

REPORT TO THE HOUSE OF ASSEMBLY

Update on Recommendations from the
June 2017 Annual Report



OFFICE OF THE AUDITOR GENERAL
NEWFOUNDLAND AND LABRADOR

Office of the Auditor General Newfoundland and Labrador



The Office of Auditor General is committed to promoting accountability and encouraging positive change in the stewardship, management and use of public resources. The Auditor General reports to the House of Assembly on significant matters which result from the examinations of Government, its departments and agencies of the Crown. The Auditor General is also the independent auditor of the Province's financial statements and the financial statements of many agencies of the Crown and, as such, expresses an opinion as to the fair presentation of their financial statements.

VISION

Promoting positive change and accountability in the public sector through impactful audits.

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OFFICE OF THE AUDITOR GENERAL
NEWFOUNDLAND AND LABRADOR

April 2021

Honourable Derek Bennett, M.H.A.
Speaker
House of Assembly

Dear Sir:

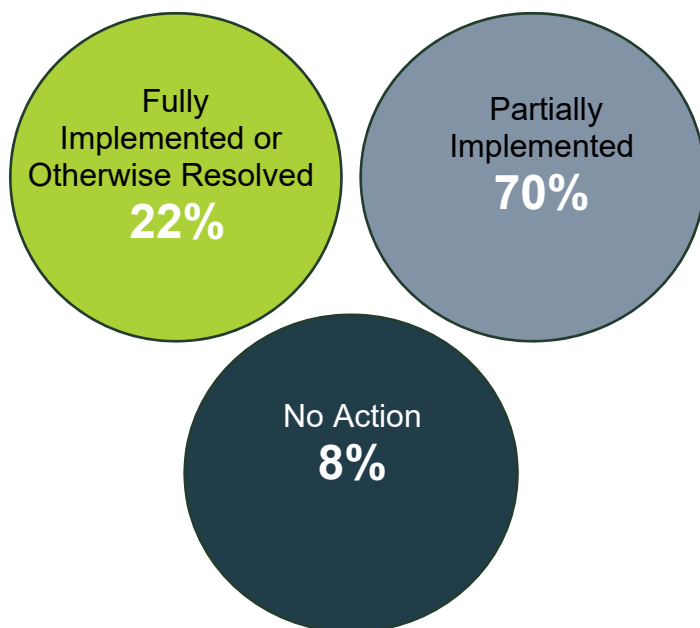
In compliance with the Auditor General Act, I have the honour to submit, for transmission to the House of Assembly, my 2020 Update on Recommendations from the June 2017 Annual Report.

Respectfully submitted,

DENISE HANRAHAN, CPA, CMA, MBA, ICD.D
Auditor General

37 recommendations issued in June 2017

AFTER THREE YEARS:



5 Areas Covered by Recommendations

- Road Quality
- Government's Preparedness for Changing Demographics
- Compensation Practices in Government Entities
- Provincial Home Support Program
- Climate Change

- We expect most recommendations to be fully implemented after three years
- Two of 17 entities have implementation rates of 100 per cent
- Fifteen of 17 entities have implementation rates of less than 60 per cent
- Risks remain when recommendations are not implemented

Recommendations issued to 17 Entities

Board of Commissioners of Public Utilities
 Central Regional Health Authority
 Department of Children, Seniors and Social Development
 Eastern Regional Health Authority
 Department of Education^{1a}
 Department of Environment and Climate Change^{1b}
 Executive Council/Treasury Board Secretariat^{1c}
 Department of Finance
 Department of Health and Community Services
 Department of Municipal and Provincial Affairs^{1d}
 Municipal Assessment Agency Inc.
 Newfoundland and Labrador Film Development Corporation
 Newfoundland and Labrador Legal Aid Commission
 Newfoundland and Labrador Liquor Corporation
 Department of Transportation and Infrastructure^{1e}
 Western Regional Health Authority
 WorkplaceNL

Note 1: Formerly: (a) Department of Education and Early Childhood Development; (b) Executive Council (Office of Climate Change); (c) Executive Council (Human Resource Secretariat); (d) Department of Municipal Affairs and Environment; (e) Department of Transportation and Works

CHAPTER 1

INTRODUCTION

INTRODUCTION

Why is this Update Report important?

