all CBOs setting out CR'S objectives for complying with the law and managing finances. The agreements also set out the basis of CR's funding and CR's right to verify the CBOs' reports. The agreements need to set out more clearly the CBOs' operating objectives (i.e., what CBOs intend to achieve with the money they receive from CR). CR is working with the CBOs to more clearly define the expected outcomes.

We reported this matter in 2002 and subsequent years. In September 2004, PAC agreed with our recommendation.

We continue to recommend that CR strengthen its agreements with CBOs by clearly setting out the CBOs' operating objectives.

The agreements with Community Inclusion CBOs⁷ require them to have established and functioning internal controls to ensure they achieve CR's objectives. The agreements allow CR to assess whether the CBOs' controls are adequate. The agreements with Child and Family CBOs⁸ do not yet have these requirements.

As a result of inadequate agreements, CR does not know if the Child and Family CBOs are achieving its objectives.

We reported this matter in 2002 and subsequent years. In September 2004, PAC agreed with our recommendation.

We continue to recommend that CR require Child and Family CBOs to report periodically their assessment of the adequacy of internal controls to achieve its objectives.

CR told us it has started a pilot project in 2007 with 25 CBOs to identify and implement appropriate measurable outcomes for each service. It has also developed new service agreements which are being used in 2007-08 for Child and Family CBOs.

Financial reports

CR needs to ensure that it receives and reviews financial performance reports from CBOs on a timely basis.

Service agreements require the CBOs receiving more than \$100,000 to provide CR with quarterly and annual financial reports including a comparison of actual to budget and an explanation of differences. The service agreements also specify the dates CR is to receive the reports.

⁷ Community Inclusion CBOs provide services to people with intellectual disabilities such as residential care, family support, vocational and day activity programs, and general services.

⁸ Child and Family CBOS provide a variety of services in communities such as supervised residential placement for children, youth and sexually-exploited youth, short-term crisis shelters, and crisis nurseries. Non-residential services include family support including parent aide and counselling, family violence outreach, sexual assault services, mobile crisis intervention, and services to teen parents.

Many CBOs did not provide the required financial information on time. We examined CBOs that had received at least \$250,000 from CR. We examined the CBOs' annual financial reports for the year ended March 31, 2006 and the CBOs' quarterly reports up to December 31, 2006. We found that the 50% of the CBOs submitted their annual reports late and 43% submitted the quarterly reports late or not at all.

CR did not do timely reviews of the above noted CBOs' financial reports. CR did not review any CBOs' annual reports within six months of the CBOs' year-end. Late reviews of financial reports could result in CR not taking timely corrective action.

Because CR did not adequately follow its processes, it did not know on a timely basis if the money was used for the intended purposes.

We reported this matter in 1998 and subsequent years. In January 1999, PAC agreed with our recommendation.

We continue to recommend that CR ensure all CBOs submit timely financial performance reports to it as required by agreements.

Operational reports

CR needs to ensure that it receives and reviews operational performance reports from CBOs on a timely basis.

CR requires CBOs to submit annual operational performance reports describing their services and activities. Many CBOs did not provide the required operational information on time. We examined CBOs that had received at least \$250,000 from CR. We examined the CBOs' annual reports for the year ended March 31, 2006. We found that 50% of the annual operational performance reports were submitted late.

We reported this matter in 1998 and subsequent years. In January 1999, PAC agreed with our recommendation.

We continue to recommend that CR ensure all CBOs submit timely operational performance reports to it as required by agreements.

Because CR did not ensure it received operational performance reports on a timely basis, it could not review the CBOs' progress in meeting CR's objectives on a timely basis. Also, CR does not require the CBOs to set performance measures and targets to enable them to report their progress in meeting its objectives.

Therefore, CR did not know if the CBOs are achieving CR's operational objectives.

- 4. We recommend the Department of Community Resources perform timely reviews on all the performance information submitted by the community-based organizations.**
- 5. We recommend the Department of Community Resources work with community-based organizations (CBOs) to establish performance measures and targets that better allow it to assess the CBOs' progress in achieving the Department's operational objectives.**

CR is working to strengthen its supervision of CBOs. CR told us it has expanded its Quality Improvement Plan to address compliance with its service agreements, and has:

- ◆ revised its service agreement to strengthen CBO accountability and has implemented the new agreements for 2007-08
- ◆ developed and implemented a procedure manual for monitoring CBO standards
- ◆ defined the roles and responsibilities of personnel who monitor CBOs
- ◆ provided staff education and training for analyzing financial information
- ◆ conducted an initial risk assessment of all CBOs receiving \$100,000 or more, and has used this information to develop a standard risk assessment tool for use with all CBOs
- ◆ defined requirements for a comprehensive database of CBO services available to be used as a tool for managing information on its CBOs, and CR has begun working with the Information Technology Office to develop the new information system
- ◆ provided funding to groups of its CBOs to work together to develop human resources plans

Business continuity plan required

CR needs a business continuity plan⁹ (BCP) to help ensure that it can continue to deliver its critical programs and services in the event of a disaster.

