

Social Services

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Main points

The Ministry of Social Services (Ministry) must improve its processes to ensure all children who are responsibility of the Minister receive proper care in an affectionate environment. It must also take immediate steps to ensure staff follow the established policies to review and approve a foster home when placing more than four children in the foster home. Continued lack of compliance with established policies increases the risk that foster families may not receive the support they need and the wards of the Minister may not receive the care they need.

The Ministry has made progress towards better supervising community-based organizations (CBO) and managing social assistance programs. However, it must strengthen its information technology security processes to ensure confidentiality, integrity, and availability of its information systems and data.

Introduction

The mandate of the Ministry of Social Services (Ministry) is to support citizens at-risk as they work to build better lives for themselves through economic independence, strong families, and strong community organizations. The Ministry assists these efforts through income support, child and family services, supports for persons with disabilities, efforts to develop affordable housing, and by building greater capacity in community-based organizations.¹

The Ministry received \$677 million from the General Revenue Fund to deliver its programs and had revenues of \$23 million. Information about the Ministry’s revenues and expenses appears in its annual report (see www.socialservices.gov.sk.ca)

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

	Original Estimates ²	Actual
	(in millions of dollars)	
Employment support and income assistance	\$ 298	\$ 301
Community inclusion	105	109
Child and youth services	106	111
Supporting families and building economic independence	69	70
Central management and services	34	34
Housing	22	51
Other	1	1
Total	\$ 635	\$ 677

Special purpose funds and Crown agency

The Ministry is responsible for the following special purpose funds (funds) and Crown agency:

¹ Ministry of Social Services Annual Report, 2008-09.

² Saskatchewan Finance, *Saskatchewan Provincial Budget Estimates for the fiscal year ending March 31, 2009*.

	<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 for the year ended December 31, 2008 in our 2009 Report – Volume 1.

Audit conclusions and findings

In our opinion, for the year ended March 31, 2009:

- ◆ **the Ministry of Social Services had adequate rules and procedures to safeguard public resources except as described in this chapter**

- ◆ **the Ministry of Social Services complied with authorities governing its activities and activities of its funds relating to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing except as described in this chapter**

- ◆ **the financial statements of the funds are reliable**

The chapter also provides our final report on Oyate ataya WaKanyeja OwicaKiyapi Inc. and an update on recommendations previously made by the Standing Committee on Public Accounts (PAC) that are not yet implemented.

We report our findings under four headings: general administration, protecting children in care, providing social assistance, and supervising community based organizations.

General administration

Adequate agreement for disaster recovery required

In 2007, we recommended that the Ministry of Social Services sign an adequate agreement with the Information Technology Office that includes network security and disaster recovery requirements.

In January 2008, PAC considered this matter and agreed with our recommendation.

The Ministry's service agreements with the Information Technology Office (ITO) do not adequately address disaster recovery. The Ministry uses ITO to provide information technology (IT) services. ITO also manages another IT service provider on behalf of the Ministry. Even though the Ministry uses ITO, the Ministry remains responsible to have adequate policies to support its IT requirements.

The Ministry's service agreement still does not require ITO to regularly report that the Ministry's IT systems and data will be available when needed. However, during the year, ITO signed an agreement with an external contractor to supply computer equipment to the Ministry within 48 hours of an emergency or a disaster. Availability of computer equipment is only one component of a disaster recovery plan. An adequate disaster recovery plan should also include recovery of key applications and access to the network used to send and receive data.

ITO's managed service provider performs disaster recovery testing twice a year for major systems. However, the service provider does not test all of the Ministry's significant systems. Also, the disaster recovery plan ITO is developing for its data centre does not identify the priority or procedures required to restore applications at the Ministry.

As a result, neither the Ministry nor ITO knows whether it can restore all systems and data in the event of a disaster. Lack of an adequate disaster recovery plan could result in systems, data, and services not being available to the Ministry.

We continue to recommend the Ministry of Social Services sign an adequate agreement with the Information Technology Office that includes network security and disaster recovery requirements.

Monitoring of ITO security required

In 2008, we recommended that the Ministry of Social Services monitor the effectiveness of the Information Technology Office's security to protect the Ministry's computer systems and data.