The Office of the Auditor General is committed to promoting accountability and encouraging positive change over the stewardship, management and use of public resources. To this end, each year our Office conducts performance audits of Government departments and Crown agencies. The recommendations resulting from these audits are designed to improve processes and overall performance in the management of public resources. Therefore, it is important that Government carefully consider these recommendations and take appropriate action.

Monitoring and reporting on the status of implementation of recommendations from prior years' reports promotes accountability by providing the Public Accounts Committee, the House of Assembly and the public with information about how responsive Government has been to our recommendations designed to improve Government performance.

How often do we report on the status of implementation of recommendations?

We monitor and report on the status of implementation of recommendations from each of our Reports on Performance Audits of Departments and Crown Agencies (Report) once. We follow up on Government's implementation of our audit recommendations approximately three years after a Report is issued.

Approximately three years after a Report is issued, we classify and report the status of each recommendation in one of three categories:

- Fully implemented or otherwise resolved - recommendation has been adequately addressed or circumstances have changed and the recommendation was no longer applicable.
- Partially implemented - action on recommendation was in progress but not complete.
- No Action - implementation of recommendation has not yet started.

What procedures do we perform?

For each recommendation, entity officials initially self-report whether the recommendation had been fully implemented or otherwise resolved, partially implemented or no action has been taken. For recommendations reported as fully implemented or otherwise resolved and partially implemented, we make enquiries of management officials and request and examine selected relevant documentation to support the level of implementation reported. Further details on the nature of our engagement and overall conclusion are provided in Appendix I.