We reported this matter in 2003 and subsequent years. In September 2004, PAC agreed with our recommendation.

CR has developed a BCP for its critical programs and services. It has completed all the phases of a BCP except it needs to test the BCP.

We continue to recommend that the Department of Community Resources complete its business continuity plan.

IT security needs strengthening

CR needs to strengthen its security processes to ensure the confidentiality, integrity, and availability of information systems and data.

CR needs to have a security awareness plan to reduce the risk that staff could unintentionally create security risks resulting in loss or disclosure of data. Awareness training would help ensure staff understand security policies and security risks. Management also needs to approve and implement a comprehensive set of policies and procedures.

We reported this matter in 2004 and subsequent years. In June 2005, PAC agreed with our recommendation.

We continue to recommend that the Department of Community Resources establish adequate security processes for its information systems.

CR made an agreement with the Information Technology Office (ITO) in March 2007. The agreement makes ITO responsible for information

⁹ **Business Continuity Plan** - Plans by an organization to respond to unforeseen incidents, accidents, or disasters that could affect the normal operations of the organization's critical operations or functions. **Disaster Recovery Plan (DRP)**—Plan by an organization to respond to unforeseen incidents, accidents and disasters that could affect the normal operation of a computerized system (also known as a **Contingency Plan**). A DRP or contingency plan is only one component of the Business Continuity Plan.

technology service delivery effective April 1, 2007. Information technology staff who previously worked for CR now work for ITO.

The agreement with ITO sets out roles and responsibilities, the services provided, and service delivery targets (such as the percentage of time the networks will be available). However, the agreement does not adequately identify security requirements of CR or the ITO. The agreement also does not identify disaster recovery requirements for the CR network.

6. We recommend that the Department of Community Resources have an adequate agreement with the Information Technology Office that includes network security and disaster recovery requirements.

CR told us that it has started projects to review its security and disaster recovery requirements.

Improper use of public money

CR told us it suspects that an employee had misused approximately \$26,000 of public money during the year.

Some of CR's clients repay overpayments of social assistance to CR directly. Inadequate segregation of duties allowed an employee to access this money, alter journal entries, bank deposits and bank reconciliations, and conceal misuse of public money. Inadequate supervision of the employee resulted in this suspected theft not being detected until late in the year. CR has dismissed the employee and referred this matter to the police. It has also disciplined the employee's supervisors.

CR has strengthened internal controls around cash handling in the central office and the regions to prevent further misuse of public money.

Follow-up of recommendations

This section describes the actions taken by CR on recommendations made in previous audits.

Oyate follow-up

On June 26, 2006, we reported to the Standing Committee on Public Accounts the results of our special investigation of Oyate ataya Wakanyeja Owicakiyapi Inc. (Oyate) residential care home. Oyate stopped operating as a residential care home on April 13, 2006 and has not yet reopened.

In our report, we made 20 recommendations to help improve processes to safeguard and control public money related to the operations of residential care facilities.

Fifteen of those recommendations related to processes at Oyate. We recommended that Oyate improve its governance, service delivery, human resource management, control of public money, and compliance with the service agreement with CR.

We made five recommendations for CR. Generally, those recommendations require CR to monitor and oversee community-based organizations (CBOs) that deliver child and family services for the Department. Robust monitoring and oversight processes will help allow CR to take prompt action to remedy any significant problems at CBOs.

In September 2007, we assessed the progress both Oyate and CR have made to address our recommendations.

Oyate has made some progress towards addressing our recommendations. It has established certain processes to help improve safeguarding of public money under its control. However, we are unable to conclude on the adequacy of those processes until Oyate operates as a residential care facility for a sufficient period of time (approximately a year). As at November 1, 2007, Oyate is still not operating as a residential care facility. We plan to report our full assessment of Oyate's progress in a future report.

CR has also made some progress towards addressing our recommendations. CR has developed and approved the Children's Services Residential Policy Manual that provides guidance to agencies, including Oyate, on the required standards of care for children in residential facilities. It has approved the Procedure Manual for Monitoring

CBO Accountability Standards that CR employees will use to monitor the effectiveness of CBOs' service delivery. Also, it has formed a CBO Risk Assessment Committee that will determine how to assess the risk that CBOs may not be delivering services as specified in the service agreements with CR. However, we are unable to conclude on the adequacy of those processes until CR uses them for a sufficient period of time. Early in 2008, we plan to assess how well CR applies these processes and report our findings in a future report.

Saskatchewan Housing Corporation—Capital asset plan follow-up

The Saskatchewan Housing Corporation (Housing) works with the Department of Community Resources to provide affordable and adequate housing.