In December 2008, PAC considered this matter and agreed with our recommendation.

ITO provides network access to the Ministry. ITO became the custodian for the Ministry's computer systems and data in 2008. To know that its computer systems and data are secure, the Ministry needs to monitor whether ITO provides adequate security.

The Ministry now receives monthly service and user access reports from ITO. The service reports include information on ITO activities such as service levels and costs. The user access reports identify who has access to specific applications. The Ministry has begun to use this information to manage user access. However, some individuals who no longer work for the Ministry continue to have access to systems and data. Moreover, we found ITO did not have processes to adequately configure, monitor, and update firewalls at the Ministry. Firewalls help to maintain security of Ministry systems and data. Although the Ministry has taken some steps to address our recommendation, its systems and data remain at risk of inappropriate access.

We continue to recommend the Ministry of Social Services monitor the effectiveness of the Information Technology Office's security to protect the Ministry's computer systems and data.

Multi-year information technology plan required

In 2008, we recommended that the Ministry of Social Services establish an adequate information technology plan.

In December 2008, PAC considered this matter and agreed with our recommendation.

The Ministry needs an adequate IT plan to ensure its use of resources supports its strategic objectives. An IT plan can also help management to address threats and risks to the Ministry's security.

The Ministry prepared an IT operation plan for the year. The Ministry also prepares a business case for each IT project. The business case identifies Ministry needs and links to its strategies. However, the Ministry still does not have a multi-year IT plan that links to its strategic business objectives. The Ministry should have a multi-year IT plan to ensure it has the resources it needs to address its objectives.

We continue to recommend the Ministry of Social Services establish an adequate information technology plan.

Business continuity plan need testing

Since 2003, we have recommended that the Ministry of Social Services complete its business continuity planning by testing its business continuity plan (BCP).

In September 2004, PAC considered this matter and agreed with our recommendation.

The Ministry developed a BCP for its critical programs and services and prepared documentation to support BCP testing. The Ministry updated the plan during the year and performed limited testing. The Ministry needs to perform additional testing to ensure the effectiveness of the plan.

We continue to recommend the Ministry of Social Services complete its business continuity planning by testing its BCP.

Protecting children in care

The Child and Family Services Act requires the Minister of Social Services to intervene on a child's behalf when the child is in need of protection due to physical, sexual, or emotional abuse, or neglect. The Ministry has services designed to protect children from abuse or neglect,

support families and communities in caring for children, assist people facing family violence, and assist families to adopt children under *The Adoption Act*.

The Ministry provides care for children requiring protection and out-of-home care. Children placed in out-of-home care can be either wards or non-wards. The Minister assumes legal responsibility for wards and acts as parent with the rights and obligations of a parent. Non-wards are those children that the Minister helps to support without having legal custody of the child.

A non-ward is a child that the courts may place in the custody of a person of sufficient interest rather than with the Minister. A person of sufficient interest is a person who is not a parent of the child but who, in the opinion of the court, has a close connection with the child. A person of sufficient interest may be an extended family member, or, in the case of a status Indian child, the chief of the Indian Band or the chief's designate.

In 2008, we recommended that the Ministry of Social Services implement a system to know how many children are the Minister's responsibility, who they are, and where they live.

In December 2008, PAC considered this matter and agreed with our recommendation.

The Ministry does not have a process to know how many wards the Minister cared for during the year. As in the past years, we asked the Ministry's officials to provide us information about the Minister's wards; i.e., how many they are, who they are, and where they live. We have not yet received a complete response from the Ministry on this matter.

In April 2008, management told us that the Ministry would use the funding it received for an electronic case management system to develop a system that both the Ministry and First Nation child and family agencies can use.

Management told us that, in January 2009, the Ministry issued a formal request for proposals for the system. Management also told us the project team evaluated the submitted proposals and invited short-listed vendors

to demonstrate their products. The Ministry expects that the first phase of the system will be completed in 2011.

We continue to recommend the Ministry of Social Services implement a system to know how many children are the Minister's responsibility, who they are, and where they live.