CHAPTER 2

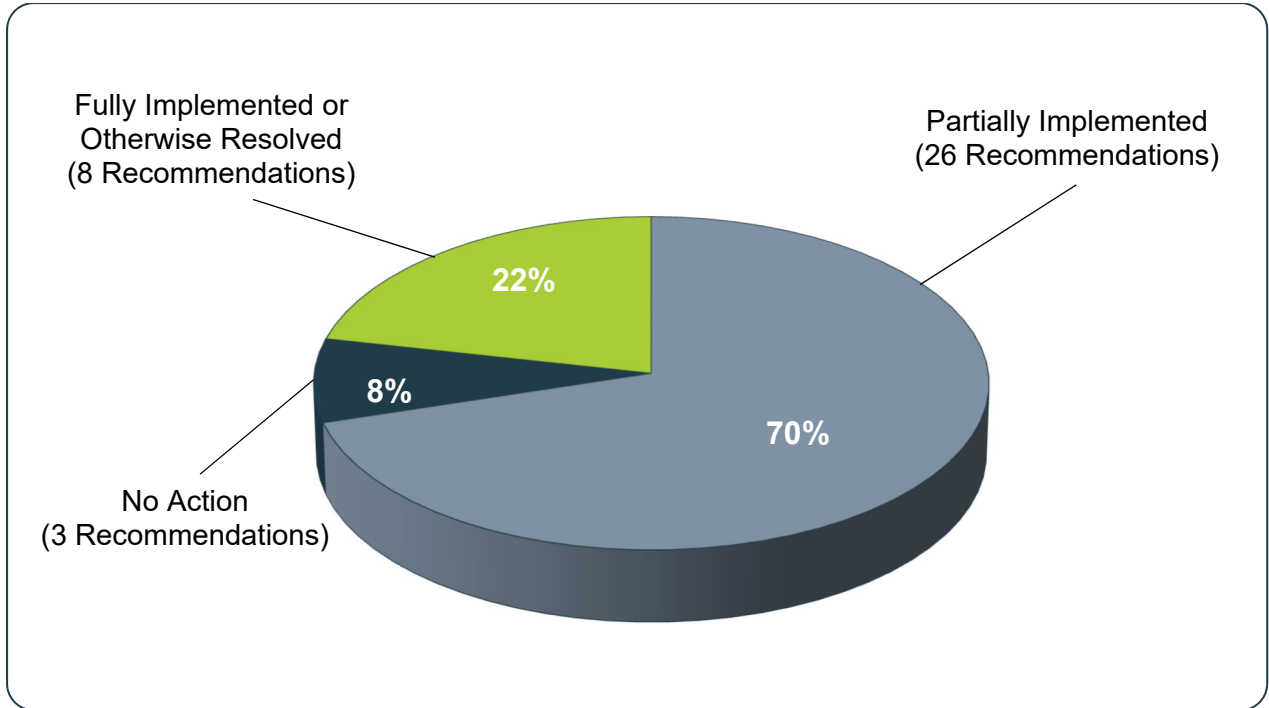
DETAILED OBSERVATIONS

DETAILED OBSERVATIONS

We generally expect that it is reasonable for entities to fully implement most of our recommendations within three years after our audit report has been issued.

This Update Report provides a summary of the progress on recommendations included in our June 2017 Report to the House of Assembly on Performance Audits of Departments and Crown Agencies. The 2017 Report contained 37 recommendations related to five audits across 17 Government departments and Crown agencies. Progress on these recommendations is reported as of July 31, 2020.

Overall, 22 per cent of recommendations had been fully implemented or otherwise resolved which is well below what we would expect. Recommendations not fully implemented leave organizations exposed to known risks. We encourage entities to implement all of our recommendations on a timely basis.



- Two of 17 entities had implementation rates of 100 per cent.
- Fifteen of 17 entities had implementation rates of less than 60 per cent.

DETAILED OBSERVATIONS

The following two tables show how well the 17 entities we audited implemented our recommendations. The first table shows implementation status by entity, summarized for multiple audit report topics where applicable.

% Fully Implemented	Entity	Fully Implemented or Otherwise Resolved	Partially Implemented	No Action	Total
100% of Recommendations Fully Implemented					
100%	Department of Finance	1	0	0	1
100%	Department of Health and Community Services	1	0	0	1
Less than 60% of Recommendations Fully Implemented					
50%	Department of Transportation and Infrastructure ^{1a}	4	2	2	8
50%	Department of Education ^{1b}	1	1	0	2
50%	Department of Environment and Climate Change ^{1c}	1	1	0	2
0%	Eastern Regional Health Authority	0	5	0	5
0%	Western Regional Health Authority	0	5	0	5
0%	Executive Council/Treasury Board Secretariat ^{1d}	0	3	1	4
0%	Board of Commissioners of Public Utilities	0	1	0	1
0%	Central Regional Health Authority	0	1	0	1
0%	Department of Children, Seniors and Social Development	0	1	0	1
0%	Department of Municipal and Provincial Affairs ^{1e}	0	1	0	1
0%	Municipal Assessment Agency Inc.	0	1	0	1
0%	Newfoundland and Labrador Film Development Corporation	0	1	0	1
0%	Newfoundland and Labrador Legal Aid Commission	0	1	0	1
0%	Newfoundland Liquor Corporation	0	1	0	1
0%	WorkplaceNL	0	1	0	1
Total		8	26	3	37

Note 1: Formerly: (a) Department of Transportation and Works (b) Department of Education and Early Childhood Development; (c) Executive Council (Office of Climate Change); (d) Executive Council (Human Resource Secretariat); (e) Department of Municipal Affairs and Environment.

The next table shows implementation status by report topic and the related entities accountable for implementing the recommendations.

Report Topic	Entity	Implementation Status
Road Quality	Department of Transportation and Infrastructure ^{1a}	●
Government Preparedness for Changing Demographics	Department of Finance	✔
	Department of Health and Community Services	✔
	Department of Children, Seniors, and Social Development	●
	Department of Education ^{1b}	●
	Department of Municipal and Provincial Affairs ^{1c}	●
Compensation Practices in Government Entities	Executive Council/Treasury Board Secretariat ^{1d}	●
	Board of Commissioners of Public Utilities	●
	Central Regional Health Authority	●
	Municipal Assessment Agency Inc.	●
	Newfoundland and Labrador Film Development Corporation	●
	Newfoundland and Labrador Legal Aid Commission	●
	Newfoundland and Labrador Liquor Corporation	●
	WorkplaceNL	●
Provincial Home Support Program	Eastern Regional Health Authority	●
	Western Regional Health Authority	●
Climate Change	Department of Environment and Climate Change ^{1e}	●