Our 2004 Report – Volume 1 includes the results of our audit of the adequacy of Housing's capital asset plan. At March 31, 2004, Housing's capital asset plan was adequate except that it did not include how Housing expects to determine and measure how well it sustains the housing portfolio over the long term. We made one recommendation. In September 2004, PAC agreed with this recommendation.

We recommended that Housing's capital asset plan show:

- ◆ the specific measures the Corporation would use to determine the appropriate size, mix, and condition of the housing portfolio (i.e., performance measures)
- ◆ the starting point of each measure (i.e., baseline)
- ◆ what the Corporation expects to achieve with the housing portfolio and by when (i.e., targets)

Our follow-up

Housing has set measures, baselines, and targets based on the Government's priorities in the Home First Housing Policy Framework (Framework). These primarily relate to the portfolio's size and mix but not condition. Housing has strategies to manage the size, mix, and condition of its portfolio including inspections and operational reviews.

Based on our review of the Framework and status reports that Housing uses to monitor its progress, we found it has not fully documented measures or targets related to the portfolio’s condition at October 2007.

At October 2007, Housing has partially implemented the above recommendation; therefore, we continue to make the recommendation.

Management told us Housing is developing measures, baselines and targets to monitor the condition of its portfolio.

Status of other outstanding recommendations of the Standing Committee on Public Accounts

The following table provides an update on recommendations previously made by PAC that are not yet implemented and are not discussed earlier in this chapter.¹⁰

PAC REPORT YEAR ¹¹	OUTSTANDING RECOMMENDATION	STATUS
Department of Community Resources (Case planning)		
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 should evaluate the effects of case planning.	Partially implemented (as at March 31, 2007). The Department does not yet evaluate the effect of case planning. No progress made in the past year.

¹⁰ For the definitions of the key terms used in the table, see Chapter 25 – Standing Committee on Public Accounts pages 398 to 399.

¹¹ PAC Report Year refers to the year that PAC first made the recommendation in its report to the Legislative Assembly.

PAC REPORT YEAR ¹¹	OUTSTANDING RECOMMENDATION	STATUS
2005	<p>PAC concurs:</p> <p>6-5 that the Department of Community Resources should assess the risk of loss of public money by employees in positions of trust (i.e., responsible for collection, receipt, disbursement or expenditure of public money) and reduce the risk to an acceptable level (e.g., increasing insurance coverage or requiring criminal record checks).</p>	<p>Partially implemented (as at March 31, 2007).</p> <p>In 2005, the Public Service Commission (PSC) began the process of identifying positions of trust and ensuring incumbents in those positions provide a criminal record check. PSC estimates this process will take 5 years to complete for all of Executive Government.</p> <p>We plan to report our assessment of PSC's progress in a future report.</p>
Department of Community Resources (Welfare to Work)		
2005	<p>PAC concurs:</p> <p>4-2 that the Department of Community Resources should select additional performance measures that directly assess its progress in moving people from welfare to work.</p>	<p>Partially implemented (as at March 31, 2006).</p> <p>The 2006 government reorganization created the Department of Advanced Education and Employment. Within Community Resources, work has continued on the development of a draft strategic plan that better reflects the mandate of income assistance programs.</p>
2005	<p>PAC concurs:</p> <p>4-3 that the Department of Community Resources should establish baseline results and targets for each measure.</p>	<p>Partially implemented (as at March 31, 2006).</p> <p>The departments of Community Resources and Advanced Education and Employment continue to refine the service catalogue, services standards, and performance measures.</p>
2005	<p>PAC concurs:</p> <p>4-4 that the Department of Community Resources should communicate to employees its measures, baseline results, and targets.</p>	<p>Partially implemented (as at March 31, 2006).</p> <p>The strategic plan and service catalogue are being developed with active participation from staff and management.</p>

Chapter 5 – Community Resources

PAC REPORT YEAR¹¹	OUTSTANDING RECOMMENDATION	STATUS
2005	<p>PAC concurs:</p> <p>4-5 that the Department of Community Resources should collect relevant and reliable information related to its performance measures.</p>	<p>Partially implemented (as at March 31, 2006).</p> <p>The Department continues to collect data related to service indicators while work on 4-2 and 4-3 progress. In addition, client surveys have been undertaken to gather outcome information. Service agreements with CBOs (since transferred to the Department of Advanced Education and Employment) require detailed client outcomes.</p>
2005	<p>PAC concurs:</p> <p>4-6 that the Department of Community Resources should establish policies and procedures for evaluating data to assess its progress in moving people from welfare to work.</p>	<p>Partially implemented (as at March 31, 2006).</p> <p>The Department has introduced analysis into management reports but has not yet set policies and procedures for data evaluation and analysis.</p>
2005	<p>PAC concurs:</p> <p>4-7 that the Department of Community Resources should prepare reports that show its progress in helping welfare recipients, and others seeking financial assistance, to find and keep work.</p>	<p>Not implemented (as at March 31, 2006).</p> <p>Creation of reports is dependent upon the choice of performance measures.</p>