Caring for children residing off reserves

A child can be placed in the care of the Minister on a temporary or permanent basis through a court order or a voluntary agreement with the parent(s). The Minister places those children in the care of foster families, alternate care providers (e.g., extended family members), a residential group home, or other facilities. Care providers must meet the child's basic developmental and special needs.

To provide care for the wards of the Minister residing off reserves, the Ministry arranges for such children to either reside with foster care parents, alternate care providers³, or in group homes and other facilities. The Ministry is responsible to reimburse the care providers for expenses incurred for these children.

The Ministry has policies, standards, and procedures (processes) to ensure it places children requiring care with appropriate caregivers. It also has processes to transfer a First Nations child apprehended off reserve to a First Nations child and family services agency. The agency places the child with a caregiver on reserve.

The Ministry has established adequate processes for placing and protecting children. However, employees do not always follow those processes. Because employees do not always follow those processes, the Ministry does not know if children in care are safe and receiving proper care.

Since 2003, we have recommended that the Ministry of Social Services follow its rules and procedures to ensure children in care are protected and the payments to custodians are authorized.

³ Foster care providers usually do 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.

In September 2004, PAC considered this matter and agreed with our recommendation.

The exhibit below shows the results of our work on how well employees of the Ministry followed the established processes.

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

	2009	2008	2007	2006	2005
No criminal record check*	20%	17%	27%	13%	20%
Inadequate contact with children	53%	39%	35%	21%	35%
No agreement with foster care provider	6%	10%	0%	13%	13%

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

The exhibit shows that the Ministry needs to do more work to ensure children in care are safe. For example, one of the Ministry’s policies regarding social worker contact (visits) with children in care requires that, if the child is 5 years or older, the social worker should meet alone (separate from the caregiver) with the child once every six months. We found that a large number of the children received half or less than half of the required number of such visits.

We continue to recommend the Ministry of Social Services follow its processes to ensure that children in care are protected and the payments to custodians are authorized.

Foster care providers

In our 2008 Report – Volume 3, we recommended that the Ministry of Social Services follow its policies to review and approve foster homes when placing more than four children in the foster home.

In December 2008, PAC considered this matter and agreed with our recommendation.

The Ministry has policies to limit the number of children in the care of a foster parent. Generally, the policies allow placing more than four children in one foster home only under very strict conditions and with specific approvals. Under the established policies, senior managers are required

to review and approve the placement of more than four children in a foster home. Senior managers are also required to review and re-approve the placement every two weeks. The review and re-approval help ensure compliance with policy conditions, proper assessments of the situation, safety and proper care of children, and adequate support for the foster family.

The exhibit below shows the results of our work on how well employees of the Ministry followed the Ministry’s established process.

Exhibit 2—Percentage of client files we sampled where

	2009	2008
More than four children were in care in a foster home	63%	52%
Bi-weekly review and re-approval not done	100%	67%

We found that 63% of the foster home files that we examined periodically had more than four children. None of such foster homes had evidence of senior managers’ regular bi-weekly review and re-approval allowing more than four children.

The Ministry must take immediate steps to ensure employees follow the established policies. Continued lack of compliance with established policies increases the risk that foster families may not receive the support they need and the wards of the Minister may not receive the care they need.

We continue to recommend the Ministry of Social Services follow its policies to review and approve foster homes when placing more than four children in the foster home.

Caring for children residing on reserves

The Ministry makes agreements with First Nations child and family services agencies⁴ (First Nations agencies) to provide child welfare services on the Ministry’s behalf for First Nations children residing on reserves. Section 61 of *The Child and Family Services Act* allows the

⁴ First Nation agencies are not-for-profit community based organizations that individual First Nations established to carry out child and family service programs on related First Nation reserves.

Minister to make such agreements allowing the First Nations agencies to exercise the powers of the Minister specified in the agreement. The Ministry has such agreements with 17 First Nations agencies. These First Nations agencies report to their boards. The Government of Canada pays most of the operating costs for on-reserve services provided by the First Nations agencies.