Legend	
✔	Complete (100 per cent)
●	86-99 per cent
●	60-85 per cent
●	<60 per cent

Note 1: Formerly: (a) Department of Transportation and Works (b) Department of Education and Early Childhood Development; (c) Department of Municipal Affairs and Environment; (d) Executive Council (Human Resource Secretariat); (e) Executive Council (Office of Climate Change)

Recommendations are provided to improve processes and overall performance in the management of public resources and reduce known risks. For purposes of this Update Report, we provide additional focus on recommendations and related risks in the fifteen entities that had overall implementation rates of less than 60 per cent.



Road Quality

Department of Transportation and Infrastructure (formerly Department of Transportation and Works)

The Department of Transportation and Infrastructure fully implemented 50 per cent (4 of 8) of recommendations related to the audit of Road Quality. The following recommendations are not fully implemented:

1. The Department should implement a system to track road conditions, identify maintenance priorities and support roadwork decisions. The Department should also evaluate how to objectively assess road conditions.
2. The Department should develop a structured maintenance program that considers the pavement lifecycle and includes information on the type of maintenance required, maintenance schedules and frequency.
3. The Department should establish a centralized location for receiving road complaints and document complaint information and action taken.
4. The Department should improve its monitoring of roadwork progress and completion by:
 - ensuring that all quality control and quality assurance testing is complete and clearly documented,
 - evaluating deficiencies identified and documenting the action taken,
 - performing contractor evaluations and taking action when contractor issues are identified,
 - ensuring that cost increases beyond an original tender estimate have approved contract extensions,
 - evaluating the benefit of performing inter-laboratory testing and laboratory audits, and
 - updating the numbering system used for samples.

The Department of Transportation and Infrastructure is responsible for overseeing the design of transportation infrastructure, managing and inspecting construction and rehabilitation projects, quality assurance of construction materials, and investigating soil conditions for highways. The Department of Transportation and Infrastructure is also responsible for developing and implementing policies and procedures for maintenance of highways, maintaining data on maintenance costs, and administering inventory management systems.

The amount of money spent on roads is significant. Newfoundland and Labrador has more kilometres of roads per capita than all other provinces. Newfoundland and Labrador has 2,469 paved kilometres of road that are a part of the National Highway System (NHS). The NHS is made up of core routes, feeder routes, and remote routes.

As a result of recommendations from the Road Quality audit not being fully implemented, risks remain. Our Provincial road system is used by hundreds of thousands of people each year, including residents, tourists, and businesses. If the Department is not adequately managing roadwork, road quality could be affected, increasing the chances of accidents, and increasing the costs to perform roadwork.

The Department of Transportation and Infrastructure should fully implement the recommendations to ensure known risks are mitigated.

Government’s Preparedness for Changing Demographics

The Departments of Finance and Health and Community Services fully implemented the recommendation related to the audit of Government Preparedness for Changing Demographics.

Department of Children, Seniors and Social Development

The Department of Children, Seniors and Social Development did not implement the recommendation related to the audit of Government Preparedness for Changing Demographics. The following recommendation is not fully implemented:

1. The Department of Children, Seniors, and Social Development should ensure that an assessment of future impacts of an aging population is completed on its operations related directly to seniors and related to its role in providing expertise and knowledge to departments on seniors and aging.

Department of Education (formerly Department of Education and Early Childhood Development)

The Department of Education fully implemented 50 per cent (1 of 2) of the recommendations related to the audit of Government Preparedness for Changing Demographics. The following recommendation is not fully implemented:

1. The Department of Education and Early Childhood Development should consider whether a change in legislation is required to allow the Department to provide oversight of the two school districts as it relates to the K-12 school system.

Department of Municipal and Provincial Affairs (formerly Department of Municipal Affairs and Environment)

The Department of Municipal and Provincial Affairs did not implement the recommendation related to the audit of Government Preparedness for Changing Demographics. The following recommendation is not fully implemented:

1. The Departments of Education and Early Childhood Development and Municipal Affairs and Environment should ensure that changing demographics are considered, impacts have been assessed, long-term plans are created, and costs related to changing demographics are integrated into the financial forecast.

The demographics of Newfoundland and Labrador are changing and will continue to change. Most notably, the average age is increasing and the population is shifting from coastal communities to areas closer to the TransCanada Highway and the Avalon. These shifts in demographics will put a strain on service delivery costs and demands in a number of areas such as education, healthcare and municipal support. The impacts of these expected changes must be considered when planning for the future.

As a result of recommendations from the audit of Government Preparedness for Changing Demographics not being fully implemented, risks remain. For example, some departments are not prepared for changing demographics as they have not assessed future service needs or planned for future costs.

The Departments of Children, Seniors and Social Development, Education and Municipal and Provincial Affairs should fully implement the recommendations to ensure known risks are mitigated.

Compensation Practices in Government Entities**Executive Council/Treasury Board Secretariat (formerly Executive Council (Human Resource Secretariat))**

Executive Council/Treasury Board Secretariat did not fully implement any (0 of 4) of the recommendations related to the audit of Compensation Practices in Government Entities. The following recommendations are not fully implemented:

1. The Human Resource Secretariat should complete its review of Government compensation policies, as directed by Cabinet.
2. The Human Resource Secretariat should determine which Government entities should comply with existing and revised compensation policies.
3. The Human Resource Secretariat should work with the departments to ensure they effectively communicate Government compensation policies to their respective entities.
4. The Human Resource Secretariat should consider whether legislative change is necessary to clarify the role of boards of directors of Government entities in following Government compensation policies.

Board of Commissioners of Public Utilities

The Board of Commissioners of Public Utilities did not implement the recommendation related to the audit of Compensation Practices in Government Entities. The following recommendation is not fully implemented:

1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.

Central Regional Health Authority

The Central Regional Health Authority did not implement the recommendation related to the audit of Compensation Practices in Government Entities. The following recommendation is not fully implemented:

1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.

Municipal Assessment Agency Inc.

The Municipal Assessment Agency Inc. did not implement the recommendation related to the audit of Compensation Practices in Government Entities. The following recommendation is not fully implemented:

1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.

Newfoundland and Labrador Film Development Corporation

The Newfoundland and Labrador Film Development Corporation did not implement the recommendation related to the audit of Compensation Practices in Government Entities. The following recommendation is not fully implemented:

1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.

Newfoundland and Labrador Legal Aid Commission

The Newfoundland and Labrador Legal Aid Commission did not implement the recommendation related to the audit of Compensation Practices in Government Entities. The following recommendation is not fully implemented:

1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.

Newfoundland and Labrador Liquor Corporation

The Newfoundland and Labrador Liquor Corporation did not implement the recommendation related to the audit of Compensation Practices in Government Entities. The following recommendation is not fully implemented:

1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.

WorkplaceNL

WorkplaceNL did not implement the recommendation related to the audit of Compensation Practices in Government Entities. The following recommendation is not fully implemented:

1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.

Consistent compensation practices and policies across Government ensure compensation equity and fairness. Consistent compensation practices also help ensure that compensation costs are adequately managed and controlled.

As a result of recommendations from the Compensation Practices in Government Entities not being fully implemented, risks remain. For example, Executive Council/Treasury Board Secretariat has not reviewed all of their policies to determine whether there should be any changes or to determine which entities are exempt from following Government compensation policies. These delays may mean that certain salaries and other employee benefits within Government entities are being over or underpaid.

Executive Council/Treasury Board Secretariat, the Board of Commissioners of Public Utilities, Central Regional Health Authority, Municipal Assessment Agency Inc., Newfoundland and Labrador Film Development Corporation, Newfoundland and Labrador Legal Aid Commission, Newfoundland and Labrador Liquor Corporation and WorkplaceNL should fully implement the recommendations to ensure known risks are mitigated.