Under the law, First Nations agencies can obtain custody of a child on behalf of the Minister in one of the following ways:

- ◆ using the Minister's powers specified in the agreements, obtain either a court order for a child apprehended on reserve or accept a child whose parent(s) voluntarily place the child in the First Nations agency's care
- ◆ accept transfer of First Nations children from the Ministry that it apprehended off reserve when the Ministry considers the transfer is desirable

To obtain custody of a child in need of protection, First Nations agencies use the Minister's powers specified in the agreement to approach a court of law to seek custody of the child. When the court is satisfied that the child needs protection and there is no person of sufficient interest, it grants custody to the Minister and the child becomes a ward.

For children who are wards of the Minister and reside on reserves, the Ministry must have adequate processes to ensure those children receive appropriate care similar to those residing off reserves. In 2008, we examined the Ministry's processes to ensure the Minister's wards residing on reserves receive appropriate care similar to those residing off reserves. We made the following recommendations in our 2008 Report – Volume 3.

We recommended that the Ministry of Social Services:

- ◆ make agreements with First Nations child and family services agencies to require timely and relevant information to ensure proper care for children who are wards of the Minister

- ◆ adequately monitor the First Nations child and family services agencies' compliance with the Ministry's standards for approval of out-of-home care providers
- ◆ implement a process to ensure the adequacy of First Nations child and family services agencies' long-term case planning for children who are wards of the Minister
- ◆ seek regular personal contact with children who are wards of the Minister and regularly review the First Nations child and family services agencies' child protection files

In December 2008, PAC considered these matters and agreed with our recommendations.

Management told us that the Ministry has developed a standardized process to monitor the care children residing on reserves receive. Management also told us that the Ministry has not yet implemented the new process with all First Nations agencies.

Newly established processes only achieve desired results if employees understand and rigorously follow those processes. The Ministry has not evaluated the adequacy of the new processes.

As we stated earlier, the Ministry is currently seeking proposals for an electronic case management system for child and family services. Management told us that the Ministry plans to provide access to the new system to the First Nation agencies as well.

In April 2009, we asked the Ministry officials how many children in care at year end resided on reserves (both in foster homes and group homes) and their names. The Ministry has not yet provided us complete information.

We continue to recommend the Ministry of Social Services:

- ◆ make agreements with First Nations child and family services agencies to require timely and relevant information to ensure proper care for children who are wards of the Minister

- ◆ adequately monitor the First Nations child and family services agencies' compliance with the Ministry's standards for approval of out-of-home care providers
- ◆ implement a process to ensure the adequacy of First Nations child and family services agencies' long-term case planning for children who are wards of the Minister
- ◆ seek regular personal contact with children who are wards of the Minister and regularly review the First Nations child and family services agencies' child protection files

Providing social assistance

Social assistance payments

Since 2000, we have recommended that the Ministry of Social Services follow its established processes to ensure that only eligible persons receive social assistance and that they receive the correct amount of assistance.

In June 2001, PAC considered this matter and agreed with our recommendation.

In 2008-09, the Ministry made payments totalling \$214 million for social assistance. The Ministry 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, the Ministry must later verify the client's eligibility for assistance and the amount that was required.

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

The exhibit below shows the results of our work on how well employees of the Ministry followed the Ministry's established processes. We are

pleased that the Ministry completed its 2009 annual reassessments for clients in a timely manner.

Exhibit 3—Percentage of client files we sampled where the annual reassessment was not completed within a year and/or was incomplete

	2009	2008	2007	2006	2005
Annual reassessment not timely and/or incomplete	0%	19%	8%	22%	30%

The Ministry needs strong processes to identify incorrect payments after they have been made and to recover any overpayments. We assessed the Ministry's compliance with the established processes to identify incorrect payments. Exhibit 4 shows the results of our work.

Exhibit 4—Percentage of client files we sampled containing inadequate support for and/or payments not made in accordance with regulations

	2009	2008	2007	2006	2005
Needs and expenses	18%	16%	24%	30%	26%
Client identification	0%	0%	2%	0%	10%
Living arrangements	0%	0%	4%	13%	10%
Child support ⁵	8%	0%	0%	8%	29%

The exhibit shows that the Ministry's compliance with its processes declined from the prior year.