Provincial Home Support Program

Eastern Regional Health Authority

Eastern Regional Health Authority did not fully implement any (0 of 5) of the recommendations related to the audit of the Provincial Home Support Program. The following recommendations are not fully implemented:

1. The Authorities should complete clinical and financial assessments within established timeframes and should assess home support services for seniors at least annually.
2. The Authorities should ensure that they contact seniors in accordance with established timeframes.
3. The Authorities should ensure that they receive required financial reports and records annually from seniors that self manage their home support services. The Authorities should review these reports and any financial records in the initial year as required and establish a process to review financial records on a more frequent basis beyond the initial year.
4. The Authorities should ensure that recurring issues identified in annual agency audits are adequately resolved prior to approving agencies to operate.
5. The Authorities should monitor the home support hours received by seniors and follow up on instances in which seniors were not provided with the home support hours they had been approved to receive.

Western Regional Health Authority

Western Regional Health Authority did not fully implement any (0 of 5) of the recommendations related to the audit of the Provincial Home Support Program. The following recommendations are not fully implemented:

1. The Authorities should complete clinical and financial assessments within established timeframes and should assess home support services for seniors at least annually.
2. The Authorities should ensure that they contact seniors in accordance with established timeframes.
3. The Authorities should ensure that they receive required financial reports and records annually from seniors that self manage their home support services. The Authorities should review these reports and any financial records in the initial year as required and establish a process to review financial records on a more frequent basis beyond the initial year.
4. The Authorities should ensure that recurring issues identified in annual agency audits are adequately resolved prior to approving agencies to operate.
5. The Authorities should monitor the home support hours received by seniors and follow up on instances in which seniors were not provided with the home support hours they had been approved to receive.

Over the next 20 years, the number of seniors age 65 and older is expected to increase by more than 50 per cent to 154,000. As the number of seniors continues to increase, it is expected that there will also be an increase in the demand for home support services.

As a result of recommendations not being fully implemented in the Provincial Home Support Program, risks remain. Providing home support services allows seniors to live at home independently while preventing or delaying placement in a long-term care facility or personal care home, which can be more costly. It is important that Regional Health Authorities have effective assessment and monitoring processes to ensure seniors are provided with timely and safe home support services.

Eastern Regional Health Authority and Western Regional Health Authority should fully implement the recommendations to ensure known risks are mitigated.

Climate Change

Department of Environment and Climate Change (formerly Executive Council (Office of Climate Change))

The Department of Environment and Climate Change fully implemented 50 per cent (1 of 2) of the recommendations in the audit of Climate Change. The following recommendation is not fully implemented:

1. When designing a plan to meet greenhouse gas emissions reduction targets, Government should ensure that the expected impact of the actions set out is sufficient to achieve the targets.

Climate change is one of the greatest challenges facing the planet. Greenhouse gas emissions are the primary cause of climate change.

As a coastal province, the majority of our population lives near the Atlantic Ocean. Newfoundland and Labrador is exposed to many impacts of climate change including sea-level rise, flooding, more storm surges, greater coastal erosion and volatile changes in seasonal weather patterns. These changes could have severe economic and social implications, affecting our land, forestry, fishery, oceans, infrastructure and communities.

As a result of this recommendation not being fully implemented, risks remain. Without assuring sufficient actions, there is a risk that Government's planned greenhouse gas emissions reduction targets will not be met.

The Department of Environment and Climate should fully implement the recommendations to ensure known risks are mitigated.

CHAPTER 3

STATUS OF RECOMMENDATIONS JUNE 2017 REPORT

INTRODUCTION

This Chapter contains the details of the 37 recommendations contained in our June 2017 Report and the status of each recommendation based upon our monitoring activity as of July 31, 2020.

2017 (PART 3.1) – ROAD QUALITY

Entity: Department of Transportation and Infrastructure (formerly Department of Transportation and Works)

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
Department of Transportation and Infrastructure			
1. The Department should ensure that roadwork performed meets Department standards.	√		
2. The Department should evaluate site conditions to determine whether it should customize project specifications.	√		
3. The Department should implement a system to track road conditions, identify maintenance priorities and support roadwork decisions. The Department should also evaluate how to objectively assess road conditions.			√
4. The Department should develop a structured maintenance program that considers the pavement lifecycle and includes information on the type of maintenance required, maintenance schedules, and frequency.			√
5. The Department should establish a centralized location for receiving road complaints and document complaint information and action taken.		√	

STATUS OF RECOMMENDATIONS
JUNE 2017 REPORT

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
6. The Department should choose roadwork projects based on an objective evaluation process that is consistently applied.	√		
7. The Department should ensure that roadwork is tendered on time, extension requests are received, and eligible liquidated damages are collected.	√		
8. The Department should improve its monitoring of roadwork progress and completion by: <ul style="list-style-type: none"> ▪ ensuring that all quality control and quality assurance testing is complete and clearly documented, ▪ evaluating deficiencies identified and documenting the action taken, ▪ performing contractor evaluations and taking action when contractor issues are identified, ▪ ensuring that cost increases beyond an original tender estimate have approved contract extensions, ▪ evaluating the benefit of performing inter-laboratory testing and laboratory audits, and ▪ updating the numbering system used for samples. 		√	

2017 (PART 3.2) – GOVERNMENT’S PREPAREDNESS FOR CHANGING DEMOGRAPHICS

Entities: Department of Finance

Department of Health and Community Services

Department of Children, Seniors and Social Development

Department of Education (formerly Department of Education and Early Childhood Development)

Department of Municipal and Provincial Affairs (formerly Department of Municipal Affairs and Environment)

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
Department of Finance			
1. The Department of Finance should ensure that all departments are including costs associated with changing demographics in their expense forecasts.	√		
Department of Health and Community Services			
1. The Department of Health and Community Services should ensure that its assessments and long-term plans consider all impacts of changing demographics, and costs are integrated into the financial forecast.	√		
Department of Children, Seniors and Social Development			
1. The Department of Children, Seniors and Social Development should ensure that an assessment of future impacts of an aging population is completed on its operations related directly to seniors and related to its role in providing expertise and knowledge to departments on seniors and aging.		√	
Department of Education			
1. The Departments of Education and Early Childhood Development, and Municipal Affairs and Environment should ensure that changing demographics are considered,	√		

STATUS OF RECOMMENDATIONS
JUNE 2017 REPORT

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
impacts have been assessed, long-term plans are created, and costs related to changing demographics are integrated into the financial forecast.			
2. The Department of Education and Early Childhood Development should consider whether a change in legislation is required to allow the department to provide oversight of the two school districts as it relates to the K-12 school system.		√	
Department of Municipal and Provincial Affairs			
1. The Departments of Education and Early Childhood Development, and Municipal Affairs and Environment should ensure that changing demographics are considered, impacts have been assessed, long-term plans are created, and costs related to changing demographics are integrated into the financial forecast.		√	

2017 (PART 3.3) – COMPENSATION PRACTICES IN GOVERNMENT ENTITIES

Entities: Executive Council/Treasury Board Secretariat (formerly Executive Council (Human Resource Secretariat))
Board of Commissioners of Public Utilities
Central Regional Health Authority
Municipal Assessment Agency Inc.
Newfoundland and Labrador Film Development Corporation
Newfoundland and Labrador Legal Aid Commission
Newfoundland and Labrador Liquor Corporation
WorkplaceNL

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
Executive Council/Treasury Board Secretariat			
1. The Human Resource Secretariat should complete its review of Government compensation policies, as directed by Cabinet.		√	
2. The Human Resource Secretariat should determine which Government entities should comply with existing and revised compensation policies.		√	
3. The Human Resource Secretariat should work with the departments to ensure they effectively communicate Government compensation policies to their respective entities.		√	
4. The Human Resource Secretariat should consider whether legislative change is necessary to clarify the role of boards of directors of Government entities in following Government compensation policies.			√

STATUS OF RECOMMENDATIONS
JUNE 2017 REPORT

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
Board of Commissioners of Public Utilities			
1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.		√	
Central Regional Health Authority			
1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.		√	
Municipal Assessment Agency Inc.			
1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.		√	
Newfoundland and Labrador Film Development Corporation			
1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.		√	