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

Employment and rental housing supplement payments

Since 2005, we have recommended that the Ministry of Social Services 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.

⁵ 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.

In October 2006, PAC considered this matter and agreed with our recommendation.

Also, since 2007, we have recommended that the Ministry of Social Services 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 January 2008, PAC considered this matter and agreed with our recommendation.

Under the Saskatchewan Employment Supplement (SES) program, the Ministry gives money to low-income working parents. In 2008-09, the Ministry made payments totalling \$20.3 million under the SES program.

Under the Saskatchewan Rental Housing Supplement (SRHS) program, the Ministry gives money to low-income tenant families and people with disabilities to help them obtain accessible, affordable, and quality housing. In 2008-09, the Ministry made payments totalling \$10.7 million under the SRHS program.

The Ministry has processes for making payments to clients under its SES and SRHS programs. It uses the same system to pay assistance under these two programs. Clients tell the Ministry their employment income, family composition, and rental information when they apply for assistance under SES and SRHS, and monthly thereafter. These factors affect the amount of assistance a client is eligible to receive.

The Ministry regularly monitors SES and SRHS payments by testing a number of clients. The Ministry puts the selected clients' accounts 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, the Ministry closes the account. The Ministry has set a target financial error rate of 4% of total SES and SRHS payments.

Exhibit 5—of client files the Ministry sampled

	2009	2008	2007	2006
Client did not respond and accounts closed for lack of support	10%	8%	16%	18%
Clients did respond and subsequent verification resulted in payments being assessed as incorrect	12%	14%	16%	15%

During the year ended March 31, 2009, the Ministry found that 10% of the 2,385 clients it tested did not respond or provide written evidence to support their reported income. As a result, the Ministry stopped further payments to those clients. Of those that responded, the Ministry determined that it had overpaid 12% of those clients. The Ministry has processes to collect the overpayments.

The above compliance errors represent about a 9% financial error for these programs. Because the 2009 error rate exceeds the Ministry’s target, the Ministry needs to do more to reduce the error rate for overpayments or revisit its acceptable error rate.

We continue to recommend that the Ministry of Social Services 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.

We continue to recommend the Ministry of Social Services 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.

Supervising community-based organizations

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

The Ministry paid \$113 million to over 300 CBOs that provide services on its behalf. CBOs provide programs including 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 sections:

- ◆ Agreements with CBOs
- ◆ Financial performance reports
- ◆ Operational performance reports

Agreements with community-based organizations

Since 2002, we have recommended that the Ministry of Social Services strengthen its agreements with CBOs by clearly setting out the CBOs' operating objectives.

In September 2004, PAC considered this matter and agreed with our recommendations.

The Ministry has strengthened its agreements with CBOs setting out the Ministry's objectives for complying with the law and safeguarding resources.

In 2007, we also recommended that the Ministry of Social Services work with CBOs to establish performance measures and targets that better allow it to assess the CBOs' progress in achieving the Ministry's operational objectives.

In January 2008, PAC considered this matter and agreed with our recommendations.

The Ministry did not address our recommendation during the year. It still does not require the CBOs to set performance measures and targets to enable them to report their progress in meeting the Ministry's objectives. As a result, it does not know if CBOs are achieving the Ministry's operational objectives.

We continue to recommend the Ministry of Social Services work with community-based organizations (CBOs) to establish performance measures and targets that better allow it to assess the CBOs' progress in achieving the Ministry's operational objectives.

Financial reports

Since 1998, we have recommended that the Ministry of Social Services ensure all CBOs submit timely financial performance reports to it as required by agreements.

In January 1999, PAC considered this matter and agreed with our recommendation.

Service agreements require CBOs receiving more than \$100,000 to provide to the Ministry quarterly and annual financial reports and explain in writing the reasons for differences between actual and budgeted spending. The service agreements also set out the dates by when CBOs must provide these reports to the Ministry.

We examined how well the CBOs complied with the agreements. The exhibit below shows the results of our work for the past four years.