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
Newfoundland and Labrador Legal Aid Commission			
1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.		√	
Newfoundland and Labrador Liquor Corporation			
1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.		√	
WorkplaceNL			
1. The seven entities that we examined should work with the Human Resource Secretariat to determine whether their compensation policies and practices should be consistent with Government policy, and where deemed appropriate, identified inconsistencies should be assessed.		√	

2017 (PART 3.4) – PROVINCIAL HOME SUPPORT PROGRAM

**Entities: Eastern Regional Health Authority
Western Regional Health Authority**

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
Eastern Regional Health Authority			
1. The Authorities should complete clinical and financial assessments within established timeframes and should assess home support services for seniors at least annually.		√	
2. The Authorities should ensure that they contact seniors in accordance with established timeframes.		√	
3. The Authorities should ensure that they receive required financial reports and records annually from seniors that self manage their home support services. The Authorities should review these reports and any financial records in the initial year as required and establish a process to review financial records on a more frequent basis beyond the initial year.		√	
4. The Authorities should ensure that recurring issues identified in annual agency audits are adequately resolved prior to approving agencies to operate.		√	
5. The Authorities should monitor the home support hours received by seniors and follow up on instances in which seniors were not provided with the home support hours they had been approved to receive.		√	
Western Regional Health Authority			
1. The Authorities should complete clinical and financial assessments within established timeframes and should assess home support services for seniors at least annually.		√	

STATUS OF RECOMMENDATIONS
JUNE 2017 REPORT

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
2. The Authorities should ensure that they contact seniors in accordance with established timeframes.		√	
3. The Authorities should ensure that they receive required financial reports and records annually from seniors that self manage their home support services. The Authorities should review these reports and any financial records in the initial year as required and establish a process to review financial records on a more frequent basis beyond the initial year.		√	
4. The Authorities should ensure that recurring issues identified in annual agency audits are adequately resolved prior to approving agencies to operate.		√	
5. The Authorities should monitor the home support hours received by seniors and follow up on instances in which seniors were not provided with the home support hours they had been approved to receive.		√	

2017 (PART 3.5) – CLIMATE CHANGE

Entity: Department of Environment and Climate Change (formerly Executive Council (Office of Climate Change))

Recommendation	Status		
	Fully implemented or otherwise resolved	Partially implemented	No action
Department of Environment and Climate Change			
1. When designing a plan to meet greenhouse gas emissions reduction targets, Government should ensure that the expected impact of the actions set out is sufficient to achieve the targets.		√	
2. Government should consider whether additional items could be designed which would result in measurable greenhouse gas emissions reductions that contribute to the Province reaching its overall greenhouse gas emissions reduction targets.	√		

APPENDIX I

LIMITED ASSURANCE ENGAGEMENT DESCRIPTION

We completed an independent limited assurance attestation engagement on the status of recommendations included in the June 2017 Report to the House of Assembly on Performance Audits of Departments and Crown Agencies. We provide limited assurance as of July 31, 2020 on recommendations assessed as fully implemented or otherwise resolved, partially implemented or no action, to determine if departments' and agencies' assessments were free from material misstatement.

For recommendations assessed as fully implemented or otherwise resolved and partially implemented, our work consists primarily of enquiry and discussion with management officials at Government departments and Crown agencies, and an examination of selected supporting documentation. No procedures were performed, and therefore no assurance is provided where the status on recommendations is noted as no action.

This is a limited assurance engagement, as opposed to a reasonable assurance engagement, and accordingly, the level of assurance obtained from procedures performed is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We conducted our work in accordance with section 12 of the Auditor General Act.

We comply with Canadian Standard on Quality Control 1 and, accordingly, maintain a system of quality control that includes documented policies and procedures to ensure compliance with professional standards, ethical requirements and legal and regulatory requirements.

We complied with the independence and ethical requirements of the Rules of Professional Conduct of Chartered Professional Accountants of Newfoundland and Labrador.

CONCLUSION

Based on the limited assurance procedures performed and the evidence reviewed, nothing has come to our attention to cause us to believe that the recommendation statuses presented in this Report do not present fairly, in all significant respects, the progress made in implementing the recommendations in the June 2017 Report.