Exhibit 6—Percentage of CBO files we examined that were not received within the required time

	2009	2008	2007	2006
Prior year annual financial reports not received within three months of the fiscal year-end	30%	21%	50%	83%
Quarterly financial reports not received within 30 days of quarter end	25%	33%	49%	72%

The exhibit shows that majority of the CBOs do comply with the agreements to provide their annual financial report within 3 months of their year-end and timely quarterly financial reports.

We encourage the Ministry to continue to further improve CBOs compliance with the agreements.

Operational reports

Since 1998, we have recommended that the Ministry of Social Services ensure all CBOs submit timely operational performance reports to it as required by agreements.

In January 1999, PAC considered this matter and agreed with our recommendations.

The Ministry requires CBOs to submit annual operational performance reports describing their services and activities. The exhibit below shows the results of our work for the past four years.

Exhibit 7—Percentage of CBO files we examined that were not received within the required time

	2009	2008	2007	2006
Prior year annual operational report not received within three months of the fiscal year-end	40%	18%	50%	Not available

The Ministry needs to do more to ensure CBOs comply with reporting requirements. The CBOs compliance with providing operational reports declined significantly from the prior year.

We continue to recommend the Ministry of Social Services ensure all CBOs submit timely operational performance reports to it as required by agreements.

In 2007, we recommended that the Ministry of Social Services perform timely review on all the performance information submitted by the CBOs.

In January 2008, PAC considered this matter and agreed with our recommendations.

The Ministry continues to improve the timely reviews of those CBOs' financial or operational performance reports that it received on time. Lack of timely reviews of performance reports increases the risk that the Ministry may not take corrective actions when needed.

Exhibit 8 shows the Ministry's progress to review CBOs' performance reports within six months of the CBOs' fiscal year-end.

Exhibit 8—Percentage of CBO information received within the required time but not reviewed within six months of the fiscal year-end

	2009	2008	2007	2006
Financial information received but not reviewed	23%	59%	90%	100%
Operational information received but not reviewed	21%	48%	93%	50%

The Ministry has made good progress since 2006. We commend the Ministry for this improvement and expect it to continue with this work.

Final report on Oyate related recommendations

This section describes the actions taken by the Ministry of Social Services on the recommendations we made as a result of our audit of Oyate ataya WaKanyeya OwicaKiyapi Inc. (Oyate).

In June 2006, we reported to PAC the result of our special investigation of Oyate residential care home and made fifteen recommendations for Oyate and five recommendations for the Ministry.

In our 2008 Report – Volume 3, we said that Oyate had permanently closed effective April 13, 2006. As a result, the recommendations we made for Oyate are no longer relevant. We do not plan to do any future work on those recommendations.

In our 2008 Report – Volume 3, we also said that the Ministry has established processes to address the five recommendations we made for the Ministry related to its monitoring and supervision of community based organizations (CBOs). We assessed the adequacy of those procedures during the year and report our findings under “Supervising community based organizations.” We do not plan to do any future work on the recommendations we made for the Ministry in relation to its monitoring of Oyate.

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.⁶

PAC REPORT YEAR ⁷	OUTSTANDING RECOMMENDATION	STATUS
Ministry of Social Services		
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.	Partially implemented (as at March 31, 2009). The Ministry does not yet evaluate the effect of case planning.
2005	PAC concurs: 6-5 that the Department of Community Resources and Employment 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).	Partially implemented (as at March 31, 2009). In 2005, Public Service Commission (PSC) began the process of identifying positions of trust and ensuring incumbents in those positions provide a criminal record check. PSC is in the fourth year of that five-year process. See Chapter 16.

⁶ For the definitions of the key terms used in the table, see Chapter 20 – Standing Committee on Public Accounts.

⁷ PAC Report Year refers to the year that PAC first made the recommendation in its report to the Legislative Assembly.

PAC REPORT YEAR ⁷	OUTSTANDING RECOMMENDATION	STATUS
Ministry of Social Services (Saskatchewan Housing)		
2005	PAC concurs: 15-1 that the Saskatchewan Housing Corporation's capital plan should show: <ul style="list-style-type: none"> - 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); and - what the Corporation expects to achieve with the housing portfolio and by when (i.e. targets). 	Partially implemented (as at March 31, 2009). We plan to do a follow-up in the future.

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